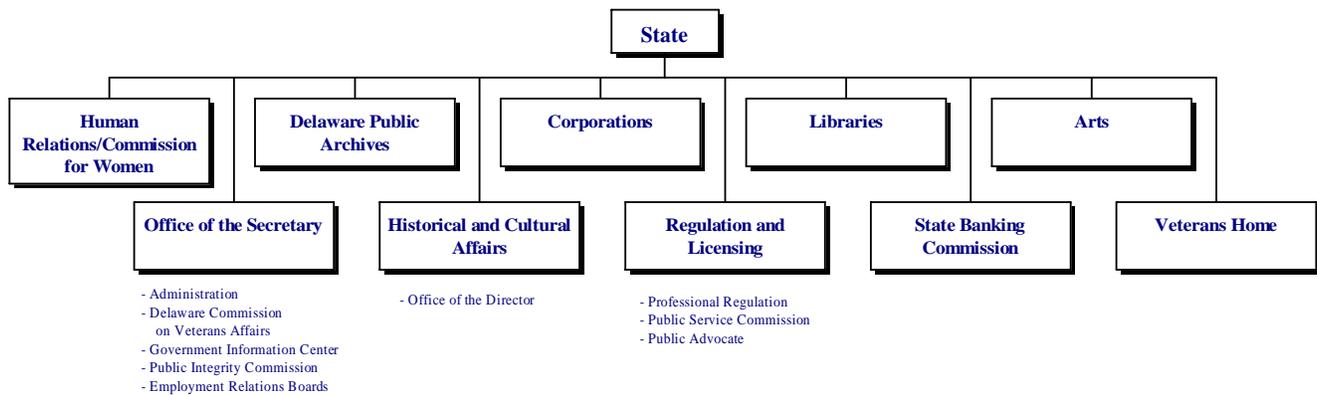


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MISSION

To promote the State’s economy, generate revenue, ensure residents 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.

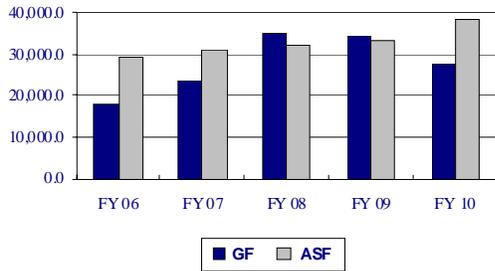
KEY OBJECTIVES

- Promote job creation by attracting businesses to Delaware, assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products and services that leverage the State’s existing reputation as a leading financial services center. Effectively coordinate domestic and international marketing efforts with the Delaware Economic Development Office, Diamond State Port Corporation, chambers of commerce and others.
- Grow incorporations and banking revenues by maintaining an attractive and innovative regulatory and service environment.
- Improve public access to governmental, recreational and educational information by expanding virtual information repositories, such as Delaware.gov, Digital Archives and Library Catalog, and maintaining world-class, full-service operations at the State’s public libraries and Public Archives.
- Improve the quality and increase the use of historic, recreational and cultural assets that make Delaware an attractive place to live, work and visit.
- Increase the number of eligible veterans and their dependents receiving services.

- Provide outstanding long-term care services at the Delaware Veterans Home that improve the quality of life of residents.
- Promote amicable and supportive relationships among the residents of Delaware by increasing public awareness of discriminatory practices and human rights.
- Promote the economic, social, educational, personal and professional growth of Delaware women.
- Ensure the timely and fair administration of rules, regulations and laws overseen by the department.
- Work with regulated businesses to foster utility regulatory policies and rate structures that align with state and federal initiatives on climate prosperity, clean energy and environmental sustainability.
- Ensure applicants for profession, trade and event licenses meet minimum requirements for licensure and promptly investigate complaints from the public.
- Apply e-government solutions to boost productivity, enhance customer service, respond to changes in laws and enhance the availability of online services and information.
- Expand outreach and educational services to consumers and state employees about various matters (financial services, utility services, government ethics laws, employment laws, etc.) handled through the department.
- Boost the quality of the department’s work environment and enhance safety, security and reliability by implementing comprehensive security, disaster recovery and business recovery plans.

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Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	38,058.9	27,557.0	27,754.4
ASF	29,260.3	38,151.4	37,546.7
TOTAL	67,319.2	65,708.4	65,301.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	405.1	329.0	305.0
ASF	250.0	276.6	264.6
NSF	18.9	18.9	16.4
TOTAL	674.0	624.5	586.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (23.0) FTEs, (12.0) ASF FTEs, and (3.5) NSF FTEs to reflect complement reductions.
- ◆ Recommend consolidations to create operational efficiencies, specifically Delaware Veterans Memorial Cemetery and Veterans Cemetery Georgetown into Delaware Commission on Veterans Affairs; Merit Employee Relations Board into Public Employment Relations Board, which will now be known as Employment Relations Boards; Commission for Women into Office of Human Relations, which will now be known as Human Relations/Commission for Women; and Delaware State Historic Preservation Office and Delaware State Museums into Office of Administration, which will now be known as Office of the Director.

CAPITAL BUDGET:

- ◆ Recommend \$350.0 for Museum Maintenance to allow the Division of Historical and Cultural Affairs to perform minor and emergency repairs, allowing eight museum sites to operate safely.

- ◆ Recommend \$750.0 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 \$50.0 for the Minor Capital Improvement and Equipment program for the Veterans Home.
- ◆ Recommend \$2,500.0 for the construction of a new library for the City of Dover. Also recommended are \$500.0 for starting renovations to the Wilmington Public Library, \$500.0 for renovations to the Bear Library, \$250.0 for the construction of a new library in Greenwood and \$1,500.0 for the construction of a new library in Claymont.

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OFFICE OF THE SECRETARY
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FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,427.4	4,059.5	3,531.0
ASF	2,228.8	3,052.5	3,049.5
TOTAL	5,656.2	7,112.0	6,580.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	45.5	45.5	38.5
ASF	13.5	10.5	10.5
NSF	--	--	--
TOTAL	59.0	56.0	49.0

ADMINISTRATION
20-01-01

MISSION

To provide leadership, support and centralized services to the divisions to meet the overall objectives of the department and promote job creation and revenue growth by assisting Delaware businesses and institutions with efforts to expand international trade and cultural exchanges.

KEY OBJECTIVES

- Build brand awareness and recognition both domestically and internationally of Delaware's position as the Corporate Capital of the World and the Business Gateway to the United States.
- 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.
- Provide leadership in promoting Delaware history, arts and culture.
- Promote the International Trade and Development office, provide export/import assistance to Delaware businesses and work to attract and retain jobs associated with international businesses.

- Provide effective financial, human resource, information technology, policy development, community relations and administrative support to divisions.
- Implement automation improvements designed to continually improve business functions and communications capabilities.
- Provide support services to the Secretary of State related to official duties and functions on the Board of Pardons, Delaware Stadium Corporation, Diamond State Port Corporation, Delaware Economic and Financial Advisory Council (DEFAC) and other boards, committees and task forces.

BACKGROUND AND ACCOMPLISHMENTS

Comprised of Archives, Arts, State Bank Commissioner, Corporations, Government Information Center, Historical and Cultural Affairs, Human Relations/Commission for Women, Libraries, Regulation and Licensing Services, Veterans Affairs, Veterans Home and various boards and commissions, the Department of State is led by the Secretary of State, who leads a diverse organization with responsibilities in many distinct areas. The department is involved in virtually every aspect of state government: economic development, finance, regulation, transportation and infrastructure, housing, education, culture and quality of life issues.

In addition to providing direction to the various divisions, the Secretary of State provides policy guidance. The secretary serves on the board of the Diamond State Port Corporation and Delaware Stadium Corporation. 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, the secretary administers regulations affecting nearly 9,000 Delaware notary publics and actively participates in numerous public bodies, including DEFAC, Open Space Council and Biggs Museum Board.

Through the Division of Corporations and the State Bank Commissioner, the department contributed \$834 million of net General Fund revenue in Fiscal Year 2009. The department continues to maintain the State's leadership in the corporate, legal and banking services industries and leverages those relationships to attract related businesses and industries.

Through the Delaware Public Archives, Division of Libraries and Government Information Center, the department has the statutory responsibility to ensure citizen access to governmental, educational and

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recreational information. The Delaware Public Archives safeguards public records and made more than 134,000 new digital archival images available to the public in Fiscal Year 2009. The Division of Libraries fosters education and recreational enjoyment. Last year, the division served more than four million visitors and circulated more than eight million books and other materials. The Delaware Government Information Center promotes easy and organized access to online information and resources and recorded an average of 326,763 unique visitors a month to the State's web portal in Fiscal Year 2009.

Through Historical and Cultural Affairs, Archives, Arts and Delaware Heritage Commission, the department plays a major role in preserving and celebrating the past and exposing residents and visitors to the State's rich culture and history. Archives, state museums and conference centers hosted more than 117,000 visitors in Fiscal Year 2009 at their public exhibit and meeting spaces where the story of the State's democracy can be seen and heard.

The Division of Arts supports creative expressions that inspire current generations and serve as lasting monuments to a free and democratic society. Division-sponsored events and activities attracted more than one million participants last year.

Through Human Relations/Commission for Women, the department protects Delaware's residents from discriminatory practices and promotes equal opportunity and protection for all persons. Furthermore, it promotes the economic, social, educational, personal and professional growth of Delaware women. Each year, this division participates in hundreds of outreach and educational activities.

Through the Division of Professional Regulation, Delaware Public Service Commission (PSC) and Delaware Public Advocate (DPA), the department provides regulatory, licensing, investigative and consumer services to protect the public's health, safety and economic welfare. The Division of Professional Regulation issues licenses to more than 75,000 professionals in Delaware. In Fiscal Year 2009, 87 percent of all license renewals used the division's new online license renewal service. PSC currently has regulatory authority over 135 energy, telecommunications, water and wastewater service providers and franchisees. The DPA represents the interests of utility customers before the PSC, as well as other state and federal courts and administrative bodies. The PSC and DPA together handled more than 2,300 utility customer complaints in Fiscal Year 2009.

Through the Employee Relations Boards and Public Integrity Commission (PIC), the department administers state laws governing employment relations and ethics. These agencies continued to expand and enhance their websites to improve citizen access to statutes, regulations and online services.

The Commission of Veterans Affairs serves Delaware veterans through its administrative offices and the veterans' memorial cemeteries. The commission played a vital role in securing legislation and developing rules and regulations to administer the Delaware Veterans Home.

The Veterans Home provides long-term care services, such as skilled nursing care, to Delaware veterans at its facility in Milford. It has consistently operated above a 90 percent occupancy rate for the three licensed wings.

The International Trade and Development office works to increase employment in the State by attracting new internationally-based businesses to Delaware and providing export/import information and guidance to existing Delaware-based businesses. The value of annual exports by Delaware businesses in 2008 reached \$4.9 billion, an increase of 22 percent from 2007. Delaware products can be found in 158 countries around the world with the fastest growing exports occurring in pharmaceutical products, plastics, poultry and aviation.

ACTIVITIES

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

DELAWARE COMMISSION ON VETERANS AFFAIRS 20-01-02

MISSION

To assist, advise and represent Delaware's veterans and their dependents regarding available programs and benefits. To provide services and a final resting place to those who served the state and nation.

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KEY OBJECTIVES

- Increase claims processed with the U.S. Department of Veterans Affairs on behalf of Delaware veterans and their dependents.
- Increase outreach services to veterans and their dependents.
- Increase the number of eligible veterans and their dependents referred to services provided by federal, state and local agencies.
- Increase the number of interments and grave sites.

BACKGROUND AND ACCOMPLISHMENTS

Under the Office of the Secretary, the department consolidated the Delaware Commission on Veterans Affairs, Delaware Veterans Memorial Cemetery and Veterans Cemetery Georgetown into one budget unit under Delaware Commission on Veterans Affairs.

The Delaware Commission on Veterans Affairs (DCVA) was established in 1987 as an operational unit of the Department of State, Office of the Secretary.

Its responsibilities include the protection and enhancement of federal and state benefits and entitlements to 80,592 Delaware veterans and their dependents.

DCVA continues to increase services to approximately 39,172 veterans residing in Kent and Sussex counties who do not have equitable access to resources accessible to veterans residing in New Castle County. The Veterans Service Center, a mobile van, makes scheduled community visits, further enhancing the delivery of services.

The commission and the U.S. Department of Veterans Affairs provide vocational rehabilitation counseling and services to veterans residing in Kent and Sussex counties.

The commission continues to strengthen veterans' involvement in small business development through promotion of the Small Business Administration (SBA) and U.S. Department of Veterans Affairs workshops to veterans/disabled veterans interested in developing veteran-owned small businesses.

The commission continues to use technology for its benefits delivery network. The DCVA website was accessed 431,686 times during Fiscal Year 2009.

Accomplishments

- Maintained a website allowing residents' access to services offered by the commission and U.S. Department of Veterans Affairs.
- Published *THE CENTURION*, a quarterly veterans' newsletter distributed to veteran and community organizations and available through e-mail subscription and the website.
- Improved veterans' ability 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.
- Processed and approved over 8,000 applications for burial at the Delaware Veterans Memorial Cemetery (DVMC) and effectively handled over 2,000 interments over the past 10 years.
- Maintained a website that gives veterans access to a burial application allowing them to check the status of an application and helping locate interment sites of those interred at the DVMC.
- Implemented a Funeral Directors Interment Scheduling (FDIS) program, which allows funeral directors to electronically schedule interments on a 24/7 basis.

ACTIVITIES

- Manage the claims processing system for veterans and their dependents and effectively monitor all federal legislation vis-à-vis the U.S. Department of Veterans Affairs.
- Maintain a digital imaging repository for all DD-214s or similar verification of active military service documentation.
- Continue annual ceremonies associated with the Delaware Memorial Bridge and Delaware Veterans Memorial Cemeteries honoring veterans on Memorial Day, Flag Day and Veterans Day.
- Continue outreach efforts conducted through the publication of a quarterly newsletter.
- Maintain information systems that provide veterans with electronic access to benefits and entitlement information provided by federal and state governments.
- Maintain effective communication and participate in activities with other departments, divisions, nonprofit organizations and interstate departments of veterans affairs for the purpose of promoting issues beneficial to veterans and their dependents.

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- Maintain the interment sites in New Castle and Sussex counties, which serve as a memorial to those who have honorably served their state and country.
- Maintain electronic access (kiosk) for all Delaware veterans and family members to retrieve gravesite information.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of claims processed	1,583	1,623	1,664
# of outreach services to veterans and their dependants	54,141	55,495	56,882
# of federal/state referrals	4,933	5,056	5,182
\$ of claims awarded (millions)	7.2	8.0	8.0

GOVERNMENT INFORMATION CENTER 20-01-06

MISSION

To promote easy and organized resident access to government services and information online.

KEY OBJECTIVES

- Increase the number of monthly visitors to Delaware's portal and agency websites.
- Establish e-partnerships with all local and county governments.
- Promote an increase in the usage of online services.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2001, the Government Information Center (GIC) was created within the Office of the Secretary to assist the Department of State in meeting its statutory mandate of providing residents with free and equal access to state, local and federal government information. GIC works with state agencies, legislators, judicial agencies, the public and others to improve the delivery of government services and information through Delaware's portal and other channels.

Accomplishments

- Redesigned Delaware.gov and promulgated updated common look and feel website templates to all state agencies.
- Delaware.gov was named among the Top 10 state portals in the nation by the Center for Digital Government in 2008.

- Delaware was ranked first in the annual e-government survey by Brown University in 2008.
- Established enterprise blogging resources for state agency use.
- Partnered with local governments to establish town websites for municipalities.
- Enabled online maps and driving directions to all election polling places for the 2008 Primary Election.
- Launched the Official Mobile Website for Delaware.gov.
- Partnered with Department of Natural Resources and Environmental Control to enhance marketing efforts for revenue generating sites by increasing multimedia content online.
- Developed web publishing standards designed to improve the accessibility of state websites for people with physical disabilities and others.
- Launched an enterprise-wide calendar for public meetings.
- Offered Writing for the Web course to state employees.
- Enabled online public commenting to proposed regulation changes.

ACTIVITIES

- Enable, assist and empower state agencies to reach new audiences through the use of social media venues.
- Offer web-related training to state agencies.
- Establish e-partnerships with local governments to ease access to government information and reduce costs by leveraging existing online services.
- Partner with the Department of Technology and Information (DTI) to create, modify and enforce state standards.
- Collaborate with DPA and Libraries on implementing digital archiving and cataloging activities.
- Partner with Archives, Arts and Historical and Cultural Affairs to establish online exhibits.
- Participate in outreach events to promote the use of Delaware.gov and other state services available online.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of portal visitors (average unique visitors per month)	326,763	343,101	360,256
% of online personal income tax filings	60	65	70
# of subscribers on Delaware Information Subscription Service	17,331	19,064	20,970

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

MISSION

To instill the public's confidence in the integrity of its government by administering and enforcing laws on ethics for the executive branch and local governments, financial disclosure for executive, legislative and judicial branches, dual compensation for state and local employees and officials holding two government jobs and registration and expenditures by lobbyists.

KEY OBJECTIVES

- Increase the number of training attendees annually.
- Improve response time for issuing written decisions.
- Increase the number of disclosures filed online.

BACKGROUND AND ACCOMPLISHMENTS

The Public Integrity Commission (PIC) interprets:

- Ethics law for more than 58,000 state employees, officials and all appointees to boards and commissions and 50 local governments;
- Financial disclosure law for more than 370 officials and state candidates;
- Law pertaining to dual office holders; and
- Lobbying law, which applies to 324 lobbyists representing 780 employers and organizations.

In Fiscal Year 2009, it interpreted 73 requests for advisory opinions from officials and complaints against officials. That was a decrease of eight over the previous year's 81 decisions.

Fiscal Year 2009 was the fourth time officials could file financial disclosure reports online or by hard copy. Out of 335 public officers, 215 filed online.

In Fiscal Year 2009, 324 lobbyists registered to represent 780 organizations. This was an increase of 26 lobbyists

and an increase of 73 organizations represented. Lobbyists filed 3,120 organizational quarterly expense reports.

The commission was recognized by the American Bar Association's Public Lawyers' section for its recycling efforts.

ACTIVITIES

- Issue written opinions on whether state employees, officers, honorary officials, agencies, local government employees, officers and officials, dual office holders and lobbyists are complying with the ethics, financial disclosure, dual compensation and lobbying laws in 29 Del. C. c. 58.
- Grant waivers if the literal application would not serve the public purpose of the Code of Conduct and/or if compliance would result in undue hardship on employees, officers or state agencies.
- Investigate and prosecute violations of 29 Del. C. c. 58.
- Provide seminars and publications to aid in compliance with 29 Del. C. c. 58.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of advisory opinions, waivers and complaints	73	70	70
# of people receiving training	226	400	400
% of opinions issued within 45 days	93	94	95
% of disclosures filed online	64	81	85

***EMPLOYMENT RELATIONS BOARDS
20-01-09***

MISSION

The Public Employment Relations Board (PERB) provides timely, competent and trustworthy support for the collective bargaining process to promote harmonious and cooperative labor management relationships between public employers and their employees. PERB also protects the public by assuring the operations and functions of governmental entities are not interrupted by labor strife. The Merit Employee Relations Board (MERB) resolves employee complaints by restoring any position, benefit or right denied as a consequence of a misapplication of 29 Del. C. c. 59, Delaware Merit System of Personnel Administration and the rules adopted pursuant thereto.

KEY OBJECTIVES

- Increase the percentage of disputes informally resolved through PERB facilitation.
- Increase the percentage of PERB and MERB cases resolved within 90 days of filing.
- Increase use of electronic transmission in PERB and MERB case processing.

BACKGROUND AND ACCOMPLISHMENTS

The department consolidated the PERB and MERB into one budget unit referred to as Employment Relations Boards.

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

PERB's case load is a function of the public sector labor management environment. This environment is impacted by changing economic conditions, projected governmental surpluses or deficits, job cut-backs or freezes, governmental reorganizations, the tenor of the relationship between individual representatives of employer and employee groups and the level of parties' acceptance of their roles in the labor-management relationship.

PERB is often involved with labor/management issues that arise as a consequence of governmental decisions.

The passage of the Wage Bargaining Bill for state merit employees in July 2007 made significant changes in both the scope and structure of collective bargaining between the State and its merit employees. PERB developed and administered effective processes for transforming the existing bargaining structure into the structure mandated by the statutory changes.

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 between Fiscal Year 2000 and Fiscal Year 2008.

PERB efficiently and effectively responded to changing demands for dispute resolution services and the increasing complexity of issues as demand for services has increased. PERB continues to be a reliable, creative and credible source for resolution of public sector collective bargaining disputes.

MERB was established in 1994, pursuant to 29 Del. C. § 5906. The mission of MERB is to provide timely disposition of merit employee grievances and maintenance review classification appeals.

The statute requires MERB to conduct public hearings prior to the adoption of any Merit Rule revisions. The director of Office of Management and Budget (OMB) is required to submit proposed Merit Rule changes to the statewide Labor Management Committee for review and comment prior to submission to the board.

MERB is also empowered to request the director of OMB investigate problems or complaints arising from the implementation of the Merit System and the effect of merit policies and procedures on employees in the classified service.

In April 2009, responsibility for administering MERB was transferred to the staff of PERB in an effort to reduce costs and standardize processing of employment disputes. Since this change, MERB instituted procedures for expediting the processing of cases to hearing and reduced its backlog of pending cases through the institution of a pre-hearing process and efforts to ensure cases are heard as scheduled.

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.
- Develop and implement representation procedures for restructuring and creating bargaining units for purposes of compensation bargaining.
- Facilitate the resolution of negotiation impasses through mediation, fact-finding and binding interest arbitration.
- Administer the binding grievance arbitration panel for public school labor and management.
- Systematically encourage the use of alternative dispute resolution procedures to resolve unfair labor practice charges, representation questions and negotiation disputes, whenever 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 processing and case line summaries, which clarify Delaware public sector collective bargaining law.

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- Develop and increase accessibility to PERB processes and decisions through electronic media.
- Adopt or reject changes to the Merit Rules submitted by the statewide Labor Management Committee after a public hearing.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
PERB			
% of disputes informally resolved through facilitation	35	50	50
% of cases resolved within 90 days of filing	40	55	55
% of mediation cases proceeding to Binding Interest Arbitration (BIA)	40	50	30
% of BIA in which facilitated settlement reached prior to decision	66	75	75
# of new cases filed	60	60	60
# of cases processed	83	90	90
% of cases electronically filed and/or processed	75	70	85
# of decisions issued	28	35	35
MERB			
% of cases resolved within 90 days of filing	10	25	40
% of cases heard within 180 days of filing	0	40	70
# of new cases filed	32	30	30
# of cases processed	60	90	40
% of cases electronically filed and/or processed	0	40	70
# of decisions issued	40	40	40

**HUMAN RELATIONS / COMMISSION FOR
WOMEN
20-02-00**

MISSION

To ensure 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, creed, familial status or disability, so all may enjoy the quality of life Delaware offers. This includes fostering amicable relationships among the various genders, as well as the racial, ethnic, religious, social and cultural groups within the state, and educating the community at large regarding discrimination, including sexual orientation and economic status.

To provide leadership, advocacy and resources on issues impacting women by supporting and promoting laws, policies, practices and programs that eliminate gender-based barriers that prohibit women and girls from realizing their full potential.

KEY OBJECTIVES

- Close all housing complaints of discrimination within 100 days of the date received and filed with the office.
- Investigate, negotiate and settle all Equal Accommodation complaints of discrimination within 120 days of the date received and filed with the office.
- Increase the number of educational seminars, trainings and workshops.
- Increase the number of Housing and Equal Accommodation conciliations.
- Hold State Human Relations Commission meetings monthly and cooperate with the Governor, General Assembly, public agencies, officials, firms, corporations, civic groups and individuals in promoting amicable relationships among the various racial and cultural groups.
- Maintain grasp on the needs and concerns of women in Delaware.
- Collaborate with others to ensure policies, laws and programs are gender-responsive, inclusive and result in progress for women.
- Serve as an advisor to policy leaders, lawmakers, women and others.

- Assist women to obtain the information, knowledge and resources needed to make informed decisions.

BACKGROUND AND ACCOMPLISHMENTS

The department consolidated the Office of Human Relations and Commission for Women into one budget unit referred to as Human Relations/Commission for Women.

The State 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 with seven members appointed from each county and seven members 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 and familial status, color, sex, creed, religion, national origin or disabilities. It investigates, conducts surveys and studies 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 Equal 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 U.S. Department of Housing and Urban Development (HUD) as a substantially equivalent fair housing agency. As a result, 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 Equal Accommodations Act provides tougher penalties for those convicted of discrimination.

Human Relations handles approximately 200-250 intake complaints of discrimination, conducts approximately 75-100 outreach and education events and mediates/conciliates approximately 100-150 community conflicts on a yearly basis.

The Delaware Commission for Women (DCW) was established to foster and promote the full participation of women in all sectors of society. The Office of the Commission for Women supports the efforts of the DCW and works with others (policy leaders, individuals and organizations) through leadership, advocacy and

resources to improve the quality of life for women and girls in Delaware.

Partnerships and collaborations among organizations are expanding, and technology is being used to more efficiently communicate and deliver services. DCW led and participated in several multiagency forums. Each forum was convened to deliberate policies and programs to improve the life circumstances of women and their families. The topics of the forums were varied and complex: the effects of the economy on the mental health and well being of Delawareans, expanding entrepreneurship and business opportunities for women and minorities in Delaware, increasing high school graduation rates and developing a new measurement for poverty. The strategy of convening constructive and inclusive venues for the exchange of knowledge, expertise and ideas represents a new model for better results.

DCW continues to use technology to reduce costs, increase efficiency and improve communications. For more than six years, DCW successfully used videoconferencing for its regular meetings and e-mails to distribute meeting materials. In addition, the subcommittees of the commission use teleconferencing. The commission's years of successful use of technology have encouraged other organizations to do the same.

One way to inspire and motivate women and girls to pursue their dreams and achieve their potential is to expose them to women who are doing just that. Annually, DCW invites the public to assist with identifying Delaware women whose outstanding achievements and contributions warrant their induction into the DCW Hall of Fame. Initiated in 1981, just over 100 women have had the honor of induction.

Accomplishments

- Conducted and participated in 77 outreach and education events.
- Investigated, negotiated and settled 100 percent of all formal equal accommodation complaints within the 120-day mandate.
- Investigated, negotiated and settled 100 percent of all formal housing complaints within 100 days of the federal mandate.
- Successfully conciliated 80 percent of all housing and equal accommodations complaints of discrimination.

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FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	456.4	500.2	737.9
ASF	--	10.0	13.0
TOTAL	456.4	510.2	750.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	9.0	9.0	9.0

***HUMAN RELATIONS/COMMISSION FOR WOMEN
20-02-01***

ACTIVITIES

- Continually examine ongoing operations, public relations and legislative strategies for meeting the mission and goals.
- Annually seek substantial equivalency accreditation from the U.S. Department of Housing and Urban Development.
- Ongoing training of investigators in the areas of housing and equal accommodations investigation and negotiation.
- Continue to expand on the division's media campaign and public relations programs, strengthen human relations and improve visibility of the State Human Relations Commission.
- Continue to develop and conduct civil and human rights training throughout the state and participate in community outreach to encourage and solicit input on civil and human rights issues.
- Publish four quarterly newsletters and an annual report.
- Promote and encourage conciliation of housing and equal accommodation complaints.
- Conduct investigations, surveys and studies and prepare reports and recommendations as they relate to neighborhood tension, prisons, school-related issues, hate crimes and police conflict.
- Make recommendations to the Governor and General Assembly concerning necessary legislation.
- Assist in the development of a diverse workforce that reflects Delaware through the Governor's Council for Equal Employment Opportunity.
- Conduct, support and promote conferences, discussion groups, workshops and other forums that educate and inform.

- Review, monitor and consult on legislation, policies, programs and practices relative to the disparate impact on women.
- Serve as a central source of information, referral and advocacy for women and agencies/organizations.
- Advise and consult with local, regional and national organizations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of educational seminars, training and workshops	77	81	85
# of days to close Fair Housing cases	88	85	85
# of days to close Public Accommodations cases	118	115	115
# of agencies/organizations utilizing DCW resources	240	550	500
# of meetings/forums/conferences sponsored/promoted	94	50	50
# of Hall of Fame nominations	37	43	45
# of intra/inter/other-agency referrals	1,000	900	1,000
# of educational opportunities provided for Delaware women	50	20	50
# of resources/publications disseminated	16,718	14,000	10,000

DELAWARE PUBLIC ARCHIVES
20-03-00

MISSION

To manage the records of Delaware's democracy that document the obligations and rights of residents and enable them to judge the performance and accountability of public officials in carrying out public policy. To preserve and promote a greater awareness of the rich history and heritage of the First State and its people.

KEY OBJECTIVES

- Increase online digital images.
- Increase interactions with government and public clients.
- Promote the history and heritage of Delaware through increasing use of Archives' documentary resources, publications, grant programs and outreach with the education community, historical societies, related organizations and the general public.

BACKGROUND AND ACCOMPLISHMENTS

The past decade has been one of change, growth and progress for DPA, which relocated to modern, state-of-the-art facilities that are among the finest in the nation. DPA also expanded the use of these precious resources through additional public programming.

The responsibilities of DPA include:

- Preserving state and local government records that possess legal, fiscal and historical value, thereby protecting the rights of Delaware residents;
- Ensuring ongoing access to records of enduring value by managing their preservation and using evolving technologies to promote their use;
- Promoting the availability and use of Delaware's rich documentary heritage;
- Celebrating the First State's history in creative and imaginative ways that stimulate a broader knowledge of Delaware's past; and
- Enforcing the proper management, maintenance and disposition of all state and local government records.

The facilities of DPA include record storage spaces, a large and well-equipped area for research, training and education room and administrative offices. In Fiscal Year 2009, more than 10,700 people visited DPA to

conduct research, view exhibits and attend workshops and special events.

The DPA website continues to rank among the top sites for usage in state government. In Fiscal Year 2009, the site logged 241,389 unique visitors.

Accomplishments

- **Public Programs:** During Fiscal Year 2009, an active agenda of outreach and educational programs was conducted. Activities included 17 on-site presentations and 41 off-site programs that attracted over 4,700 Delaware residents. A new exhibit entitled "Vietnam Mailbag" ran from November 2008 to May 2009. Tours of the facility are offered to the public and remain a vital component in educating residents about DPA and its mission.
- **Historical Markers/Monuments:** In Fiscal Year 2009, 17 new markers were unveiled. Access to information concerning historical markers was greatly enhanced by a mapping initiative where website users can obtain full text and Global Positioning System (GPS) information about marker locations. Although the markers program was suspended in January 2009 due to budgetary shortfalls, the hope is DPA can resume more new marker installations when funding becomes available.
- **Digital Archives:** By the end of Fiscal Year 2009, DPA had placed a total of 134,198 scanned images on the web as part of the Digital Archives initiative. These images are used in online exhibits which appear on DPA's website. In the second year of an ongoing agreement, Ancestry.com continued to digitize four major records series, including vital statistics (births, deaths, marriages), land records (deeds, surveys), probates/will books and naturalizations. Eventually, these resources will be made available for use online, and DPA will receive/possess an estimated 2.4 million images. This agreement will result in a considerable cost savings versus commercial vendor production.
- **Government Services/Records Management:** Fiscal Year 2009 concluded the third year of using commercial off-site storage vendors to support the storage of inactive hard-copy records that cannot be fully accommodated in the facility. These records continue to grow in volume in spite of the proliferation of electronic data systems. DPA currently controls over 9,000 cubic feet of records in the custody of two contract vendors. DPA responded to more than 16,300 contacts with state and local government agencies concerning various

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aspects of records management and increased the number of consulting hours by 9 percent over Fiscal Year 2008.

- **Disaster Preparedness:** DPA entered into an agreement with DTI regarding the establishment and continued maintenance of a formal Continuity of Operations Plan (COOP).

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,326.6	871.3	861.0
ASF	282.8	1,179.2	1,123.5
TOTAL	2,609.4	2,050.5	1,984.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	30.0	17.0	15.0
ASF	5.0	15.0	15.0
NSF	--	--	--
TOTAL	35.0	32.0	30.0

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

ACTIVITIES

- Identify, collect, preserve and enhance accessibility to public records of enduring historical and evidential value.
- Promote the availability and use of public records and a greater knowledge of Delaware history.
- Advise state and local government staff regarding the creation, management, use and preservation of public records.
- Determine final disposition of all government records regardless of physical format.
- Collaborate with GIC and Division of Libraries on initiatives concerning electronic publications, finding aids standardization, online collections and public education.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of online digital images (cumulative)	134,198	200,000	250,000
# of government client interactions	16,361	17,000	17,500
# of public client interactions	15,265	16,000	16,500
# of unique website visitors	241,389	247,500	250,000
# of cubic feet of agency records in off-site storage	9,293	12,000	15,000

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

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	8,228.9	9,328.4	8,997.1
TOTAL	8,228.9	9,328.4	8,997.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	78.0	78.0	70.0
NSF	--	--	--
TOTAL	78.0	78.0	70.0

**PROFESSIONAL REGULATION
20-04-01**

MISSION

To ensure the protection of the public's health, safety and economic well being through administrative and investigative services to Governor-appointed boards/commissions.

KEY OBJECTIVES

- Ensure applicants for professions, trades and events meet minimum requirements for licensure and renewal.
- Promptly investigate complaints from the public.
- Increase customer usage of online services offered through the division's website including the implementation of online application submission, online complaint submission and automated licensure verification to other licensing entities.
- Eliminate excessive licensure files and document handling through deployment of a document imaging system.
- Continue development and implementation of a COOP.

BACKGROUND AND ACCOMPLISHMENTS

Professional Regulation provides regulatory oversight for 34 boards/commissions, comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, fiscal

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and investigative support for 45 professions, trades and events. The division currently provides services for over 300 board/commission members and over 75,000 licensees. Licensure fees fund the division and the expenditures attributed to each licensing board.

Accomplishments

- Implemented a plan to restructure the Administrative unit, which included a new information center to handle all e-mail and phone inquiries. Responded to 67,609 customer inquiries, of which 54,505 were responded to by the information center on initial customer contact.
- Issued 10,104 licenses to new applicants and renewed 32,729 licenses with a total licensee population of over 75,000. The regulated licensees are comprised of a diverse group of professions, trades and events, including health care, occupational and business.
- Screened 684 complaints, accepted 508 for investigation and completed 426 investigations.
- Completed the Joint Sunset Review process for the Board of Speech-Language Pathology, Audiology and Hearing Aid Dispensers and Commission on Adult Entertainment Establishments. Sunset legislation for both passed the 145th General Assembly.
- Initiated and responded to 23 legislative bills on behalf of the boards and commissions, of which 17 passed the 145th General Assembly.
- Received approval from DTI to deploy the Document Imaging project. The system and software are in place, and the division has begun converting its existing paper documents to digital.
- Coordinated and provided administrative support for more than 300 public meetings/hearings.

ACTIVITIES

- Oversee all board/commission activities to ensure 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.
- Investigate and track complaints received from those served by licensees.
- Process fiscal, budgetary documents and travel arrangements for each board/commission and

conduct biennial fee setting analysis that reflect each boards' operating costs.

- Provide administrative support and public notice for public meetings and hearings.
- Coordinate with the Office of the Governor for member appointments.
- Provide orientation and annual training for board/commission members.
- Conduct and assist board members with licensure examinations.
- 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 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
License renewals:			
# completed online	28,448	26,363	26,663
% completed online	87	88	89
# of unique website visitors (per month)	19,412	20,000	20,500
Customer satisfaction index (1- 5 scale)	4.45	4.50	4.55
# of days to resolve complaints	85	85	85
Customer inquiries			
# handled	54,505	55,439	56,115
% handled	81	82	83

PUBLIC SERVICE COMMISSION
20-04-02

MISSION

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

To ensure regulation results not only provide optimum benefits to the consumer, but to the utility, and ultimately, to the economic development of the State. To facilitate the transition of Delaware's utility industries from monopolistic to competitive markets, as the opportunities to do so arise and do so in a manner that provides Delaware consumers with good quality of service at a reasonable price.

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KEY OBJECTIVES

- Maintain docket files electronically and in an easily searchable and secure format.
- Review all major utilities' quarterly financial data and investigate significant issues that arise from such review.
- Ensure the utility's quarterly financial reports comply with PSC's order issued in the company's last base rate case.
- Maintain high satisfaction levels when PSC staff respond to complaints and inquiries made by regulated utility customers.
- Work with other state agencies to ensure the provision of utility services are rendered safely, reliably, cost effectively and consistently with the environmental goals of the State.
- Continue to implement key energy policy initiatives to better enable the provision of safe and reliable service to customers in a more environmentally advantageous manner at a reasonable cost.

BACKGROUND AND ACCOMPLISHMENTS

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, PSC recognizes rate regulated 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, PSC has regulatory authority over 12 water suppliers, 11 wastewater utilities, four cable television providers having a total of six franchise areas, two natural gas utilities, one electric distribution company, 42 electric suppliers and 70 local exchange telephone service providers. In addition, PSC issued Certificates of Public Convenience and Necessity for 182 providers of intrastate, competitive telecommunications services. It also reviews the financial and tariff filings of these utilities. In Calendar Year 2008, PSC opened 536 dockets resulting from formal filings made by its regulated utilities.

PSC is also responsible for conducting safety inspections of natural gas pipelines and closed propane systems as part of a joint effort with the federal government to ensure the safety of those lines and the safety of natural gas operators and customers. A total of 206 inspections were completed during Calendar Year 2008. Additionally, the PSC Engineering and Compliance

section handles numerous informal complaints from utility customers ranging from billing to major service disruption. In Fiscal Year 2009, this section handled over 1,771 informal complaints compared to nearly 800 complaints handled in 1999. PSC maintains a detailed database for every customer contact, conducts quality control surveys and uses computer software that can pinpoint clusters of complaints that may be received by PSC relating to an individual utility.

In response to the Electric Utility Retail Customer Supply Act of 2006, PSC continues to evaluate electric generation, demand response and transmission options to meet Delmarva Power and Light's (Delmarva Power) electric load requirements. Central to this planning effort is Delmarva Power's Integrated Resource Plan (IRP), which, under the act, is filed and reviewed biennially. A new IRP will be filed by May 31, 2010, which will reflect updated load forecast data and the recently approved IRP regulations requiring Delmarva Power to include, among other things, a study of the cost impacts of externalities associated with fossil fuel generation.

Reliability of electric service continues to be a prime concern of PSC. After completing its formal rules for reliability evaluations in-state, PSC continues to actively participate in regional and Federal Energy Regulatory Commission (FERC) proceedings related to electric reliability and electric pricing. PSC determined its participation has become vital as a means in dealing with rising electricity rates and assuring reliable service. Both reliability and pricing are also considerations in Delmarva Power's IRP proceeding.

While changes to the Telecommunications Technology Investment Act removed some telecommunications services from PSC oversight, it retains jurisdiction over the provision of basic residential phone service and other essential services. As a result of what may be indications of deteriorating telecommunications service in some areas, the commission opened a formal investigation to determine if Verizon is providing safe, adequate and reliable telecommunications services over its copper facilities.

Both individually and jointly with other Mid-Atlantic state utility commissions, PSC filed comments with Federal Communications Commission regarding changes to Universal Service Fund (USF) and intercarrier compensation. This is an important issue as Delaware provides considerably more funding to USF than it receives in return. PSC has been a consistent advocate for the State since the implementation of the USF.

PSC oversaw a revision to the natural gas hedging guidelines for Delmarva Power that resulted in a minimum level of hedging and an overall target level of

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hedging. While hedging is an important tool used by natural gas companies to avoid wild price fluctuations in volatile markets, PSC was concerned too much reliance on hedging can create a situation where natural gas customers fail to benefit from substantially lower prices during an economic downturn. The revised guidelines, more aligned with industry norms, established through a settlement between the company, staff and the Division of Public Advocate, provide more structure to the hedge positions taken by the company and result in more of a market average commodity cost of natural gas.

PSC continues to be an active participant on the Water Supply Coordinating Council, including a vote in March 2008, to terminate a drought watch initiated in the fall of 2007 for northern New Castle County. Participation on the council will assist with the 2009 self-sufficiency certifications of its two major regulated water utilities in northern New Castle County. The commission is required to review the July 2009 filings made by United Water – Delaware and Artesian Water Company to determine whether they have appropriate water conservation plans and whether they have an adequate supply of water to serve their customers through Calendar Year 2013, even through an extended drought.

PSC grants Certificates of Public Convenience and Necessity (CPCNs) to applying water and wastewater utilities.

Accomplishments

- The commission approved the rules and regulations regarding IRP that were set forth in the Electric Utility Retail Customer Supply Act of 2006. These rules will be used to guide the IRP that will be filed by Delmarva Power by May 31, 2010.
- The commission entered an order approving the system-wide deployment of advanced metering technology into the Delmarva Power's electric distribution system network and the establishment of a regulatory asset to cover recovery of the costs of the metering. The deployment of this technology places Delmarva Power and its customers in the forefront of receiving the benefits of this technology, which will create significant efficiencies, including the ability of customers to time the use of electric appliances to receive favorable pricing.
- In February 2008, the commission and its staff won an appeal in the Delaware Supreme Court in which a developer challenged the commission's regulations requiring Class A water utilities to recover Contributions In-Aid-Of Construction (CIAC) from developers and other project sponsors. Between the

time the regulations were adopted by the commission in 2006 and September 30, 2008, the three major Class A water utilities in Delaware collected almost \$20,000,000 in CIAC, resulting in a corresponding reduction in rate base that could have been passed along to Delaware water customers in the form of higher rates. The regulations have had a major effect on curbing water rate increases.

- The commission staff processed 408 administrative filings during 2008, including tariff revisions, Eligible Energy Resource Certifications, corporate name changes, financing arrangements and other docketed matters not requiring formal action by the commission. The commission itself entered 173 orders during Calendar Year 2008.
- PSC filed initial and reply comments with the Federal Communications Commission (FCC) opposing the petitions of Comcast Communications of Delmarva and Mediacom, Inc. for complete state rate deregulation. Decisions from the FCC have not been rendered for the service territories regulated by PSC for these companies.
- The commission concluded the rate cases of its three largest water utilities. In each case, the utility requested large increases. Through settlement, the utility's original rate request was reduced to nearly half the original request or less.
- PSC actively participated in many of the work groups formed by the Governor's Energy Advisory Council to prepare the five year update of the State's Energy Plan as required by 29 Del. C. § 8055 (c)(3). The *2009 Delaware Energy Plan* was released to the public on March 26, 2009.
- The commission completed the first phase of the state required Business Impact Analysis involving completion of a COOP. Completion of the COOP entailed an in-depth review and analysis of commission processes and procedures and recovery of vital services in the event of an emergency. The commission continues to work with DTI in development and implementation of this program.
- PSC completed a rulemaking that effectively transfers the pipeline safety enforcement function from the federal government to PSC consistent with state legislation enacted in 2008.
- The commission prepared all legislation required by the Joint Sunset Committee, which will facilitate implementation of the recommendations of the committee.

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ACTIVITIES

- Receive, investigate and respond to consumer inquiries with special emphasis on complaints.
- Review and process filings presented to PSC by regulated utilities in a timely manner and make fair and reasonable recommendations to the commissioners.
- Ensure the regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and laws.
- 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. Conduct enforcement proceedings, when necessary.
- Ensure Class A regulated utilities' financial performance is not in excess of the authorized rate of return.
- Monitor processes that can be computerized and implement necessary programs and procedures to accomplish the goal of reducing the dependency on paper.
- Monitor state and national issues that affect PSC and communicate these issues to staff and commissioners.
- Monitor FERC and FCC proceedings that have direct and indirect implications for Delaware consumers. When necessary, intervene in proceedings and file both joint and individual comments in proceedings before these bodies.
- Monitor and participate in PJM Interconnection, LLC (PJM) stakeholder groups and file comments with the PJM board as necessary to protect Delaware's interests. PJM is the regional electric transmission grid operator for 14 jurisdictions, including Delaware and also designs and operates the wholesale electricity markets in the region.
- Manage public awareness campaigns for utility deregulation, energy efficiency and quality of service efforts.
- Oversee Delmarva Power's Standard Offer Service (SOS) electricity procurement process, review its IRP and balance rules to promote greater electric supply competition, while at the same time protecting consumer interests.
- Conduct investigations into the adequacy of supply of the two investor-owned water utilities in northern New Castle County.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Customer satisfaction level with complaint/inquiry investigation and resolution process (scale of 1-5)	4.08	>4.0	>4.0
% of draft legislation completed per Joint Sunset Committee recommendations	100	100	N/A
Dockets filed:			
# maintained electronically	536	560	500
% maintained electronically	100	100	100
Major utilities:			
# of rate of return reports reviewed semi-annually	6	8	8
% of rate of return reports reviewed semi-annually	75	100	100

PUBLIC ADVOCATE 20-04-03

MISSION

The Division of the Public Advocate (DPA) represents the interests of all Delaware utility consumers before the Public Service Commission of Delaware, state and federal courts and federal administrative and regulatory agencies in matters involving rates, services and practices of regulated public utilities. DPA advocates the lowest reasonable 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

- Continue advocacy for customer demand response programs to reduce the growth in peak, as well as overall load, and thus, put downward pressure on electric rates.
- Leverage revenue decoupling and Advanced Metering Infrastructure (AMI) to maximize consumers' choice and control of energy costs.
- Maintain current standards of system average interruption frequency index (SAIFI) and customer average interruption frequency index (CAIFI) of electric reliability, established under the traditional regulated environment.
- Ensure Delaware electric consumers receive the benefits of region-wide transmission investments and the capacity market more accurately reflects the cost of reliability.

- Actively pursue “green” supply alternatives to fossil fuel generation in Delmarva’s IRP to be filed May 31, 2010.

BACKGROUND AND ACCOMPLISHMENTS

DPA remains active in all phases of policy making and regulatory proceedings, implementing the Delaware Electric Retail Customer Supply Act of 2006, which is ongoing over the next five years. DPA is the only non-industry sector voting member in the PJM stakeholder process representing Delaware electric customers.

DPA will continue its traditional role with electric utility ratemaking for distribution charges. This role has expanded with the enactment of the Delaware Electric Retail Customer Supply Act of 2006 with regard to Delmarva’s procurement of power supply. This legislation requires Delmarva Power to procure supply for Delaware customers with an IRP approved by PSC.

DPA will continue to solicit and support federal funding opportunities for projects that promote renewable energy initiatives and energy efficiency in Delaware.

DPA will remain active with PJM through dedicated resources to ensure Delaware energy and demand markets maintain reliable and reasonable prices, and demand response is appropriately integrated as a supply option. DPA will also remain active in investigating and, where appropriate, litigating customer service issues relating to water and wastewater utilities.

In telecommunications, a major revision to the 1993 Telecommunications Technology Investment Act (TTIA) was recently enacted. DPA will remain focused on the basic services, protecting customers from market power abuses and will continue to evaluate annual price cap filings. DPA will also continue its involvement in the ongoing service quality investigation into Verizon’s basic service standards.

Accomplishments

- DPA is statutorily appointed to the Advisory Board of the Sustainable Energy Utility (SEU). DPA is also a full voting member of the board of directors, which recently approved a contract for a contract administrator. The board actively supported modifications to the Renewable Portfolio Standards and Regional Greenhouse Gas Initiative auctions for carbon credits and new administration initiatives for energy efficiency and demand response goals. All these initiatives were enacted in the 145th General Assembly.
- DPA was one of the settling parties in three recent major utility base rate cases: Artesian Water,

Tidewater and United Water. In all three cases, the settlements provide for less than half of the requested revenue increases.

- Docket No. 07-20, the proceeding to review Delmarva’s IRP, and the accompanying Rulemaking Docket 60, establishing guidelines for future filings, have been completed with active DPA intervention in both. DPA was successful in securing agreement from Delmarva to file its next IRP six months early to give participants the opportunity to fully evaluate the pros and cons of a managed portfolio, as well as wind, solar and demand response programs.
- Positions in Regulation Docket No. 59, (Revenue Decoupling) and Docket No. 07-28 (Advanced Metering) were adopted and approved by PSC. These dockets will significantly impact consumers’ ability to manage energy costs and will work synergistically with SEU’s initiatives.
- DPA’s position in Regulation Docket No. 15, which promulgates rules and regulations, prescribing how water utilities finance the expansion of their systems to serve new developments, was recently upheld by the Delaware Supreme Court and has been successful in shifting construction costs for water connections from customers to developers.
- PSC Docket No. 04-391 manages the procurement of energy for Standard Offer Service customers of Delmarva. As part of that proceeding’s development, procurement undergoes an annual review. DPA has successfully negotiated with PSC, Delmarva and retail and wholesale energy suppliers for a major change in how energy is purchased on the market. The procedure has been changed from a sealed bid to a reverse auction, which is anticipated to result in lower prices.
- DPA is active in both the Joint Consumer Advocates (JCA) and RPM Buyers Group. Both organizations are involved primarily with the PJM Interconnection. Currently, the biggest issue facing wholesale customers is the substantial increase in the costs of facilities to generate and transmit electricity. DPA is currently participating with other consumer advocates and commissions in three separate complaints before the FERC concerning the recent transition to a capacity auction process. The group was successful this year in achieving a rejection by FERC of a filing that would have increased rates. DPA will dedicate resources directly to this initiative over the next year.
- DPA maintains an oversight role for telecommunications issues at the FCC, which

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regulates telecommunication services at the national level.

- In response to the Joint Sunset Committee’s recommendation, DPA successfully sponsored legislation establishing a permanent position in DPA for a Deputy Attorney General (DAG) to be provided by the Attorney General’s Office. The DAG has been on board for about 10 months and has undertaken regulatory training.
- In response to another Joint Sunset Committee’s recommendation, DPA successfully sponsored legislation establishing the right for the DPA to charge utilities for its expenses in ratemaking matters. This increases the DPA’s contributions to the Regulatory Revolving Fund.
- DPA has engaged with the Joint Consumer Advocates and RPM Buyers Group in contesting a number of PJM initiatives to increase wholesale rates and was successful in having the FERC reject a filing to increase rates.
- As a voting member of PJM, DPA has taken aggressive stances on the effectiveness of the new capacity auction process and has been successful in getting PJM to initiate a stakeholder improvement process to secure true competitive results for capacity pricing.

ACTIVITIES

- Continue engaging in all aspects of public utility regulation at both the local and national levels.
- Investigate and track consumer inquiries and complaints and conduct and attend statewide public comment sessions and workgroup meetings.
- Participate in DPA’s statutory tasks, such as the Water Supply Coordinating Council, Governor’s Energy Advisory Council, Sustainable Energy Utility and Green Energy Endowment program.
- Participate in regional and national stakeholder groups, such as the Regional Greenhouse Gas Initiative, National Energy Reliability Council, Generation Resource Adequacy and PJM Members Committee.
- Increase electric customers’ access to lower cost electric generation assets by advocating PJM allocate sufficient transmission investment dollars for the Delmarva region.
- Participate in PSC proceedings that modify the current procurement process in Delaware to provide a seamless transition for retail customers to choose a new supplier.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of customer experienced electric service interruptions	123	<133	<133
# of system electric service interruptions	1.55	<1.63	<1.63
% of customer inquiries responded to in two days or less	75	80	80
% of customer complaints resolved in 14 days or less	90	95	95

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CORPORATIONS
20-05-00

MISSION

Be America's corporate and alternative business entity domicile of choice. Create business entities and generate revenue for the State of Delaware through the collection of entity taxes and fees, as well as Uniform Commercial Code (UCC) filing and search fees. Provide superior services for customers to attract and maintain incorporations and alternative business entities in Delaware to promote a strong economy.

KEY OBJECTIVES

- Increase the number of entities domiciled in the State.
- Increase general fund revenue each year.
- Increase the use of electronic UCC filings.
- Increase the receipt of electronic tax payments for alternative entities.

BACKGROUND AND ACCOMPLISHMENTS

The challenge over the next few years is to continue maintaining the State's leadership in the corporate and business entity service industry. The division will build brand awareness and recognition both domestically and internationally of Delaware's position as the Corporate Capital of the World. The division must also continue to provide leadership to leverage Delaware's international reputation to help attract complementary businesses to be created and located in Delaware. These efforts should enhance the likelihood of generating increased revenue for the State.

Revenue collected by the division accounted for 24 percent of the State's General Fund revenue in Fiscal Year 2009. The success in generating such substantial state revenue is attributable to several factors including:

- Business climate that Delaware offers;
- Foundation of over 100 years of state corporate law;
- Prestigious Court of Chancery;
- Ongoing marketing initiatives;
- State-of-the-art information processing system;
- Cooperative legislature that responds quickly to necessary changes in the law; and
- History of excellent customer service provided by division staff.

A primary focus of the division will continue to be customer service and enhancing current technology. To improve operations, the division continually upgrades its technology, website and implements service enhancements. In the 1980s, Delaware became the first state in the nation to develop a corporate database, imaging and workflow system. The division is in the process of redesigning, building and implementing a new Integrated Corporation Information System (ICIS) to better serve the needs of customers.

The division continues to experience long-term growth in business formations. The division works closely with its partners, including corporate attorneys, registered agents, the General Assembly, legal scholars and others to ensure every marketing opportunity is fully explored and every opportunity to improve efficiency is implemented.

Accomplishments

- Increased the net number of business entities in Delaware by 1.52 percent, or 13,072 in Fiscal Year 2009.
- Successfully implemented a two-year effort to increase the receipt of electronic annual report filings.
- Increased productivity and significantly reduced customer response time for notification of inaccurate entity filings through procedural changes with online agents.
- Improved efficiency by increasing the percentage of customers using electronic filings in Fiscal Year 2009. Online UCC filings increased by 6.5 percent, and online limited liability company tax payments increased by 1.1 percent.
- Implemented online chat hotline to assist clients with Franchise Tax transactions.
- Received the coveted W.L. Gore Award of Excellence under the auspices of the Delaware Quality Award program through the University of Delaware in recognition of superior performance in Leadership, Strategic Planning, Customer and Market Focus, Measurement Analysis and Knowledge Management, Human Resource and Process Management.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	14,246.7	16,182.2	16,082.7
TOTAL	14,246.7	16,182.2	16,082.7

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POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	114.0	113.0	112.0
NSF	--	--	--
TOTAL	114.0	113.0	112.0

**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 and general corporate law and other business entity statutes.
- Market the attractiveness of incorporating in Delaware.
- Develop an e-notarization initiative to expand possibilities to increase revenue.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of entities domiciled (thousands)	875.6	888.7	902.0
\$ of net General Fund revenue (millions)	769.6	828.9	830.9
% UCC e-Corp filings	61.3	62.8	64.3
% of alternative entities paying electronically	42.2	43.7	45.2

**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

- Increase management control over all objects, artifacts, sites and other materials in the areas of intellectual and management control, temperature and humidity, security, site management plans and environmental reviews.
- Establish software program monitoring controls for Historical and Cultural Affairs (HCA) properties and collections as a means to identify the scope of HCA's collections, cultural documents, sites, exhibits and interpretive plans.
- Develop and implement a qualitative evaluation tool to measure customer satisfaction and devise other strategies that increase visitation and usage of HCA's sites, museums and historical preservation services.
- Increase professional development hours of HCA staff annually in history-related disciplines within the division.

BACKGROUND AND ACCOMPLISHMENTS

The Division of Historical and Cultural Affairs (HCA) consolidated the Office of Administration, State Historic Preservation Office and State Museums into one budget unit referred to as Office of the Director.

The division is initiating or refining several cost reductions and efficiencies, partnering strategies and service improvements with the Government Performance Review, which directed state agencies to focus on core responsibilities, eliminate redundant services and implement cost avoidance strategies. A critical component of the efficiencies is the creation of a single budget unit enabling fuller integration of aligned services across the division, improving fiscal tracking and reducing duplicative or excessive documentation.

The division fosters historic preservation of the State's rich cultural resources through historical research,

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stewardship, management of historic properties, interpretation and public education.

To meet HCA's mission, the staff of HCA includes archaeologists, architectural historians, curators, educators, fiscal and grant experts, historians, historical interpreters, horticulturists and preservation tradesmen.

HCA has management oversight for 34 historic properties and adjacent lands across the state, including the operation of museums, a conference center and a visitor center. Historic properties under the care of HCA include schools, courthouses, lighthouses, historic homes, mills and a (former) church. This also includes the recent transfer to HCA of Woodburn, the Governor's house, and Hall House, the official state guest house. HCA actively partners with other history minded organizations in the management of some of these properties.

Additionally, HCA cares for more than 90,000 objects in its museum collections and approximately four million artifacts in its archaeological collections. These collections are exhibited and interpreted at division museums and placed on display at 66 additional sites, including government offices, courthouses and other publicly owned venues.

HCA's programs include reviews for federally funded projects, which may affect historical and cultural resources. In addition, HCA leads efforts in securing property nominations to the National Register of Historic Places, assists local governments in obtaining Certified Local Government designation for federal grant eligibility, annually administers \$5.0 million in state tax credits for historic preservation, leads planning efforts upon the discovery of unmarked human remains, monitors and stewards the State's interests in property and agricultural leases, historic preservation easements and covenants and provides technical assistance on a variety of history related inquiries from the public.

The division has also embarked on an initiative to reduce the dependence of historic sites on the state budget, both general and special funds. The initiative includes the development of five program activities for selected sites: Friends group development, not-for-profit operating partner, passive income (through rents, leases and fees), local government and community support and membership-based support.

Accomplishments

Efficiencies and Realignments

- Ceased history store operations and closed one state conference center that was no longer cost effective to operate.

- Closed two museums that had low annual visitation and substantially reduced hours of operation at a third museum. Reassigned merit interpretive staff to provide in-classroom programs.
- Reduced hours of operation at division museums statewide to better allocate resources to hours of highest visitation and reduce casual/seasonal staffing costs.
- Revised exhibit schedule to keep major division exhibits on display longer and reduce costs. Expanded public venues for small displays of museum collections. Partnered with GIC, Arts and Archives to create new online exhibits and participate in public social media networks.
- Joined with Archives, Division of Libraries and First State Heritage Park to consolidate visitor services at Archives, a central site served by available parking. The division is repurposing the first floor spaces of Archives to provide museum galleries for display and interpretation of museum and archival collections.
- Developed a new partnership with Arts and other agencies to provide exhibit design and installation services and reduce outsourcing. Combined office space with Arts to foster better collaboration.
- Initiated a business plan for the Buena Vista Conference Center to enhance the site's brand, expand the client base and increase partnerships with nonprofit organizations for broader public uses.
- Analyzed the division's property holdings for alignment with existing resources and operational capacity and identified properties in excess of the division's interpretive needs.
- Formalized a volunteer program to support the division's education and stewardship responsibilities and provide service and learning opportunities for students, retirees and history enthusiasts.
- Conducted a cost saving review with DTI of division telephone lines and eliminated unnecessary lines. Eliminated low usage cell phones.

Communication/Marketing Services

- Increased distribution of the division's e-newsletter by 41 percent from a distribution list of 834 in July 2008 to 1,176 in June 2009.
- Enhanced the division's website with an audio sampling component from the Johnson Victrola Museum's Victor Talking Machine Company Recording Collection and a "Pastport" activity

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booklet to reinforce concepts presented at the New Castle Court House Museum.

Visitation

- Served 91,921 visitors at division museums and visitor center galleries and 6,950 conference center users, while compressing hours of operation and closing one conference center. Supported First State Heritage Park at Dover in welcoming 25,144 visitors.

Museum Exhibits and Curatorial Services

- Researched, designed and installed the following new exhibits: *Shipbuilding in the First State* at the Delaware Visitor Center and Galleries; and *Simple Machines* at the John Dickinson Plantation.
- Completed a conservation assessment of the *HMB DeBraak's* hull that will provide a foundation for planning, conservation and long-term curation. Completed conservation treatments of fabrics, ordnance, mechanical equipment and cultural items from this collection.
- The division's Collections Committee accepted dozens of donated historical items including portraits of governors and first ladies, early radios and cameras and talking-machine related items. Acquired 28 Delaware-related Civil War items and a unique 19th century stoneware jar by Delaware potter William Hare.

Preservation and Museum Outreach

- Assisted the Nanticoke Indian Association, Lenape Tribe of Delaware and U. S. Census Bureau in their efforts to delineate areas in which significant numbers of Native American people reside in Delaware for the 2010 census.
- Provided lead coordination for the seventh annual Delaware Day Fourth Grade Competition that drew participation from 823 students and 46 teachers from 22 schools across the state.
- In partnership with the Lewes Historical Society, coordinated the 11th annual Chautauqua Tent Show in Lewes that featured historical character interpretation. The five-day program in June attracted 2,776 visitors.
- Conducted free public State Historic Preservation Tax Credit workshops in Middletown in partnership with the Middletown Main Street organization; in New Castle with the New Castle Historical Society; and in Lewes for the Historic District Commission.
- In conjunction with the Lewes Historic District Commission, provided funding for a training

program for historic preservation commission members, planning officials and representatives of municipalities. The training was conducted by the National Association of Preservation Commissions.

Preservation and Environmental Review

- Assigned \$6.47 million in State Historic Preservation Tax Credits to property owners for projects revitalizing historic properties in Delaware communities. Residential properties comprised 43 percent of the projects receiving tax credits and \$98,092 of the total amount credited. Income-producing properties comprised 57 percent of the projects receiving tax credits and \$6.38 million of the total amount credited.
 - Obtained approval for listing in The National Register of Historic Places of the Women's Christian Temperance Union Fountain (Rehoboth Beach); Carney Agricultural Complex, Rosemont (New Castle County); and West Ninth Street Commercial Historic District (Wilmington).
 - Received for review and comment 366 new environmental review projects that included federal agency undertakings, State Preliminary Land Use Service (PLUS) projects, cemetery delineations and one new historic unmarked human remains case. Of the total, 334 cases have been closed, with the remaining cases, mostly Federal Highway Administration projects that are lengthy in nature, in various stages of activity.
 - Expedited review of 15 federal environmental review projects associated with the American Recovery and Reinvestment Act (ARRA).
 - Made public the Cultural and Historical Resource Information System (CHRIS), a web-based geographic information system (GIS) designed to improve public access to historic property information. Over 10,000 files of inventoried historic properties, as well as 226 state and municipal base maps, were scanned for this project.
- ### Cultural Asset Management
- Completed interior restoration of the New Castle Court House West Wing, New Castle Academy and HVAC system upgrades at the New Castle Arsenal. The West Wing is now being used to interpret two new Underground Railroad programs.
 - Completed Americans with Disabilities Act (ADA) compliant walkway improvements at Zwaanendael Museum.

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- Completed conditions assessments for 20 division-owned properties to guide state capital investments. Completed annual roof and gutter inspections and treatments of 14 properties.

Horticulture Services

- Initiated a new partnership with the Governor's House. Identified significant landscapes and assisted with the re-creation of a vegetable garden in cooperation with the Department of Agriculture and youth groups, such as 4-H and Future Farmers of America.
- Received two competitive grants from the Delaware Department of Agriculture for grounds enhancements at Buena Vista.

Division Awards

- Received the American Association for State and Local History Leadership in History Award for restoration of the New Castle Court House.
- Received the New Castle Historical Society's Bamberger Preservation Award for the division's restoration of the New Castle Academy.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,913.9	1,851.7	2,115.2
ASF	160.7	1,478.9	1,360.7
TOTAL	4,074.6	3,330.6	3,475.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	41.1	27.5	27.5
ASF	1.5	14.1	13.1
NSF	6.9	6.9	5.4
TOTAL	49.5	48.5	46.0

OFFICE OF THE DIRECTOR
20-06-01

ACTIVITIES

- Distribute the division's electronic monthly newsletter to a broad network of division constituent groups.
- Use PastPerfect software to maintain intellectual control over museum objects at the collection level.
- Store all collections in facilities with temperature, humidity and security controls in place.
- Use MPulse software to maintain condition assessment and management plan for each HCA site.

- Use horticultural plans that interpret HCA's historic gardens and landscapes.
- Administer the Cultural Asset Management program to ensure best practices in long-term planning and stewardship of the division's historically significant properties.
- Use the Environmental Review Electronic Monitoring System to track incoming federal review projects for timely decision making.
- Maintain and monitor preservation easements and covenants that provide special protections for numerous historic properties.
- Coordinate the development and updating of the State Historic Preservation Plan with public input and provide leadership in implementing its recommendations.
- Administer the State Historic Preservation Tax Credit program and provide public outreach, fiscal tracking and activity reporting.
- Coordinate Delaware's National Register of Historic Places program and Certified Local Government program and provide support for the State Review Board for Historic Preservation.
- Administer Delaware's Unmarked Human Remains Act.
- Provide education standards based programs in division's museums and in classrooms.
- Provide visitor services in Dover's First State Heritage Park and at division museums in New Castle and Lewes.
- Research, design and fabricate exhibits relevant to Delaware history.
- Interpret Delaware's Underground Railroad history at the division's National Underground Railroad Network to Freedom sites at the Old State House, New Castle Court House Museum and John Dickinson Plantation.
- Maintain historic and natural landscapes at division properties and manage greenhouse plant cultivation activities.
- Coordinate the annual Chautauqua Tent Show public event in Lewes that features historic character interpretations.
- Coordinate the annual Delaware Day Fourth Grade competition on Constitution-related themes.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of sites/collections managed under a management control/maintenance/preservation program	85	92	95
# of HCA staff hours in professional development opportunities	2,016	2,100	2,180
# of management software programs implemented and/or expanded	3	4	5
% of visitors satisfied with experience at sites/museums/online services	94	95	96
# of visitors:			
conference centers	6,950	8,340	10,842
museums	91,921	73,080	76,734
First State Heritage Park	25,144	26,401	27,721
# of website visitor sessions	87,497	91,872	96,466

**ARTS
20-07-00**

MISSION

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

KEY OBJECTIVES

- Increase financial and technical assistance resources directly available to the field through the Division of the Arts and funding partners.
- Engage the division's nonprofit arts grantees in professional development and networking opportunities.
- Expand division outreach with funding, services and public information about the arts.
- Raise the public's awareness of the arts and its impact on community, economy and quality of life.

BACKGROUND AND ACCOMPLISHMENTS

The Division of the Arts supports the nonprofit arts sector, artists, schools and the general public by providing grants and technical assistance to its constituents, as well as publicizing arts programs and events throughout Delaware. The division is advised by the Delaware State Arts Council, a 16-member body appointed by the Governor and representing communities throughout Delaware. An overview of core services including grant-making, technical assistance and publicity is outlined below.

As a grant-making organization, the division focused its efforts on streamlining the application and review process, sustaining grant programs to support the needs of the field and increasing access to the arts for all Delawareans. This includes a goal of migrating of grant applications to e-granting. The division conducts an extensive citizen panel recruitment and training process and uses an independent financial review to ensure a thorough and informed review of all grant applications. In addition to its annual grants, the division continues to provide opportunity grants to support new projects and initiatives. The StartUp program provides workshops and consulting services to emerging art organizations as they build organizational capacity to serve Delawareans.

The division also maintained its commitment to individual artists through artist fellowships and opportunity grants. The division serves as a convener of

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the arts community through statewide conferences, topic-specific focus groups and local meetings.

Recent space consolidations help facilitate stronger interagency collaborations within the Department of State. As part of its strategic planning process, the division solicits public input to shape its programs and services to address the needs of Delaware's residents and the arts community.

Accomplishments

Grant Making

- Awarded \$1.25 million to arts organizations, \$108,000 to community organizations and \$122,000 to arts education programs. An additional \$44,000 is allocated to initiatives in underserved areas, and \$70,000 is allocated to individual artist fellowships.
- Continued the division's collaboration with the Mid-Atlantic Arts Foundation, resulting in an investment of \$55,352 by the foundation in grants to performing arts presenters in Delaware.
- Completed a satisfactory review by the Joint Sunset Committee, formalizing rules and regulations pertaining to grant eligibility and review procedures.

Technical Assistance

- Implemented the StartUp program to assist seven emerging arts organizations with board education, financial management, marketing and fundraising strategies.
- Sponsored workshops, attended by 27 arts organizations, for professional development of board and/or staff.
- Facilitated meetings among ArtCo members to discuss creative approaches to addressing current fiscal challenges of the member organizations.
- Held focus groups with the Secretary of State in each of the three counties to directly hear the needs of the arts community.

Publicity and Promotion

- Launched DelawareScene.com, a web-based statewide arts calendar that features Delaware's arts and cultural events. Arts and cultural venues are able to enter their own calendar information into one centralized calendar.
- Continued Delaware State of the Arts, a weekly radio show, and posted podcasts of the interviews with artists and arts presenters.
- Reduced communications costs by substituting print publications with increased distribution of electronic

newsletter, Arts-E-News, featuring information about division programs.

- Solicited updated contact information from constituents to maximize efficacy of electronic communications. Migration from print to electronic communications continues.
- Maintained the division's web-based, searchable artist roster that allows Delaware artists to apply, update their information and submit work samples online. The roster now presents more than 140 Delaware artists.
- Promoted division studies: Delaware State of the Arts Study, a longitudinal study of the financial health of 33 Delaware arts organizations, and Arts and Economic Prosperity, highlighting the economic impact of the arts in Delaware.

Collaboration

The division partners with a variety of state and independent agencies to further its mission:

- Partnered with Division of Historical and Cultural Affairs (HCA) on projects related to the Mezzanine Gallery and public art. Consolidated office space with HCA to facilitate efficient inter-agency communication and program coordination.
- Collaborated with GIC in the design and implementation of the statewide arts calendar, DelawareScene.com.
- Partnered with Libraries and Division of Parks and Recreation to facilitate accessibility of quality arts programming throughout the state.
- Partnered with the Biggs Museum of American Art in Dover to promote the division's artist fellowship winners. Through exhibitions, readings, performances, public receptions and education programs, the museum provides access to these artists and their artwork.

Public Participation

- Sponsored readings and public appearances by Poet Laureate, JoAnn Balingit, in schools and community gatherings.
- Coordinated the fourth annual Poetry Out Loud event, a national poetry recitation contest for high school students. The program encouraged high school students to memorize and perform great poems and helped students master public speaking skills and build self-confidence.

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- Served as a resource for arts programming or referrals for numerous community groups and agencies including: Delaware State Housing Authority, Delaware State Service Centers, Division of Libraries, Division of Historical and Cultural Affairs, Parks and Recreation, Department of Education, First State Heritage Park, Delaware Humanities Forum and City of Wilmington.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,896.9	984.1	928.8
ASF	--	775.9	755.9
TOTAL	1,896.9	1,760.0	1,684.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	6.0	4.0	3.0
ASF	--	2.0	2.0
NSF	3.0	3.0	3.0
TOTAL	9.0	9.0	8.0

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

ACTIVITIES

- Serve as a resource to the arts community in Delaware, providing financial and technical support to arts organizations, community-based organizations and artists.
- Convene panels to review the merits of grant applications, coordinate on-site visits and evaluations of grantee programs and convene the Delaware State Arts Council to make annual funding recommendations.
- Plan and execute statewide events that celebrate the arts and/or provide training/networking opportunities for the arts community.
- Promote Delaware artists through Mezzanine Gallery exhibitions and performances, award artist fellowship grants, coordinate the Poet Laureate's appearances and maintain the Delaware Artist Roster and Digital Slide Registry.
- Research trends, funding initiatives and grant opportunities for the division and its constituents, leading to the development and implementation of division-wide arts policy for Delaware.
- Participate in local and state meetings pertaining to economic development, community revitalization and marketing, including Wilmington's LoMa

initiative, "In Wilmington" campaign and First State Heritage Park.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
\$ of financial resources for grants (millions)	1.66	1.59	1.23
% of grantee organizations participating in division sponsored professional development	43	70*	50
# of unique communities served	29	30	30
# of partners/counties presenting fellowship artists work	2	2	2
# of grant requests processed	278	275	275

**Includes the Arts Summit.*

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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

The Division of Libraries' strategic plan reflects the ongoing steps in implementing the recommendations in the Statewide Master Plan/Study for Library Services and Construction and the opportunities for improvement identified by examiners for the Delaware Quality Award. The strategic objectives for Delaware libraries include:

- Increase the number of library card holders;
- Increase the capacity of library buildings;
- Progress to fully implement and integrate contemporary state of the art library technologies; and
- Foster leadership and innovation in library staff through learning and growth opportunities.

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 4.3 million visits, answered almost half a million reference questions and circulated more than 8.2 million books and other materials during Fiscal Year 2009.

The State has provided 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 eighth in the nation for state aid per capita, which increased from \$2.2 million in Fiscal Year 2001 to more than \$4.3 million in Fiscal Year 2010.

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 support library technologies. The division also administers the Public Library Construction Assistance Act, which provides up to 50 percent of the cost to build, expand or renovate public library buildings, administering more

than \$40 million of library construction grants over the last decade. The 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.

The Library Catalog first went live in March 2006 and provides seamless access to the holdings of 34 libraries, including all of the public libraries in Kent and Sussex counties, Delaware Technical and Community College libraries, Wesley College library, Lewes Historical Society, Sussex Tech High School, Delmarva Christian High School library, Academy of Medicine library, Division of Historical and Cultural Affairs, Division of Substance Abuse and Mental Health library, Public Archives and Division of Libraries. The Division of Libraries invites all libraries in Delaware to become part of the single statewide catalog to provide convenience for Delawareans, to obtain economy of scale savings and to further broaden and deepen the subject content in the collection of over one million items.

The Division of Libraries is expanding public access to state government information through increased collaboration with GIC and Public Archives.

The library online electronic resources collection contains thousands of full text magazines, newspapers, e-audio books, reference sources and directories, as well as specialized databases for testing, genealogy and local and state history. In Fiscal Year 2009, the electronic resources received over one million searches.

The virtual reference service, Ask A Librarian, provides live assistance to Delawareans by reference librarians and is available through the state web portal 24 hours a day, seven days a week.

Library Access Services, formerly Library for the Blind and Physically Handicapped, 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. More than 34,000 talking books were circulated to over 1,100 Delawareans unable to read print resources.

The Center for the Book is a designated state center of the Library of Congress as an umbrella organization to facilitate collaboration among all entities promoting libraries and reading in Delaware. More than 4,000 book enthusiasts attended the third Book Festival in November 2008 at the First State Heritage Park. The Summer Library Reading Program, now completing its

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36th year, encourages children to read over the summer and helps them to maintain their reading skills. More than 12,000 children participate in the annual program. So far, in the newest program, over 500 Delawareans are “unleashing their inner genius” and sharing their experiences through the Library Learning Journeys program. Learning Journeys is an action research project to design tools, tips and techniques for library users in support of self-directed lifelong learning.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	12,492.9	5,189.6	5,415.2
ASF	748.0	2,455.4	2,455.4
TOTAL	13,240.9	7,645.0	7,870.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	12.0	7.0	6.0
ASF	--	4.0	4.0
NSF	8.0	8.0	7.0
TOTAL	20.0	19.0	17.0

**LIBRARIES
20-08-01**

ACTIVITIES

- Administer the Federal Library Services and Technology Act five-year plan.
- Administer the Library Standards funds.
- Administer the Public Library Construction Assistance Act program.
- Establish the anchor library concept in each county.
- Administer the Public Library Technology Assistance Act program.
- Continue expansion statewide of the Library Catalog, integrating public, school, academic and special library catalogs.
- Support library electronic resources.
- Administer library professional development.
- Administer Library Access Services for people with disabilities.
- Coordinate Center for the Book activities including the annual Book Festival.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of library card holders	525,474	545,000	545,000
Library square footage	413,167	525,880	525,880
# of library staff trained	481	500	500
# of library computer users	280,923	285,000	285,000

**DELAWARE VETERANS HOME
20-09-00**

MISSION

Provide outstanding long-term care services to Delaware veterans that uphold dignity and respect while sustaining and improving their quality of life.

KEY OBJECTIVES

- Ensure residents and family members are satisfied with the care they receive at the Delaware Veterans Home.
- Ensure the admissions process is effective and targets desired results of qualified veterans or a census consistently maintained at 90 percent occupancy or more.
- Develop and implement ongoing staff development and educational programs.

BACKGROUND AND ACCOMPLISHMENTS

As a result of cooperative, bi-partisan efforts, Delaware dedicated its first and only state Veterans Home on December 7, 2006. This project was the culmination of several years of hard work on the part of the Governor’s Office, legislature, Commission on Veterans Affairs, veteran service organizations and Delaware’s 80,000-plus veterans. The home admitted its first three residents on June 11, 2007. Today, it maintains a resident census of 90 percent or higher. The home provides 120 beds of skilled and intermediate nursing care for eligible veterans. This long-term care facility is dedicated to serving the honorable men and women of the Delaware veterans community.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	13,544.8	14,100.6	14,165.3
ASF	--	--	--
TOTAL	13,544.8	14,100.6	14,165.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	262.5	220.0	207.0
ASF	--	--	--
NSF	--	--	--
TOTAL	262.5	220.0	207.0

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VETERANS HOME
20-09-01

ACTIVITIES

- Continue to deploy customer satisfaction surveys, with approval of the Commission on Veterans Affairs, to determine resident satisfaction and further develop improvement efforts where necessary.
- Vigorously promote the home's residents' council, which meets with staff to discuss resident concerns.
- Communicate commitment to quality for residents, family members and the community.
- Instill in every staff member the value of high quality resident care and the dignity of each resident.
- Consistently review Federal F-Tag and Department of Veterans Affairs standards to ensure the home is compliant with most recent standards.
- Communicate to all staff members any changes to state, federal and Veterans Affairs regulations and policies.
- Conduct mock surveys throughout facility to ensure compliance with standards.
- Aggressively pursue all findings from all surveys to ensure the chance of repeated citations is eliminated.
- Continue to aggressively market services to veterans and veteran service organizations.
- Continue to establish and maintain relationships with all potential referral sources, including discharge planners for community and state hospitals, Veterans Association Medical Center/Elsmere, local hospices, rehabilitation therapy providers and competing long-term care facilities.
- Continue to monitor and maintain staffing plans to ensure required staffing levels are in place as the resident census grows.
- Attend area career fairs, healthcare symposia and other potential sources of Registered Nurse (RN) and Certified Nursing Assistant (CNA) candidates.
- Recruit top echelon educators for in-service training, and market these training opportunities to other facilities.
- Maintain and enhance tracking of credentials for registered nurses, CNAs and all other credentialed staff to ensure no licensure lapses occur.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of surveyed residents and family members who are satisfied with care	95	95	97
% occupancy rate	93	90	90
% staff vacancy rate	17	10	10
# of CEU-granting in-service training opportunities offered	11	12	12

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

MISSION

To serve the public interest in a safe and sound financial services industry by regulating and examining state banks, trust companies and licensed financial institutions and mortgage loan originators, resolving consumer complaints and collecting and administering the bank franchise tax.

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.
- Enhance confidence in the integrity of the mortgage lending process by licensing and regulating mortgage loan originators.
- Create an environment of service to consumers by responding to informational inquiries and resolving complaints against regulated financial institutions.
- Collect bank franchise tax revenues, administer bank franchise tax laws in a fair and efficient manner and provide periodic estimates of tax revenues to DEFAC for budgetary purposes.

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 over 27,000 in 2009.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 18 banks with assets of over \$60 billion, as well as 25 non-deposit trust companies, two building and loan associations and 745 licensed

financial institutions. Most of the licensees provide financial services to consumers in the State and 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 providers of pre-need funeral contracts. Money transporters and business and industrial development corporations are also licensed by the State Bank Commissioner. In 2008, the General Assembly enacted a new law to improve regulation of the mortgage lending industry and protect consumers by providing for licensing of mortgage loan originators. By the end of Fiscal Year 2009, 1,310 of these licenses were issued. The Office of the State Bank Commissioner is actively engaged in responding to consumer inquiries and complaints and providing public information about financial services. The bank franchise tax administration is demanding due to the substantial collection levels and the increase in the requisite oversight.

Accomplishments

- Chartered two new limited purpose trust companies.
- Collected \$81.9 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Conducted 285 examinations of state-chartered banks, trust companies, building and loan associations, state-licensed financial services businesses and escheat of abandoned property by banking organizations.
- Issued licenses to 745 financial services institutions.
- Resolved 2,011 written consumer complaints.
- Protected homeowners by licensing 1,310 mortgage loan originators and by developing legislation both to conform state law to the federal Secure and Fair Enforcement for Mortgage Licensing Act and also to restrict fees charged for mortgage loan modification services.
- Protected consumers by developing new legislation to regulate car title loans and short-term consumer loans.

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. REC.
GF	--	--	--
ASF	3,364.4	3,708.9	3,708.9
TOTAL	3,364.4	3,708.9	3,708.9

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POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	38.0	40.0	38.0
NSF	--	--	--
TOTAL	38.0	40.0	38.0

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

ACTIVITIES

- 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 abandoned property is escheated to the State.
- Encourage applicants to form new banks and trust companies.
- Issue new licenses and renew existing licenses for non-depository financial services institutions.
- License and regulate mortgage loan originators.
- Respond to informational inquiries and resolve consumer complaints against banks, trust companies and licensees.
- Collect and administer the bank franchise tax and provide periodic estimates of tax revenues to DEFAC for budgetary purposes.
- Achieve enactment of significant banking and financial services legislation and improve regulations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of bank, trust company, licensee and escheat examinations	285	275	275
# of licensed non-depository institutions	745	1,000	750
# of licensed mortgage loan originators	1,310	2,500	2,000
# of written consumer complaints resolved	2,011	1,500	2,000
\$ bank franchise tax (millions)	81.9	39.4	38.8