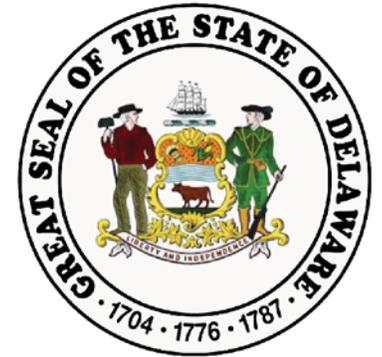




State of Delaware

Fiscal Year 2011



Governor's Recommended Budget Volume I

**Jack A. Markell
Governor**

Presented to
the 145th General Assembly
Second Session

January 2010



Governor Jack A. Markell

January 28, 2010

To the Members of the 145th General Assembly and to all Delawareans:

In compliance with 29 Del. C. Section 6335(a), I respectfully submit for your consideration the Fiscal Year 2011 Governor's Recommended Operating Budget and Bond and Capital Improvements Act for the State of Delaware.

I present to you today a budget that not only builds upon the efficiencies we enacted last year but one that positions our state government to strategically address the needs of our residents while maintaining our fiscal responsibilities.

Working together, I am confident we will continue to strengthen our economy, keep our core commitments and stay on a course to improve and enhance the First State. I thank you for your consideration and look forward to continuing to work with all of the members of the 145th General Assembly to improve the lives of Delawareans.

Sincerely,

A handwritten signature in black ink that reads "Jack Markell".

Jack A. Markell
Governor

FISCAL YEAR 2011

STATE OF DELAWARE

GOVERNOR'S RECOMMENDED BUDGET

The Governor's Recommended Budget is comprised of both summary (narrative) and detailed (numeric) information at statewide, department, appropriation unit (APU) and internal program unit (IPU) levels.

Volume I of the recommended budget contains the narrative presentation including the highlights. Statewide financial schedules appear in the Appendix.

Volume II contains the detailed numeric data at each level in the form of Budget Development and Information System (BDIS) reports including recommendations.

Please refer to the Table of Contents for page location of specific department information or financial statements.

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FINANCIAL OVERVIEW

RECOMMENDED APPROPRIATIONS

The Governor's Fiscal Year 2011 Recommended General Fund Operating Budget is \$3,171.3 million. In addition, Governor Markell has set aside \$41.4 million for Grants-in-Aid and \$60.0 million in dedicated cash to the Bond and Capital Improvements Act. Total recommended Fiscal Year 2011 General Fund appropriations are \$3,272.7 million. Total appropriations represent 98.0 percent of projected net Fiscal Year 2011 revenue plus projected carryover funds, which is within the constitutionally mandated limitation on appropriations.

The Governor's Fiscal Year 2011 Recommended Bond and Capital Improvements Act totals \$356.5 million. Of this amount, \$222.7 million is recommended for state capital projects and \$133.8 million is recommended for transportation projects. Of the \$222.7 million supporting state projects, \$162.7 million is General Obligation Bond Authorization and \$60.0 million is General Fund cash.

Fiscal Year 2011 appropriations are based on Delaware Economic and Financial Advisory Council (DEFAC) revenue and expenditure estimates of December 21, 2009. Governor Markell has recommended adjustments to these figures that will provide a net increase to the DEFAC revenue estimates of \$78.5 million in Fiscal Year 2011. These recommended adjustments are as follows:

- ◆ An increase of \$40.5 million in Lottery by enacting Table Game legislation;
- ◆ An increase of \$24.0 million by redirecting Abandoned Property revenue back to the General Fund; and
- ◆ An increase of \$14.0 million by redirecting Realty Transfer Tax revenue back to the General Fund.

In addition, Governor Markell recommends the Fiscal Year 2010 unencumbered cash balance estimate be increased by \$14.7 million. This adjustment reflects a \$10.8 million rebalancing of the Budget Reserve to the constitutionally mandated 5.0 percent and additional reversions of \$3.9 million.

DEFAC GENERAL FUND REVENUE FORECASTS

DEFAC projected net General Fund revenue collections for Fiscal Year 2010 of \$3,143.6 million and \$3,176.3 million for Fiscal Year 2011. The highlights of the forecast include:

- ◆ **Personal Income Tax** - This tax, closely modeled after federal income tax law, is progressive in nature

with marginal rates from zero to 6.95 percent. DEFAC estimates (after refunds) are \$879.0 million for Fiscal Year 2010 and \$951.7 million for Fiscal Year 2011.

- ◆ **Franchise Tax and Limited Partnership/Limited Liability Company Tax** - The Franchise Tax is imposed upon domestic corporations incorporated in Delaware and based on either the outstanding shares of stock of a corporation or on gross assets. In addition, every domestic Limited Partnership and Limited Liability Company formed in Delaware and every foreign Limited Partnership and Limited Liability Company registered to do business in Delaware is required to pay an annual tax of \$250. DEFAC estimates (after refunds) for these categories are \$760.7 million for Fiscal Year 2010 and \$737.5 million for Fiscal Year 2011.
- ◆ **Business and Occupational Gross Receipts Tax** - This tax is imposed on the gross receipts of most businesses with tax rates ranging from 0.1037 percent to 2.0736 percent, depending upon the category of the business activity. DEFAC estimates are \$190.5 million for Fiscal Year 2010 and \$190.5 million for Fiscal Year 2011.
- ◆ **Lottery** - This category includes video lottery operations, as well as traditional lottery sales. DEFAC estimates are \$288.7 million for Fiscal Year 2010 and \$226.2 million for Fiscal Year 2011.
- ◆ **Corporation Income Tax** - This tax is imposed on every domestic and foreign corporation doing business in Delaware, depending upon the amount of a corporation's taxable income that is apportioned and allocated to Delaware. DEFAC estimates (after refunds) are \$47.5 million for Fiscal Year 2010 and \$68.6 million for Fiscal Year 2011.
- ◆ **Bank Franchise Tax** - This tax is imposed on the net income of banks, trust companies and savings/building and loan associations and their subsidiaries. DEFAC estimates are \$42.2 million for Fiscal Year 2010 and \$35.6 million for Fiscal Year 2011.
- ◆ **Abandoned Property** - Any debt obligation that has gone unclaimed or undelivered, or security that has remained undelivered for three or more years after the date the owner should have received it or was entitled to claim it must be reported to the State as abandoned property. DEFAC estimates are \$400.0 million for Fiscal Year 2010 and \$380.0 million for Fiscal Year 2011.

FINANCIAL OVERVIEW

◆ **Realty Transfer Tax** - The State imposes a tax of 2 percent of the fair market value of the property divided equally between the grantor and the grantee. Local governments are permitted to levy a 1.5 percent tax. In cases where the local levy exceeds 1.0 percent, the State rate decreases to 1.5 percent. DEFAC estimates are \$40.4 million for Fiscal Year 2010 and \$27.4 million for Fiscal Year 2011.

GOVERNOR'S BUDGET OVERVIEW

The State of Delaware has to contend with a national recession that resulted in increased unemployment, corporate restructurings and downturns in the real estate and banking sectors. Although recent national economic indicators have pointed toward the beginnings of an economic recovery, fundamental indicators, such as employment and personal income, have yet to show signs of significant improvement.

In Delaware, revisions to revenue estimates provided by the Delaware Economic and Financial Advisory Council (DEFAC) continue to reflect a weakened economy. Since June 2009, DEFAC revenue estimates, adjusted for legislative changes have been reduced by \$47.1 million for Fiscal Year 2010 and by \$89.3 million for Fiscal Year 2011. Total net revenue collections are estimated at \$3,143.6 million for Fiscal Year 2010 and \$3,176.3 million for Fiscal Year 2011.

Governor's Recommended Budget

It is within this financial environment Governor Markell presents a balanced financial plan including the Fiscal Year 2011 Recommended Operating Budget and Bond and Capital Improvements Act for the State of Delaware. The Governor's proposed Fiscal Year 2011 General Fund Operating Budget totals \$3,171.3 million. This budget, in combination with the Recommended Bond and Capital Improvements Act of \$356.5 million and recommended set aside for Grants-In-Aid of \$41.4 million, is within the constitutionally mandated 98.0 percent limit on appropriations.

This budget maintains core government services while making key investments in initiatives that will contribute to the growth of a vibrant economy and generate jobs for Delawareans. It builds upon Governor Markell's vision for a more efficient government, which will provide more responsive services and programs for all Delawareans. It preserves funding for the classroom to ensure Delaware students receive a world-class education and also allocates remaining American Recovery and Reinvestment Act (ARRA) funds to supplement state funding for Medicaid, public education and higher education.

Preserving Jobs

The Recommended Bond and Capital Improvements Act contains several funding initiatives directed toward enhancing Delaware's economy and generating jobs. These include:

- \$13.9 million for the Strategic Fund, which represents the primary funding source used by the Delaware Economic Development Office to provide customized financial assistance to businesses.

- \$1.0 million for the Experimental Program to Stimulate Competitive Research (EPSCOR). These matching funds enable Delaware to receive \$3.0 million in federal funds.
- \$1.0 million for the final year of a 5-year commitment to the Fraunhofer Vaccine Development project. This project will help Delaware maintain its competitive edge in the field of applied biotechnology.
- \$1.0 million in state match for the IDEA Network of Biomedical Research Excellence (INBRE) program. This program is designed to build a statewide infrastructure in facilities for research into cancer, neuroscience and cardiovascular diseases.
- \$1.0 million for the Health Sciences Alliance. The Alliance with the University of Delaware, Thomas Jefferson University, the Nemours Foundation and Christiana Care is designed to train health-related professionals and translate discoveries into community health settings. This funding will help the Alliance leverage federal funds.
- \$10.0 million for the Diamond State Port Corporation for capital improvement projects designed to retain existing customers and attract new businesses.
- \$2.3 million for the Riverfront Development Corporation.
- \$2.0 million to the University of Delaware for redevelopment of the Chrysler site.

Government Efficiency

The Fiscal Year 2011 Recommended Operating Budget includes numerous efficiencies, restructurings and cost savings initiatives. Included among the cost savings initiatives are the following:

- A \$9.3 million additional reduction in personnel costs associated with the complement reduction in Fiscal Year 2010.
- A reduction of \$2.5 million in energy funding resulting from increased controls and improvements to existing facilities.
- A reduction of \$1.5 million resulting from procurement efficiencies and contract savings within the Department of Education.
- A reduction of \$1.1 million resulting from the ongoing consolidation of existing leases of state facilities.
- A reduction of \$1.0 million resulting from the closure of a portion of the Multi-Security Building at Sussex Correctional Institute. This efficiency will reduce overtime expenditures within the Department of Correction.

GOVERNOR'S BUDGET OVERVIEW

- A reduction of \$0.5 million resulting from a proposed new tier of pension benefits for all hires starting state service as of January 1, 2011. Additional savings will accrue in ensuing fiscal years as a greater percentage of employees will be covered in the new tier.
- A proposed new tier for employee health benefits for employees hired after January 1, 2011. Savings as a result of this new tier will accrue to the Employee Health Fund.
- Development by the State Employee Benefits Committee of an integrated health management program that includes wellness, disease prevention and chronic disease management for the State of Delaware's active employees, spouses, dependents and non-Medicare eligible retirees.
- A savings of \$1.0 million resulting from a consolidation of Information Technology resources statewide.

Included among the consolidations are the following:

- Consolidation of the Department of Natural Resources and Environmental Control from six divisions to three.
- Consolidation of the Delaware Department of Transportation's Toll Administration into the Division of Motor Vehicles.
- Consolidation of the Merit Employee Relations Board with the Public Employment Relations Board, which will be named the Employment Relations Boards.
- Consolidate the Commission for Women and the Office of Human Relations within the Department of State.
- Elimination of the Delaware Sentencing Research and Evaluation Committee.
- Consolidation of the Board of Parole into the Department of Correction.
- Consolidation of the Delaware Advisory Council on Career and Technical Education into the Department of Education.

Education

The Governor's Recommended Operating and Capital Budgets reaffirm the Governor's commitment to education through the following:

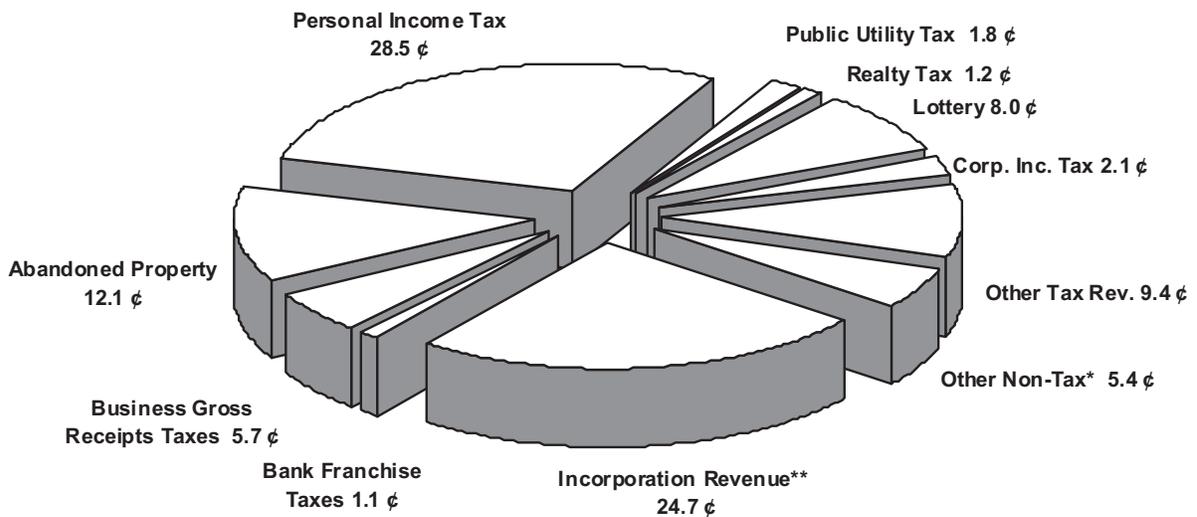
- \$43.0 million of ARRA Fiscal Stabilization funding is recommended for Fiscal Year 2011. These programs serve to maximize funding available for students and teachers in the classroom.
- \$6.0 million to fully fund a projected growth of 90.4 units for school year 2010 - 2011.

- \$8.5 million to fully fund experience salary steps for eligible education employees.
- \$98.8 million for Public Education capital projects. Included is funding for Minor Capital Improvements and funding to finish referenda projects in Colonial, Appoquinimink, Caesar Rodney, Smyrna, Lake Forest, Milford and Brandywine school districts. Funding is also included for the most recent Appoquinimink referendum, as well as a contingency for pending referenda.

FINANCIAL SUMMARY

BUDGET DOLLAR GOVERNOR'S RECOMMENDED BUDGET Fiscal Year 2011

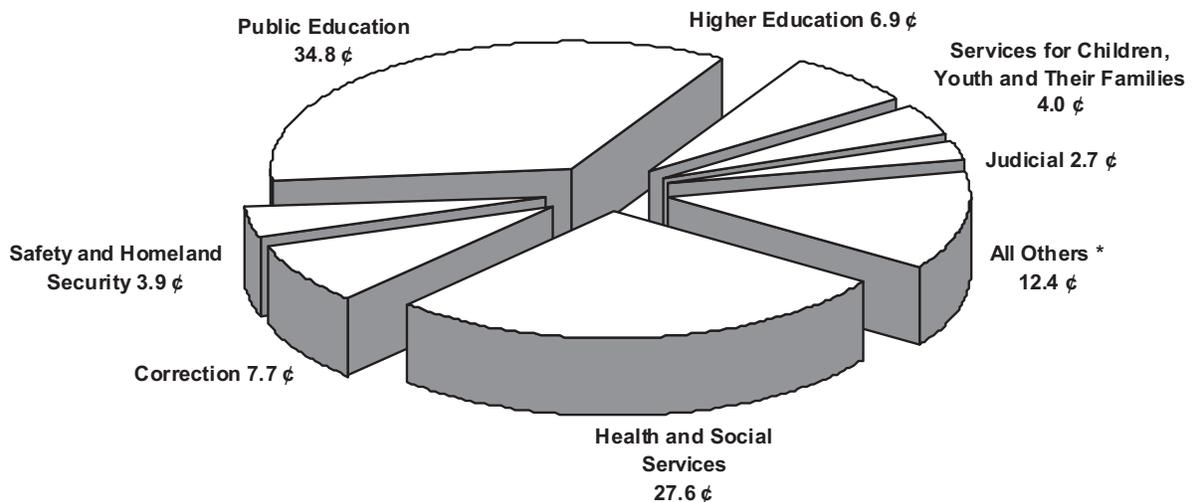
Sources of Funds (Net of Refunds)



*Includes Prior Year Unencumbered Cash Balance.

**Includes Corporate Franchise Taxes, Business Entity Fees, and Limited Partnerships and Limited Liability Corporations.

Appropriations



*Includes One-Time Items.

FINANCIAL SUMMARY

Estimated General Fund Revenue

The Delaware Economic and Financial Advisory Council (DEFAC), at the December 21, 2009 meeting, adopted a Fiscal Year 2011 revenue estimate of \$3,176.3 million.

(\$ MILLIONS)			
	2009 Actual	2010 Forecast	2011 Forecast
Revenue Categories			
Personal Income Taxes	\$ 1,105.2	\$ 1,066.0	\$ 1,135.7
Corporation Income Taxes	162.1	92.5	103.6
Franchise Taxes	574.2	624.9	591.4
Business and Occupational Gross Receipts Taxes	164.1	190.5	190.5
Hospital Board and Treatment Sales	77.0	78.1	81.3
Dividends and Interest	8.9	10.0	15.5
Public Utility Taxes	55.9	56.0	59.6
Cigarette Taxes	125.7	134.2	140.3
Estate Taxes	0.1	2.5	25.0
Realty Transfer Taxes	44.6	40.4	27.4
Insurance Taxes	77.3	60.2	63.4
Abandoned Property	392.1	400.0	380.0
Business Entity Fees	50.8	73.0	74.8
Bank Franchise Taxes	81.8	42.2	35.6
Lottery Sales	248.0	288.7	226.2
Limited Partnerships and Limited Liability Corporations	137.1	147.8	158.1
Uniform Commercial Code	11.2	13.1	13.5
Other Revenue by Department	<u>130.3</u>	<u>100.8</u>	<u>111.1</u>
Total Receipts	\$ 3,446.4	\$ 3,420.9	\$ 3,433.0
LESS: Revenue Refunds	<u>(298.3)</u>	<u>(277.3)</u>	<u>(256.7)</u>
SUBTOTAL	\$ 3,148.0*	\$ 3,143.6	\$ 3,176.3
PLUS: Abandoned Property			24.0
Realty Transfer Taxes			14.0
Lottery Sales			<u>40.5</u>
TOTAL			\$ 3,254.8

*This figure is not the sum of the component factors due to rounding of actual amounts.

FINANCIAL SUMMARY

GENERAL FUND BUDGET BY DEPARTMENT BY FISCAL YEAR

	FISCAL YEAR 2010	FISCAL YEAR 2011 RECOMMENDED
Legislative	\$ 13,855.7	\$ 13,841.6
Judicial	87,123.6	86,881.1
Executive	97,891.9 *	136,416.7 *
Technology and Information	35,164.9	34,177.3
Other Elective	40,585.1	62,419.6 **
Legal	42,657.4	41,362.8
State	27,557.0	27,754.4
Finance	20,456.9	15,234.9
Health and Social Services	813,457.9	876,719.5
Children, Youth and Their Families	130,934.0	126,027.1
Correction	249,451.4	243,827.7
Natural Resources and Environmental Control	37,227.2	35,196.7
Safety and Homeland Security	122,397.2	123,004.5
Labor	6,749.8	6,565.3
Agriculture	7,535.8	7,344.9
Elections	3,801.8	3,743.1
Fire	4,440.5	4,323.1
National Guard	4,401.8	4,224.4
Exceptional Citizens	167.6	167.2
Higher Education	224,598.1	217,997.8
Public Education	1,121,078.7	1,104,071.8
STATE TOTAL	\$ 3,091,534.3	\$ 3,171,301.5

*Fiscal Year 2010 includes One-Time Items to be allocated statewide and Fiscal Year 2011 Recommended includes One-Time Items to be allocated statewide.

**Includes Debt Service.

FINANCIAL CHARTS

FISCAL OVERVIEW (\$ Million)

	Fiscal Year 2009 Actual	Fiscal Year 2010 Estimated	Fiscal Year 2011 Projected
Revenue	\$ 3,148.0	\$ 3,143.6	\$ 3,254.8
Appropriations			
Budget	3,362.9	3,091.5	3,171.3
Grants	45.2	35.4	41.4
Supplementals			
-enacted	83.4		
-estimated			60.0
Total Appropriations	3,491.5	3,126.9	3,272.7
Continuing and Encumbered			
Appropriations (prior year)	234.8	183.7	171.1
Total	3,726.3	3,310.6	3,443.8
Less: Continuing & Encumbered			
Appropriations (current year)	(183.7)	(171.1)	(160.0)
Reversions	(247.0)	(48.9)	(10.0)
Total Ordinary Expenditures	3,295.5*	3,090.6	3,273.8
Balances			
Operating Balance	(147.5)	53.0	(19.0)
Prior Year Cash Balance	526.0	378.5	431.4
Cumulative Cash Balance	378.5	431.4*	412.4
Less: Continuing & Encumbered			
Appropriations (current year)	(183.7)	(171.1)	(160.0)
Reserve	(186.4)	(175.6)	(175.6)
Unencumbered Cash Balance	8.3*	84.7	76.8
Appropriation Limit			
Cumulative Cash Balance (prior year)	526.0	378.5	431.4
Less: Continuing & Encumbered			
Appropriations (prior year)	(234.8)	(183.7)	(171.1)
Reserve (prior year)	(182.8)	(186.4)	(175.6)
Unencumbered Cash Balance	108.5*	8.3*	84.7
+Net Fiscal Year Revenue	3,148.0	3,143.6	3,254.8
Total (100% Limit)	3,256.5	3,151.9	3,339.5
X 98% Limit	0.98	0.98	0.98
APPROPRIATION LIMIT	\$ 3,191.4	\$ 3,088.9	\$ 3,272.7

Figures represent DEFAC revenue and expenditure estimates as of the December 21, 2009 meeting, plus Governor's Recommended Revenue and Expenditure Adjustments.

*This figure is not the sum of the component factors due to rounding of actual amounts.

FINANCIAL CHARTS

BOND AND CAPITAL IMPROVEMENTS ACT ENACTED AND RECOMMENDED FUNDING SOURCES (\$ Thousand)

SOURCE	Enacted Fiscal Year 2009	Enacted Fiscal Year 2010	Governor's Recommended Fiscal Year 2011
STATE CAPITAL PROJECTS			
General Obligation Bonds	\$ 172,500.0	\$ 159,500.0	\$ 162,740.0
Reversions and Reprogramming	2,277.5	52,100.0	-
Bond Premium	-	-	-
K-12 School Construction Prioritization Fund	75,000.0	-	-
General Funds	83,391.3	-	60,000.0
Sub-Total (Non-Transportation):	\$ 333,168.8	\$ 211,600.0	\$ 222,740.0
TRANSPORTATION PROJECTS			
Transportation Trust Fund	\$ 191,079.6	\$ 35,709.0	\$ 133,809.5
Transportation Trust Fund - Reauthorization	77,512.1	37,188.0	-
Sub-Total (Transportation):	\$ 268,591.7	\$ 72,897.0	\$ 133,809.5
GRAND TOTAL:	\$ 601,760.5	\$ 284,497.0	\$ 356,549.5

LEGISLATIVE 01-00-00

Legislative

General Assembly -
House

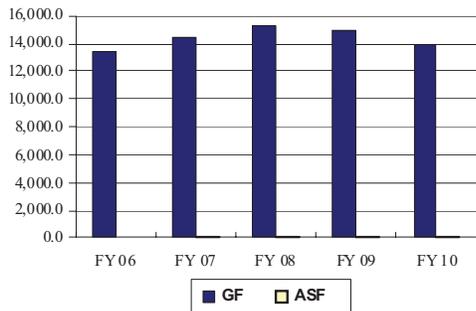
General Assembly -
Senate

Commission on
Interstate Cooperation

Legislative Council

- Research
- Office of the Controller General
- Code Revisors
- Commission on Uniform State Laws

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	12,855.7	13,855.7	13,841.6
ASF	--	97.6	97.6
TOTAL	12,885.7	13,953.3	13,939.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	83.0	83.0	83.0
ASF	1.0	1.0	1.0
NSF	--	--	--
TOTAL	84.0	84.0	84.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$53.4) in Contractual Services to reflect a reduction in operating expenditures.

GENERAL ASSEMBLY - HOUSE 01-01-01

The General Assembly - House is a constitutional branch of state government in which legislative power is vested to:

- Conduct official sessions of the State House of Representatives;
- Carry out daily operations of the State House of Representatives when not in session;
- Hold hearings and meetings on legislation and issues that affect the State of Delaware and its residents; and
- Provide the necessary staff support for research, constituent casework, committee work and public information services.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	5,716.9	5,843.4	5,860.1
ASF	--	--	--
TOTAL	5,716.9	5,843.4	5,860.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	32.0	32.0	32.0
ASF	--	--	--
NSF	--	--	--
TOTAL	32.0	32.0	32.0

**LEGISLATIVE
01-00-00**

**GENERAL ASSEMBLY - SENATE
01-02-01**

The General Assembly - Senate is a constitutional branch of state government in which legislative power is vested to:

- Conduct sessions of the State Senate; and
- Hold hearings and meetings concerning various legislation and issues pertaining to the State of Delaware and its residents.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,289.6	3,595.6	3,604.5
ASF	--	--	--
TOTAL	3,289.6	3,595.6	3,604.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	20.0	20.0	20.0
ASF	--	--	--
NSF	--	--	--
TOTAL	20.0	20.0	20.0

**COMMISSION ON INTERSTATE
COOPERATION
01-05-01**

The Commission on Interstate Cooperation pays national association dues for state membership. The commission enables legislators and certain non-legislators to attend seminars and conferences to gain information.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	694.6	320.1	320.1
ASF	--	--	--
TOTAL	694.6	320.1	320.1

LEGISLATIVE 01-00-00

LEGISLATIVE COUNCIL 01-08-00

RESEARCH 01-08-01

MISSION

The Division of Research was created by the General Assembly to act as a reference bureau for information relating or pertaining to legislative matters and subjects of interest to the Senate or House. To meet this mandate, the division conducts a wide-range of activities, including legislative research, bill drafting, committee staffing and the development and production of public information regarding the General Assembly.

The division publishes the Delaware Register of Regulations monthly in hardcopy and electronic formats. This publication and thousands of other public documents, including the Delaware Code, are available on the General Assembly website.

The division also operates a full service print shop, legislative library and bill service, which answers inquiries about legislative matters and provides copies of bills, resolutions and other legislative documents to all interested parties in accordance with the letter and spirit of the Freedom of Information Act (FOIA).

KEY OBJECTIVES

- Encourage greater use of the services and resources of the division by members of the General Assembly.
- Continue the development and maintenance of the Delaware Administrative Code of Regulations.
- Strive for greater customer satisfaction among the users (legislators, lobbyists, government officials and general public) of the division's services.
- Maintain and enhance the information and services provided through several websites maintained by the division.

BACKGROUND AND ACCOMPLISHMENTS

- The Registrar of Regulations and staff continued development of a Delaware Administrative Code, with additional volumes published and several state agencies initiating a total renumbering of their regulations.

- The Registrar of Regulations and staff have continued the development and expansion of the searchable electronic cumulative table of all regulations processed since July 1997.
- Staff updated versions of the Delaware Code online, which continue to be released.
- The Laws of Delaware, beginning with the 140th General Assembly, have been put online with links to each piece of legislation.

ACTIVITIES

- Disseminate accurate and timely legislative documents and information to users of the division's bill service.
- Provide objective, non-partisan research and analysis of issues related to legislation and subjects of interest to members of the General Assembly.
- Provide accurate, well-reasoned and effective draft legislation to meet the needs of legislative sponsor(s).
- Maintain an effective legislative library by constantly updating reference materials and taking advantage of ongoing technological improvements.
- Provide timely, updated, accurate and well-maintained information to website users of the Register of Regulations and General Assembly.
- Provide timely and accurate printed materials through the legislative print shop.
- Provide same day service for all information requests made to the bill service desk.
- Maintain computerized activity logs on the Legislative Tracking System to record bills drafted, research reports, memos completed and other activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of requests for legislative information	40,131	32,000	30,000
# of bills and other publications mailed	31,141	30,000	28,000
% of same day requests responded to	100	100	100

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,199.0	1,759.1	1,762.9
ASF	--	--	--
TOTAL	1,199.0	1,759.1	1,762.9

**LEGISLATIVE
01-00-00**

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	17.0	17.0	17.0
ASF	--	--	--
NSF	--	--	--
TOTAL	17.0	17.0	17.0

***OFFICE OF THE CONTROLLER GENERAL
01-08-02***

The Office of the Controller General works with and assists the General Assembly and Joint Finance Committee by providing comprehensive budget analyses, fiscal notes and limited numbers of management and program reviews. Priority issues and/or policy questions are researched and investigated. The office provides support to legislative members on the Delaware Economic and Financial Advisory Council (DEFAC) and provides analyses of General Fund transfers and applications for federal funds. Staff members participate in all hearings relating to the State's operating budget, contemplated supplementary appropriations and capital improvement programs. The office performs management and program reviews by using casual/seasonal employees and contractual services. The office also provides professional, technical and clerical support to legislative standing committees.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,842.1	2,075.5	2,082.0
ASF	--	97.6	97.6
TOTAL	1,842.1	2,173.1	2,179.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	14.0	14.0	14.0
ASF	1.0	1.0	1.0
NSF	--	--	--
TOTAL	15.0	15.0	15.0

***CODE REVISORS
01-08-03***

To comply with the statutory mandates of law, the code revisors generally function as compilers of the Delaware Code.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	108.1	222.4	172.4
ASF	--	--	--
TOTAL	108.1	222.4	172.4

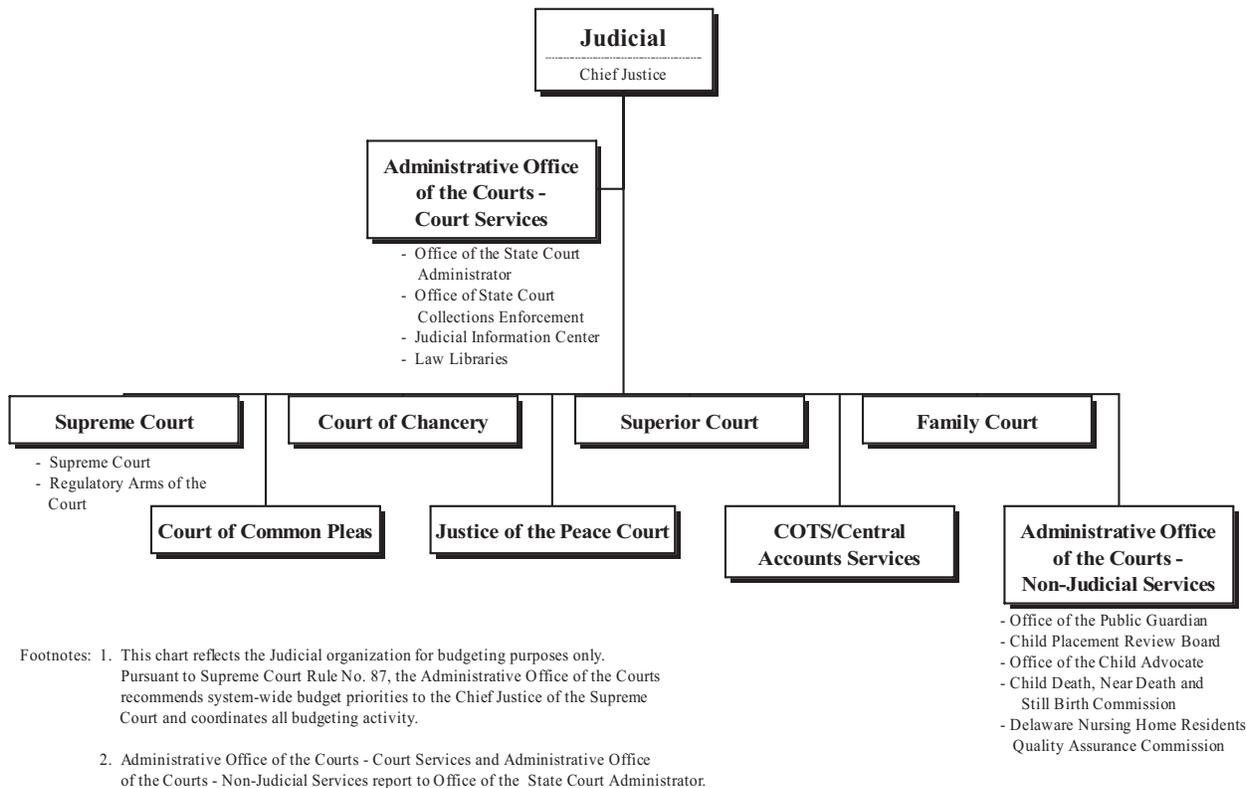
***COMMISSION ON UNIFORM STATE LAWS
01-08-06***

The Commission on Uniform State Laws complies with the statutory mandates of law. The commission, consisting of five members, acts in concert with similar commissions of other states. The commission considers and drafts uniform or model laws and devises and recommends courses of action.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	35.4	39.6	39.6
ASF	--	--	--
TOTAL	35.4	39.6	39.6

JUDICIAL 02-00-00



MISSION

We are a co-equal, independent branch of government entrusted with the fair, just and efficient resolution of disputes under the rules of law and equity and with the protection of all rights and liberties guaranteed by the Constitutions of the State of Delaware and the United States.

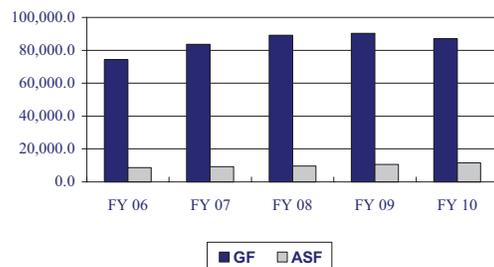
KEY OBJECTIVES

- Dispose of cases within time standards set by the Chief Justice.
- Support development of additional alternative dispute mechanisms.
- Develop and expand existing problem solving courts, as needed.
- Develop transnational practice in the courts.
- Enhance safety and security of courthouses.
- Continue implementation of the Courts Organized to Serve (COTS) initiative.

BACKGROUND

Goals and objectives contained within the Judiciary are based upon direction from the Chief Justice as outlined in various administrative directives, national goals promulgated by the American Bar Association (ABA) and individual objectives specific to the Delaware court system. In some cases, stated objectives are being met, while meeting others will take a concerted effort over several years.

Five-Year Appropriation History



JUDICIAL

02-00-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	88,921.8	87,123.6	86,881.1
ASF	8,178.3	11,551.2	9,112.0
TOTAL	97,100.1	98,674.8	95,993.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,132.2	1,132.2	1,124.2
ASF	107.8	107.8	103.8
NSF	11.3	12.3	16.3
TOTAL	1,251.3	1,252.3	1,244.3

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend \$111.2 in the Office of Management and Budget's contingency for costs associated with the new Kent County Courthouse.
- ◆ Recommend \$488.3 ASF in COTS Central Accounts Services to implement court security initiatives.
- ◆ Recommend (\$3,113.0) ASF and (8.0) ASF FTEs to transfer Victims' Compensation Assistance Program (VCAP) to the Office of the Attorney General (15-01-01).
- ◆ Recommend (\$50.0) in Administrative Office of the Courts to eliminate pass through programs from the Operating Bill.

CAPITAL BUDGET:

- ◆ Recommend \$500.0 for the Minor Capital Improvement and Equipment program to prevent the deterioration of buildings and grounds and improve the security of court facilities statewide.

SUPREME COURT

02-01-00

MISSION

- Provide fair, just and efficient resolution of disputes under the rules of law and equity and with the protection of all rights and liberties guaranteed by the Constitutions of the State of Delaware and United States.
- Regulate the practice of law through various committees appointed by the Supreme Court.
- Establish statewide goals and implement appropriate policies for judicial administration and support operations.
- Supervise other state courts pursuant to the Chief Justice's authority under Article IV, Section 13 of the Delaware Constitution.

KEY OBJECTIVES

During Fiscal Year 2011, the Court expects to accomplish the following:

- Continue to render final dispositions in most cases within 90 days from the under advisement date to the final decision date; and
- Continue to regulate the practice of law in Delaware.

BACKGROUND AND ACCOMPLISHMENTS

The Supreme Court is created by Article IV, Section 1 of the Delaware Constitution. The Supreme Court consists of a Chief Justice and four justices, each of whom is appointed by the Governor and confirmed by the Senate. The justices are appointed for 12-year terms. The Chief Justice, in consultation with the justices, is responsible for the administration of all courts in the State under Article IV, Section 13 and appoints a State Court Administrator of the Administrative Office of the Courts (AOC) to manage the non-judicial aspects of court administration.

Under Article IV, Section 11 of the Delaware Constitution, the Supreme Court has final appellate jurisdiction in criminal cases from the Superior Court in which the sentence shall be death, imprisonment exceeding one month or fine exceeding \$100 and in such other cases as shall be provided by law. In civil cases, the Supreme Court has final appellate jurisdiction as to final judgments and in certain other orders of the Court of Chancery, Superior Court and Family Court. Appeals are heard on the record established in the trial court.

JUDICIAL 02-00-00

Delaware is an appeal of right state. If an appeal is within the jurisdiction of the Supreme Court, the court must accept the appeal. Appeal processing, from initial filing to final decision, is the primary activity of the Supreme Court.

The court on the Judiciary is established by Article IV, Section 37 of the Delaware Constitution. The court consists of the five members of the Delaware Supreme Court, the Chancellor of the Court of Chancery, the President Judge of the Superior Court, the Chief Judge of the Family Court and the Chief Judge of the Court of Common Pleas. The purpose of the court on the Judiciary is to investigate complaints filed against any judicial officer appointed by the Governor and take appropriate action as set forth in the constitution.

The Supreme Court regulates the practice of law in Delaware through various committees referred to as the Arms of the Court. Each committee member is appointed by the court. Pursuant to Supreme Court rules, these committees are funded by annual assessments paid by Delaware lawyers, fees from applicants who take the Delaware Bar examination and assessments from non-Delaware lawyers who are admitted under Pro Hac Vice rules.

The Board on Professional Responsibility and Office of Disciplinary Counsel are authorized by Supreme Court Rules 62 and 64 respectively. Under Supreme Court Rule 62(c), the court appoints a Preliminary Review Committee. The board, Preliminary Review Committee and Office of Disciplinary Counsel are responsible for the regulation of the conduct of the members of the Delaware Bar. Matters heard by the board are subject to review by the Delaware Supreme Court.

The Lawyers' Fund for Client Protection is authorized by Supreme Court Rule 66. The purpose of the fund is to establish, as far as is practicable, the collective responsibility of the legal profession with respect to losses caused to the public by defalcations of members of the bar.

The Board of Bar Examiners is authorized by Supreme Court Rule 51. It is the duty of the board to administer Supreme Court Rules 51 through 55. These rules govern the testing and procedures for admission to the Bar of the Supreme Court of Delaware.

The Commission on Continuing Legal Education is authorized by Supreme Court Rule 70 and Mandatory Continuing Legal Education Rule 3. The purpose of the commission is to ensure minimum requirements for continuing legal education are met by attorneys to maintain their professional competence throughout their active practice of law.

The Supreme Court Advisory Committee on the Interest on Lawyer Trust Accounts (IOLTA) program is authorized by Supreme Court Rule 65. The function of the Committee is to oversee and monitor the operation of the Delaware IOLTA program as established pursuant to Rule 1.15 of the Delaware Lawyers' Rules of Professional Conduct. The committee reports annually to the Supreme Court on the status of the program and the work of the Committee. It is the exclusive responsibility of the Delaware Bar Foundation, subject to the supervision and approval of the court, to hold and disburse all funds generated by the IOLTA program. The majority of these funds are used to provide legal representation to indigents.

The board on the Unauthorized Practice of Law is authorized by Supreme Court Rule 86. It is the duty of the board to administer Supreme Court Rule 86 and to investigate matters sua sponte or matters referred to it from any source, respecting issues involving the unauthorized practice of law.

The Chief Justice, in consultation with the justices, has the responsibility to manage judicial administration for all courts. In this role, the Chief Justice monitors the performance of the entire judicial system by identifying areas for increased administrative focus, coordinating plans to deal with inter-court issues and reviewing individual court budgets.

The court's major accomplishment within the past year was the disposition of most cases within 40.1 days of the date of submission. This disposition rate is well under the 90-day standard the court has set in accordance with ABA standards.

	FUNDING		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	3,164.8	3,140.7	3,144.9
ASF	66.2	149.2	149.2
TOTAL	3,231.0	3,289.9	3,294.1

	POSITIONS		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	27.0	27.0	27.0
ASF	--	--	--
NSF	11.3	11.3	11.3
TOTAL	38.3	38.3	38.3

SUPREME COURT

02-01-10

ACTIVITIES

- Dispose of appeals.
- Monitor time schedules.

JUDICIAL 02-00-00

- Dispose of complaints against judicial officers appointed by the Governor.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of filings	685	700	720
Average # of days from under advisement to final decision:			
criminal	45.1	43.0	43.0
civil	35.2	32.0	32.0
Average # of days from initial filing to final decision:			
criminal	185.9	182.0	182.0
civil	175.4	172.0	172.0
% of cases disposed of within:			
30 days of the date of submission	45.0	48.0	48.0
90 days of the date of submission	93.3	95.0	95.0
290 days of the date of filing of the notice of appeal	82.3	85.0	85.0
1 year of filing of the notice of appeal	92.1	94.0	94.0

REGULATORY ARMS OF THE COURT **02-01-40**

ACTIVITIES

- Office of Disciplinary Counsel and Board on Professional Responsibility disposes of complaints against lawyers.
- Lawyers' Fund for Client Protection processes claims with the fund and audits lawyers' financial accounts.
- Board of Bar Examiners processes applications to take the bar examination.
- Commission on Continuing Legal Education (CLE) processes lawyer compliance affidavits and evaluates CLE programs.

PERFORMANCE MEASURES

Office of Disciplinary Counsel

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of new matters filed	597	575	550
# of matters disposed	606	620	640
# of cases pending or stayed	225	215	205
# of private admonitions with or without probation	7	6	5
# of public reprimands with or without probation	1	1	1
# of suspensions and interim suspensions	4	3	2
# of disbarments	4	3	3
# of reinstatements	2	2	2

Lawyers' Fund for Client Protection

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of claims:			
paid	4	4	4
denied or withdrawn	5	5	5
pending	19	18	17
Total	28	27	26
\$ amount of claims:			
made	473,028	450,000	400,000
paid	14,013	100,000	100,000
pending	425,585	300,000	250,000

Board of Bar Examiners

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of applications processed	225	240	260
# of applicants passing Bar exam	141	150	150

Commission on Continuing Legal Education

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of transcripts processed	4,935	5,000	5,100
# of programs evaluated	4,970	5,000	5,100
\$ amount of fines and sponsor fees paid	35,000	37,000	37,000

JUDICIAL 02-00-00

COURT OF CHANCERY 02-02-00

MISSION

To render justice in matters relating to corporate litigation, fiduciary and other matters within its jurisdiction in a way that is fair, prompt, efficient and highly expert.

KEY OBJECTIVES

- Maintain and enhance the court's reputation for excellence in judicial work.
- Maintain and enhance the court automated capability to handle workload.
- Continue to improve the statewide functionality of the Register in Chancery.

BACKGROUND AND ACCOMPLISHMENTS

Delaware's Court of Chancery is a non-jury trial court of limited jurisdiction. Its jurisdiction includes both corporate and non-corporate litigation matters. The judges spend approximately 70 percent of their time on corporate litigation. This specialization and the resulting expertise contribute to the fact that Delaware is a preferred situs for incorporation in the United States. The remainder of the court's resources are spent handling non-corporate litigation and on the appointment of guardians and trustees, the fiduciary administration of guardianships and trusts and estates and other non-litigation matters. The court is the sole Delaware court with general power to issue temporary restraining orders and preliminary injunctions.

The Court of Chancery consists of one chancellor, four vice-chancellors and two masters in chancery. The chancellor and vice-chancellors are nominated by the Governor and are confirmed by the Senate for 12-year terms. The Court of Chancery holds court in all three counties.

Many areas of the court's work are handled by the masters in chancery, who hold evidentiary hearings and write opinions in areas under the court's jurisdiction, such as wills, estates, real estate and guardianships and in cases involving corporate law. The chancellor assigns to the masters various matters, and parties have a right to appeal to a judge if they so choose.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,108.5	3,012.7	3,020.6
ASF	1,763.5	2,200.8	2,200.8
TOTAL	4,872.0	5,213.5	5,221.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	28.9	28.9	28.9
ASF	23.1	23.1	23.1
NSF	--	--	--
TOTAL	52.0	52.0	52.0

COURT OF CHANCERY 02-02-10

ACTIVITIES

- Schedule and dispose of requests for temporary restraining orders and preliminary injunctions in a prompt manner.
- Hold trials.
- Rule on attorney's fees.
- Certify questions of law to Supreme Court.
- Order sales of real and personal property.
- Issue instructions to fiduciaries, executors, receivers, guardians or trustees to perform or refrain from performing deeds for which they lack the authority without court approval.
- Exercise powers of review on appeal from administrative proceedings.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of decisions rendered within 90-days after readiness for adjudication	88.5	95.0	95.0
# of matters filed*	4,122	4,253	4,092

*Includes all matters filed in the Court of Chancery.

JUDICIAL

02-00-00

SUPERIOR COURT

02-03-00

MISSION

To provide superior service to the public in pursuit of justice.

The following statements of purpose are based on the six performance areas in the Trial Court Performance Standards:

- To be accessible to all litigants and other court users within safe and convenient facilities;
- To provide prompt and efficient resolution of disputes and to meet its responsibility to everyone affected by its actions in a prompt and expeditious manner;
- To provide due process and individual justice in each case, treat similar litigants similarly and ensure the court's actions, and the consequences thereof, are consistent with established law;
- To be accountable for the use of resources at its disposal;
- To ensure the court's personnel practices and decisions establish the highest standards of personal integrity and competence among its employees; and
- To instill public trust and confidence that the court is fairly and efficiently operated.

KEY OBJECTIVES

Superior Court expects to accomplish the following during Fiscal Year 2010:

- Increase the rate of compliance with the Chief Justice's Speedy Trial Directive for the disposition of criminal cases;
- Increase the rate of compliance with ABA standards for the disposition of civil cases;
- Incorporate conflict management into the scheduling process, establish greater adherence to court schedules and tighten the notification process;
- Reduce the rate of capias issuance;
- Reduce the number of capiases outstanding by review of their status and by promoting efforts to apprehend those who fail to appear;
- Expand training opportunities for staff, particularly in management and supervisory skills;

- Develop recruitment and training programs for staff that recognize diversity as a core value of the Court; and
- Maximize staff productivity through enhancements to automated case management systems and provide basic tools needed to use those systems.

BACKGROUND AND ACCOMPLISHMENTS

Superior Court is Delaware's court of general jurisdiction. The court's jurisdiction includes:

- Criminal felony cases;
- Civil cases where the claim exceeds \$100,000 and those under \$100,000 where a jury trial is demanded;
- Appeals arising from the decisions of more than 50 boards and commissions;
- Appeals from Court of Common Pleas; and
- Applications for extraordinary writs, such as habeas corpus and mandamus.

Mortgage foreclosure filings rose 39 percent in New Castle County last fiscal year. From all indications, filings are expected to rise again this year. In response to these filings, Superior Court implemented a program, Project Rightful Owner, designed to help residents who have lost their homes to sheriff's sale. To date, over \$1 million has been distributed to petitioners. This project is ongoing in its goal to return excess proceeds from sheriff's sales to the rightful owners.

Additionally, the Mortgage Foreclosure Dormant Docket (Dormant Docket) was created by President Judge Vaughn through an administrative directive. The Dormant Docket encourages parties in a mortgage foreclosure action to mutually agree to a resolution of the matter short of foreclosure. The court is also working with representatives of both lenders and homeowners to develop the Mortgage Mediation program. This program is designed to give homeowners an opportunity to negotiate an alternative to foreclosure with the assistance of housing counselors without affecting substantial rights of lenders.

Superior Court continues its dedication to its vision, mission and core values through the collaborative efforts of its judges and staff from across Delaware. The vision of the Superior Court is to have the most superior service in the nation among courts of general jurisdiction by providing superior service to the public in pursuit of justice. The court has agreed its core values as an organization are UNITED, which stands for unity, neutrality, integrity, timeliness, equality and dedication. The court is committed to building on the quality of justice and public service for which it is well known both in Delaware and throughout the nation.

JUDICIAL 02-00-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	21,341.6	21,257.2	21,276.4
ASF	--	--	--
TOTAL	21,341.6	21,257.2	21,276.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	313.5	313.5	313.5
ASF	--	--	--
NSF	--	--	--
TOTAL	313.5	313.5	313.5

SUPERIOR COURT 02-03-10

ACTIVITIES

- Hear criminal, civil, administrative agency appeals and involuntary commitment cases.
- Conduct jury operations.
- Conduct investigative services.
- Hold alternative dispute resolution.
- Perform administrative tasks.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Criminal case filings:			
New Castle	4,826	5,800	5,320
Kent	1,798	2,500	1,982
Sussex	2,274	2,400	2,516
Civil case filings:			
New Castle	9,848	11,075	10,765
Kent	2,064	2,190	3,455
Sussex	2,398	2,200	2,850
Criminal case dispositions:			
New Castle	5,191	6,000	5,669
Kent	2,058	2,664	2,325
Sussex	2,197	2,720	2,399
Civil case dispositions:			
New Castle	9,329	10,686	9,894
Kent	1,791	1,869	2,051
Sussex	2,192	2,070	2,690
Criminal cases pending:			
New Castle	898	1,055	1,075
Kent	224	345	290
Sussex	481	359	531
Civil cases pending:			
New Castle	6,919	6,032	7,554
Kent	1,668	1,500	1,909
Sussex	1,044	1,000	1,444

COURT OF COMMON PLEAS 02-06-00

MISSION

The Court of Common Pleas is dedicated to providing assistance and a neutral forum to people in the resolution of their everyday problems and disputes in a fair, professional, efficient and practical manner.

KEY OBJECTIVES

- Adjudicate cases fairly and with integrity.
- Improve service to Delaware residents.
- Reduce delay in bringing cases to trial.
- Dispose of cases more efficiently.
- Provide a safe, accessible and secure environment for Delaware residents.
- Responsibly use and account for public resources.
- Ensure an environment free of bias and the perception of bias.

BACKGROUND AND ACCOMPLISHMENTS

The Court of Common Pleas has jurisdiction over:

- All misdemeanors except certain drug-related crimes;
- Preliminary hearings in all felony cases;
- Traffic offenses;
- Civil cases where the amount in controversy does not exceed \$50,000 on the complaint;
- Civil and criminal appeals from the Justice of the Peace (JP) Court;
- Criminal appeals from Alderman Courts;
- Appeals from Motor Vehicles in license suspensions;
- Appeals from the Animal Control Panel; and
- Confirmation of arbitration awards in consumer credit cases

The Court of Common Pleas receives most of its criminal caseload from the JP Court and a small percentage of filings from Alderman Courts. Approximately 3 percent of cases are filed directly by the Attorney General.

Jury trials are available to all criminal defendants. Civil cases are tried without a jury. Appeals to the court are de novo appeals; appeals from the Court of Common Pleas are to the Superior Court on the record.

The Court of Common Pleas has nine judges and two commissioners. Five judges sit in New Castle County, two in Kent County and two in Sussex County. One

JUDICIAL 02-00-00

commissioner sits in New Castle County, and one is shared between Kent and Sussex Counties.

In Fiscal Year 2009, the Court of Common Pleas experienced statewide increases in both civil and criminal misdemeanor cases. Criminal misdemeanors increased by 5.5 percent, and the civil caseload increased by a dramatic 24 percent. The number of preliminary hearings dropped by 3 percent.

The court operates a court-supervised, comprehensive drug diversion program for non-violent offenders. This voluntary program includes regular appearances before a judge and participation in substance abuse education, drug testing and treatment. The court has handled approximately 5,300 participants since the program's inception in 1998.

The court began a mediation dispute resolution program in 2001. In partnership with the Center for Community Justice and Delaware Center for Justice, the court has referred more than 5,832 cases for mediation with a success rate of nearly 90 percent. Mediation provides an alternative to criminal prosecution and leaves participants with an increased sense of satisfaction about the criminal justice process. The court's mediation program has been expanded and is available to parties in civil cases, as well as criminal cases.

In November 2003, the State's first Mental Health Court was instituted in New Castle County. The goal of the Mental Health Court is to effectively serve the special needs of the mental health population in the criminal justice system through continuous judicial oversight and intensive case management. Approximately 215 cases have been referred to Mental Health Court since its inception.

In November 2003, the Traffic Court in New Castle County was introduced to reduce the number of court appearances for residents with traffic offenses and manage the large number of motor vehicle cases the court receives.

In November 2008, the COTS case management system was implemented in New Castle and Kent Counties following implementation in Sussex County in June 2008. At the same time, e-filing became available to Court of Common Pleas filers. E-filing has been well received and has significantly improved access to civil cases for both the court and the filers.

The Court of Common Pleas is a high volume court that continues to be challenged by significant caseload growth. Keeping pace with the caseload requires the daily commitment of judges and staff and the implementation of aggressive case management techniques to ensure prompt and fair justice for all litigants.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	8,925.3	8,996.9	9,025.0
ASF	235.2	249.4	249.4
TOTAL	9,160.5	9,246.3	9,274.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	130.0	130.0	130.0
ASF	4.0	4.0	4.0
NSF	--	--	--
TOTAL	134.0	134.0	134.0

COURT OF COMMON PLEAS 02-06-10

ACTIVITIES

- Oversee courtroom activities.
- Manage case processing activities.
- Oversee accounting and collections activities.
- Provide and administer court security.
- Manage statewide court operations.

PERFORMANCE MEASURES

Criminal Filings/Dispositions/Collections

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of misdemeanor:			
Filings	111,110	116,665	122,499
Dispositions	116,508	122,333	128,450
Pending	46,795	49,135	51,591
# of felony filings	9,940	10,238	10,545
\$ amount collected (thousands)	6,029.9	6,210.8	6,272.9

Criminal Misdemeanor Filings

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	58,941	61,858	64,953
Kent	23,860	25,108	26,365
Sussex	28,309	29,699	31,181
Total	111,110	116,665	122,499

Civil Case Filings

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	8,756	8,843	8,931
Kent	2,853	2,882	2,910
Sussex	3,285	3,318	3,351
Total	14,894	15,043	15,192

JUDICIAL 02-00-00

Time from Arraignment to Trial by Case Type New Castle County (# of weeks)

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Traffic	38	32	26
Non-jury	22	22	20
DUI	25	25	18
Domestic violence	17	17	12
Drug	23	23	20
Jury trial	22	22	20

Time from Arraignment to Trial by Case Type Kent County (# of weeks)

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Non-jury	10	10	8
Jury trial	11	11	9

Time from Arraignment to Trial by Case Type Sussex County (# of weeks)

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Non-jury	11	11	9
Jury trial	12	12	10

FAMILY COURT 02-08-00

MISSION

The Family Court's mission is set forth in 10 Del. C. § 902(a):

“The Court shall endeavor to provide for each person coming under its jurisdiction such control, care, and treatment as will best serve the interests of the public, the family, and the offender, to the end that the home will, if possible, remain unbroken and the family members will recognize and discharge their legal and moral responsibilities to the public and to one another.”

KEY OBJECTIVES

- Comply with all scheduling and dispositional standards in civil and criminal matters as prescribed by the Chief Justice and Chief Judge.
- Improve access to the court for all residents with an emphasis on those who elect to represent themselves.
- Provide appropriate legal representation to all parties in civil matters where due process dictates representation.

BACKGROUND AND ACCOMPLISHMENTS

The Court Improvement Program (CIP) is a multi-year, federally-funded grant project designed to support state courts in efforts to improve their handling of cases involving children in foster care, termination of parental rights and adoption proceedings. Delaware has participated in this project since its inception in 1994 and continues to use this federal resource to embark on a dynamic new partnership with the child welfare system by focusing on the common goal of improving the safety, stability and well being of children who have experienced abuse and neglect.

Initial CIP efforts has led to today's best practice of having all stages of a dependency and neglect case heard by the same judge within a schedule of hearings and reviews that meet federal standards. As a result, there has been an increase in children and parents with representation, more meaningful case plans, consistency of orders including detailed reasoning and timely reunification or permanency achieved.

The court is building on that foundation through a more active partnership with others in the child welfare system, primarily the Division of Family Services (DFS), but also with legal professionals, advocates and

service providers. A number of judges serve as champions in particular subject areas, enabling the court to participate more proactively than reactively with other stakeholders.

Mental Health Diversion Court

In 2006, the Family Court, in collaboration with the Office of the Public Defender and Division of Child Mental Health, received federal grant money through the Criminal Justice Council to pilot a Mental Health Diversion Court for juveniles with delinquency charges pending against them in the New Castle County Family Court. The program offers a treatment-based resolution of the delinquency charges of juvenile offenders with mental health disorders. The program began in January 2007, and since then 73 juveniles have entered into the program, and 47 have graduated.

In conjunction with the Mental Health Court program, the court in New Castle County has created a dedicated juvenile competency calendar for conducting competency hearings and monitoring compliance with treatment recommendations for non-competent juveniles still facing open charges. One dedicated judge is assigned to hear and track all the competency hearings.

Gun Court

In response to the increasing level of gun violence in the state, Chief Judge Kuhn implemented a Gun Court Calendar in New Castle County. The Chief Judge presides over the calendar, which occurs once a week, and hears all case reviews, preliminary hearings and motions for all cases involving juveniles with firearm charges, as well as reviews after a finding of guilt or as a condition of a sentence. The specialized calendar began in April 2009 and recently expanded to Kent and Sussex County in August.

Services for Self-Represented Litigants

In its continued effort to serve the ever-growing *pro se* litigant population, the Family Court introduced several new initiatives during the past year, while continuing to offer a high level of service to those who seek assistance in representing themselves. Over 57,000 litigants were assisted in the Family Court Resource Centers statewide, reflecting the national and statewide trend of increasing self-representation in domestic relations law. The Sussex and Kent counties' resource centers helped over 12,000 and 14,000 people respectively, while the New Castle County Resource center assisted over 31,000 people, which reflects an average of over 130 litigants per day. As a result of these growing numbers, as well as a need to consolidate staffing resources, the court opened a new resource center within the New Castle County Courthouse adjacent to the court's intake center. Using space and materials already available, the court

constructed a resource center consistent with best practices in the area of self-representation. This joint resource center and intake area provides litigants with one place to meet all of their filing needs for the court, as well as access to knowledgeable staff, the Internet, instructional packets and forms.

Domestic Violence

In staying at the forefront of developments in the area of domestic violence, the court has taken on a number of tasks to promote momentum in this area.

In its continued efforts to provide protection and relief to victims of domestic violence, as well as ensure treatment and counseling for offenders, the court has created a specialized Domestic Violence Court. The intention of this specialized court is twofold - to create greater continuity in court cases involving domestic violence and create a more standardized system of compliance for offenders.

In January 2008, the court began conducting Protection from Abuse (PFA) review hearings. These hearings are being scheduled before the court when a respondent has not complied with the evaluation and treatment conditions of an active PFA order. These reviews do not require the petitioner to file a contempt petition in order for a hearing to be scheduled.

Finally, in addition to conducting PFA review hearings, the court secured federal grant money creating the position of a Domestic Violence Court Project coordinator to promote the efforts of the specialized domestic violence court statewide. The coordinator will monitor compliance, provide training to court staff as needed and attend various meetings of the Domestic Violence Coordinating Council on behalf of the court.

Court Appointed Special Advocate (CASA) Program

CASA program is a member of the National CASA Association. This program continues to recruit and train volunteers to provide advocacy for children before court proceedings. CASA volunteers establish the child's best interest by gathering information and monitoring the circumstances surrounding the child(ren) in question. The statewide program continues to operate within each Family Court location. Diligent efforts are in place to train and recruit interested individuals to be a powerful voice for children. CASA program participated in many community events, such as the Hispanic Job Fair, Sickle Cell Tennis Match, Delmar Community Fair, Delaware Paralegal Conference and a host of other civic and church outreach activities. As a result, the program has increased the exposure and knowledge about the volunteer opportunities.

The program continues to double the new volunteers from the previous year. CASA has been a model used by

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National CASA to share with other programs across the country in reference to Family Court's volunteer recruitment, new volunteer and diversity training. Currently, the program has over 255 volunteers serving over 565 children. The program's diverse group of volunteers represents many professionals from distinct backgrounds and locations within the state. Over 2,500 hours of service is given by the volunteers on a monthly basis, as they speak for the children served by the court.

Human Resources

In light of the economic challenges the State faces, the Human Resources for the court has developed a strategic plan, which focuses on employee engagement, effective leadership and developing best practices pursuant to Family Court's operational goals. The court's long-term focus is to provide an approach to human resource management, which will allow the development and implementation of human resource programs to help develop and expand the talents of its employees.

The leadership team of the court will focus on acquiring creative strategies to help develop the future leaders of the court. Implementing best practices throughout the court's operations will ensure employees perform in the most efficient and effective ways when accomplishing work-related tasks. Successfully identifying and applying best practices can also reduce business expenses and ultimately improve organizational efficiency. By adhering to these strategies, the court is confident it will continue to build a stronger and productive workforce.

"Journey to Excellence" Program

In 2008, the court implemented the "Journey to Excellence" Employee Incentive program. The program awards employees for their personal and professional accomplishments achieved throughout the year with the court. The program was a huge success for Family Court and resulted in a total of 42 employees being recognized for their overall accomplishments.

Mediation

On January 7, 2008, the court in Sussex County started a pilot project whereby unsuccessful support mediation under Title IVD of the Social Security Act was immediately taken before a commissioner that day for resolution. This eliminated the need for litigants to take another day off from work to make an additional appearance in court and provided expedited child support to the children in question. It also freed up needed calendar time for the commissioners. For the first six months of 2008, the percentage of cases resolved the same day was over 90 percent. The program has since been expanded to Kent and New Castle counties with similar results.

Robert D. Thompson Courthouse Dedication

On September 24, 2008, members of all three branches of state government gathered in front of Sussex County Family Court with friends, former employees and family members of the late Chief Judge Robert D. Thompson, Jr. to dedicate the courthouse in his memory. Thompson was remembered for his service to the community and his impact on the judicial system throughout the state.

A native of Sussex County, Chief Judge Thompson was especially proud of the Sussex County Courthouse. It was only fitting his family unveiled the new sign re-naming the courthouse the "Robert D. Thompson, Jr. Family Court Building."

The Honorable Robert D. Thompson, Jr. was appointed to the bench as Family Court Judge on February 6, 1962. After serving 12 years on October 25, 1974, Judge Thompson was appointed by Governor Tribbitt as the Chief Judge of the Statewide Family Court. During his tenure, Chief Judge Thompson oversaw the construction of three new courthouses for Family Court, one in each of the three counties. Chief Justice Steele noted Chief Judge Thompson was both an innovator and a visionary who brought much needed growth to the judicial system in the state.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	18,816.1	18,984.0	18,676.8
ASF	3,683.8	4,087.4	4,282.9
TOTAL	22,499.9	23,071.4	22,959.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	278.3	278.3	270.3
ASF	63.7	63.7	67.7
NSF	--	1.0	5.0
TOTAL	342.0	343.0	343.0

FAMILY COURT

02-08-10

ACTIVITIES

- Administrative support includes operations, fiscal, personnel, automation, records management, statistics, planning and research.
- Case management includes intake, file preparation, schedule, notification, case preparation, conduct judicial officer hearings, case adjudication, pre-sentence investigation and ancillary matters.

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- Diversion includes intervention, amenability, substance abuse, interviews, evaluations and arbitration/mediation hearings.
- Special programs includes acquire, implement, maintain and evaluate special programs, including those that are federally-funded.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of adult and juvenile criminal cases disposed of within 45 days of the filing	50	90	90
% of adult and juvenile criminal cases disposed of within 90 days of the filing	72	100	100
% of proceedings involving dependent, neglected or abused children in the custody of Department of Services for Children, Youth and Their Families with a permanency plan established within 12 months of the removal of a child from the home	95	95	95
% of protection from abuse petitions disposed of within 30 days of filing	99	99	99
% of child support matters disposed of within six months	71	75	75
% of child support matters disposed of within 12 months	88	90	90
% of civil decisions rendered within 90 days of taking the matter under advisement	90	90	90

Adult Criminal Case Filings

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	3,098	3,032	3,029
Kent	982	961	960
Sussex	746	730	729
Total	4,826	4,723	4,718

Juvenile Delinquency Case Filings

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	5,147	5,038	5,033
Kent	1,869	1,856	1,854
Sussex	1,912	1,871	1,870
Total	8,928	8,765	8,757

Civil Case Filings by County

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	21,726	21,265	21,243
Kent	9,104	8,911	8,902
Sussex	11,186	10,949	10,938
Total	42,016	41,125	41,083

Total Case Filings by County

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	29,971	29,335	29,305
Kent	11,955	11,728	11,716
Sussex	13,844	13,550	13,537
Total	55,770	54,613	54,558

Mediation Filings by County

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	7,172	7,020	7,013
Kent	2,787	2,728	2,725
Sussex	4,212	4,123	4,118
Total	14,171	13,871	13,856

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JUSTICE OF THE PEACE COURT

02-13-00

MISSION

As the place where justice starts, the following is the mission of the JP Court:

- Serve the people of Delaware through the efficient and accessible administration of justice for all; and
- Treat all persons with integrity, fairness and respect.

KEY OBJECTIVES

- Provide exemplary customer service.
- Improve the infrastructure of the court.
- Provide reasonable court access and locations.
- Provide convenient, safe and secure facilities for the public and court employees.
- Improve efficiency and the quality of justice.
- Improve security for all court facilities.
- Work in conjunction with the Division of Motor Vehicles, police agencies, other courts and the Department of Safety and Homeland Security to reduce the flow of paperwork between the courts and other agencies and use mobile computers for citation information.

BACKGROUND AND ACCOMPLISHMENTS

The Justice of the Peace (JP) Court is authorized by Article IV, Section 1 of the Delaware Constitution. JP Court is Delaware's entry-level court through which the great majority of all criminal cases pass. JP Court has criminal jurisdiction to hear:

- Criminal misdemeanor cases as listed in 11 Del. C. § 2702 and all criminal violations;
- Most 21 Del. C. traffic offenses, which do not involve physical injury or death;
- County code violations;
- Many Department of Natural Resources and Environmental Control (DNREC) offenses;
- Truancy cases;
- Alcoholic beverage violations; and
- Miscellaneous violations initiated by other state agencies.

JP Court has civil jurisdiction over:

- Contractual disputes in which the amount in controversy does not exceed \$15,000;

- Replevin actions (actions brought to recover possession of personal property unlawfully taken) in which the amount in controversy does not exceed \$15,000;
- Negligence cases (not involving physical injury) in which the amount in controversy does not exceed \$15,000;
- Landlord/tenant cases, including summary proceedings for possession where jury trials are authorized and appeals from landlord/tenant cases to special courts consisting of a three-judge panel; and
- Traffic cases with civil penalties.

JP Court also has jurisdiction to:

- Issue summonses and arrest and search warrants for all criminal offenses based upon findings of probable cause;
- Conduct initial appearances to set bond for all criminal offenses and conduct bond review hearings when requested;
- Issue and execute capiases; and
- Process capiases issued by Family Court, Court of Common Pleas and Superior Court.

There are 16 Justice of the Peace trial court sites located in 14 court facilities. Two courts in New Castle County and one court in both Kent and Sussex counties are open 24 hours a day, 365 days a year. The Delaware Code authorizes 60 justices of the peace and one chief magistrate to serve as the administrative head of the court. Justices of the Peace are appointed by the Governor and confirmed by the Senate for a first term of four years and for second and subsequent terms of six years.

The Justice of the Peace Court is unique in it is the only Delaware court that employs constables, a quasi-police force charged with carrying out its judicial orders.

Truancy Court

The statewide Truancy Court celebrated its 13th year of cooperative effort with schools and social service agencies to reduce truancy.

The court has partnered with Children and Families First in the Functional Family Therapy initiative (FFTI). This program provides family intervention for at-risk youth. The program operates in New Castle, Kent and Sussex counties and provides organized phases of intervention for family members at home, community-based or office locations.

Juvenile Criminal Contempt

In Fiscal Year 2010, JP Court acquired jurisdiction over juvenile criminal contempt charges. This jurisdiction provided a greater opportunity to have continuity with and provide closer monitoring of at-risk juvenile defendants.

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Statewide Videophone Court

The statewide Videophone Court at JP Court 2 in Rehoboth Beach creates time and staffing efficiencies by providing specialized one-stop videophone proceedings for law enforcement. Videophone arraignments, initial presentments, capias returns and warrant requests by police throughout the state are processed through JP Court 2. The Statewide Videophone Court currently handles approximately 2,000 videophone cases each month.

Capias processing

The court continues its capias reduction plan to eliminate stale capiases in which there is no real likelihood of bringing to justice those who failed to appear in court or failed to pay fines and costs while providing for a clear understanding of capiases that are still viable. JP Court has the policy to permit any JP site to handle another JP Court's capiases. This resulted in significant time and transport savings for law enforcement, correctional officers and defendants. In addition to the reduction plan, the court implemented an enhanced collection program to further reduce outstanding capiases. This effort is possible with the assistance of the Office of State Court Collections Enforcement.

Pro Se

In the Civil Division of the JP Court, nearly every case has at least one self-represented litigant. With over 33,000 civil cases filed annually in the Court, there is a tremendous need for assistance to these litigants. This is particularly true for landlord/tenant cases, which represent about one-half of all civil cases and in which the stakes may include the displacement of a person from their home. To help these self-represented landlords and tenants, JP Court continued with the pilot outreach program, Seminars for the Self-Represented in Landlord/Tenant Issues, which presents interactive programs monthly.

Members of the private bar, nonprofit legal assistance providers, AOC, JP Court and others volunteer to plan, prepare and conduct the seminars. Apartment complex managers cooperate to provide a meeting room and distribute invitations to each tenant. AOC staffers prepare flyers and service the event, and the court organizes the event. The program is conducted by a judge with two attorneys, one presenting a landlord perspective, the other the tenants', to review the landlord/tenant code and impress upon the attendees the obligation of good faith dealing.

The *Pro Se* program provides self-represented litigants with the information necessary for them to have a meaningful voice in court.

Technology

With the implementation of the statewide civil case management system, JP Court expanded the e-filing program. E-filing provides filers the opportunity to electronically file and view civil case documents online from the convenience of work or home.

JP Court has also implemented a system for electronic payment of traffic tickets and payment plan agreements for cases, which have already been heard. This service, ePayment, benefits those served by the court and provides time/cost savings for the court.

Court Security Assessment

In June 2007, the 144th General Assembly passed Senate Bill 75, which provides for a court security assessment on most civil fines and all criminal/traffic pleas of guilt or adjudications of guilt. In Fiscal Years 2008 and 2009, JP Court collected significant funds, which will allow for better secured facilities. The objective of this assessment is to provide security during all times court business is conducted, ensuring the safety of court personnel, case participants and the public.

	FUNDING		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	16,883.1	16,664.8	16,704.7
ASF	188.2	--	--
TOTAL	17,071.3	16,664.8	16,704.7

	POSITIONS		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	247.5	247.5	247.5
ASF	9.0	--	--
NSF	--	--	--
TOTAL	256.5	247.5	247.5

JUSTICE OF THE PEACE COURT

02-13-10

ACTIVITIES

- Process criminal cases by conducting bond hearings, initial appearances, arraignments, trials and adjudicated cases.
- Process civil cases by accepting filings and scheduling trials.
- Process voluntary assessments.
- Input case-related information, including, but not limited to summonses, warrants, capiases, subpoenas, continuances, commitments, judgments, appearance notices and docket entries.
- Accept money representing fines, court costs, Victim Compensation Fund assessments or restitution.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of shifts per week with security coverage	57	88	99
% of videophone proceedings that take place within 45 minutes of receipt	100	100	100

Criminal and Traffic Filings

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	67,122	69,089	73,165
Kent	28,220	29,047	30,761
Sussex	38,688	39,822	42,171
Voluntary Assessment Center (VAC)	139,598	143,688	152,166
Total	273,628	281,646	298,263

Civil Case Filings

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	21,130	21,519	22,788
Kent	7,466	7,603	8,052
Sussex	5,701	5,806	6,148
Total	34,297	34,928	36,988

Total Case Filings by County

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New Castle	88,252	90,607	95,953
Kent	35,686	36,650	38,813
Sussex	44,389	45,627	48,319
Voluntary Assessment Center (VAC)	139,598	143,688	152,166
Total	307,925	316,572	335,251

COTS/CENTRAL ACCOUNTS SERVICES
02-15-00

BACKGROUND AND ACCOMPLISHMENTS

The 144th General Assembly enacted Senate Bill 75, establishing a separate fund to provide supplemental funding for court security personnel, equipment and training based upon a plan submitted by the Chief Justice and approved by the Office of Management and Budget (OMB), Controller General and Joint Finance Committee. Monies for this fund shall come from court security assessments imposed as a part of court costs for civil initial filings and criminal and traffic convictions.

Fiscal Year 2009 was the first year the security assessment funds were accessible to the courts through the implementation of a security plan that enhanced physical security structures in several courthouses, as well as established new court security positions to cover additional shifts of operation.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	455.6	1,708.0	2,196.3
TOTAL	455.6	1,708.0	2,196.3

POSITIONS

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

COTS/SECURITY CENTRAL ACCOUNT
02-15-10

ACTIVITIES

- Administer the Court Security Fund as set forth in 10 Del. C. § 8505.
- Deposit court security assessment funding in a Court Security Fund.
- Distribute funds based upon the Court Security plan as approved by OMB and the Controller General.

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**ADMINISTRATIVE OFFICE OF THE
COURTS - COURT SERVICES
02-17-00**

MISSION

To assist the Judicial branch and others in delivering the highest quality of justice by providing effective and efficient administrative, support and information services.

BACKGROUND AND ACCOMPLISHMENTS

The AOC was established in 1971 pursuant to 10 Del. C. § 128. The office assists the Chief Justice in carrying out the responsibilities as administrative head of all courts in the state.

Since 1971, several administrative directives promulgated by the Chief Justice and Supreme Court Rule 87 have expanded and clarified the role and responsibilities of the AOC. The role described in these documents includes delivering services to courts, judicial agencies and external customers in the areas of budget development, personnel policies, fiscal policies, collections, technology policies and services, records management, interpreters, planning and research, facilities, education and law libraries.

To fulfill its responsibilities, AOC is divided into three components that provide direct services to the Supreme Court, Court of Chancery, Superior Court, Family Court, Court of Common Pleas, JP Court and limited services to several non-judicial agencies. The components are the Office of the State Court Administrator, Office of State Court Collections Enforcement (OSCCE) and Judicial Information Center (JIC). AOC provides limited fiscal and administrative services to several agencies that receive policy direction and oversight from boards and governing bodies outside the Judicial branch. These agencies establish their own missions, objectives and performance measures. This group is composed of the Office of the Public Guardian, Child Placement Review Board, Office of the Child Advocate, Child Death, Near Death and Still Birth Commission (CDNDSC) and Delaware Nursing Home Residents Quality Assurance Commission.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	14,316.8	12,799.1	12,774.5
ASF	--	33.4	33.4
TOTAL	14,316.8	12,832.5	12,807.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	78.5	78.5	78.5
ASF	--	--	--
NSF	--	--	--
TOTAL	78.5	78.5	78.5

**OFFICE OF THE STATE COURT ADMINISTRATOR
02-17-01**

MISSION

To assist the Judicial branch and others in delivering the highest quality of justice by providing effective and efficient administrative, support and information services.

KEY OBJECTIVES

- Enhance public trust and confidence in the courts through the provision of information to the public about the court system and initiatives to promote fairness and the perception of fairness.
- Increase public access to the courts through the provision of interpreters and assistance to unrepresented litigants.
- Ensure continuity of operations in the event of an emergency.
- Enhance service to the public by providing staff support for judicial education and staff training programs.
- Promote safety and security of courthouses.
- Assist courts in developing and reporting statistical measurements.
- Support efforts to recruit, hire and retain the most qualified candidates and provide promotional opportunities.
- Provide administrative support for Judicial branch agencies.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the State Court Administrator provides a variety of support services to the courts, as well as limited fiscal and administrative assistance to Judicial branch agencies.

Several of the accomplishments during the past fiscal year included:

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- Implemented new processes to permit individuals to pay fines in the Filing and Payments center for any court in the state;
- Begin working on the statewide Living Disaster Recovery Planning System initiative, which is the second phase of the Department of Technology and Information's (DTI) continuity of operations planning process;
- Provided support for collection of fines and security for the U.S. Marshal's Fugitive Safe Surrender program;
- Initiated the "From Classroom to Courtroom Project" in conjunction with the University of Delaware and Delaware Supreme Court. The three-day project, which was designed to provide teachers with tools that will help them educate their students about the court system, will be held again in Fiscal Year 2010;
- Obtained final approval for Judicial branch Personnel Rules with implementation on April 1, 2009;
- Initiated a Youth Forum for students from the Bayard Middle School in Wilmington to provide them with information about careers in the legal field and teach them about the justice system. The project, which was sponsored by the Delaware Supreme Court, was part of the Court's Racial and Ethnic Fairness initiative; and
- Held several programs on racial and ethnic fairness for court staff, which were attended by close to 500 employees.

ACTIVITIES

- Provide centralized services to the New Castle County Courthouse (NCCCH), including safety and security planning and coordination, operating the information desk, filing and payment center, self-help center and mail room.
- Provide judicial education and staff training services for the court system.
- Administer the statewide Court Interpreter program.
- Conduct research and analysis related to justice and speedy trial issues.
- Coordinate and prepare the Annual Report of the Judiciary.
- Administer the Judicial branch public information program, including a newsletter, *The Delaware Docket*, highlighting accomplishments.
- Assist in policy coordination and development for issues affecting all courts.
- Coordinate preparation, review and submission of the Judicial branch budgets.

- Serve as liaison to the legislative and executive branches.
- Provide staff support to Judicial branch committees, including the Delaware Courts: Fairness for All Task Force, the Criminal Justice/Mental Health Task Force, Court Interpreters Advisory Committee, Courthouse Operations Policy Committee, Operations Security Committee and Council of Court Administrators.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of prospective interpreters attending orientation programs	47	110	110
# of people assisted by NCCCH Self-Help Center staff*	14,707	15,500	16,500
# of pro bono attorney volunteers	8	10	10
# of pro bono attorney volunteer hours	96	102	102

**This statistic reflects those individuals who requested assistance from Self-Help Center staff members. Many more individuals come into the center without seeking staff assistance. In addition, staff shortages and service volume appear to have resulted in a significant number of requests for assistance not being recorded.*

OFFICE OF STATE COURT COLLECTIONS ENFORCEMENT 02-17-03

MISSION

Work with the Judiciary and the criminal justice community to hold offenders accountable for paying their court-ordered financial assessments.

KEY OBJECTIVES

- Assist in the collection of court-ordered financial assessments, which may include, but are not limited to, victim restitution, Victim Compensation Fund, Drug Education Fund, Delaware Justice Information System (DELJIS) fees, court security fees, court costs and supervision fees.
- Increase the collection of delinquent receivables referred to the Office of State Court Collections Enforcement (OSCCE).
- Develop policies/procedures with all judicial agencies to become a one-stop judicial payment center, thereby expanding offender accessibility to satisfy financial sanctions.
- Develop and implement new initiatives to assist in the collection of delinquent receivables.

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- Participate in branch-wide planning efforts to develop and implement standard financial policies and procedures as they relate to COTS.
- Improve the operational efficiency and effectiveness of the office.

BACKGROUND AND ACCOMPLISHMENTS

OSCCE continues to evolve, increasing opportunities to function as a one-stop judicial financial center. There are six judicial payment centers located throughout the State that provide cashiering services for Superior Court, Family Court (pre-2002 receivables), JP Court and Department of Correction (DOC) receivables. OSCCE's specialized collection program, which includes mailing dunning letters, outbound broadcast calls, monetary intercept programs and case management activities, continues to propel the organization forward in achieving substantial growth in collections. In Fiscal Year 2009, collections were 130 percent greater than Fiscal Year 2000 collections.

In an effort to provide efficient services to residents, OSCCE continues to build positive working relationships with all branches of state government. Currently, OSCCE assists the Department of Elections with voter restoration rights, works with the Division of Revenue to offset state tax refunds against delinquent receivables owed to the State, accesses Department of Labor employment records allowing for verification of financial resources when instituting payment agreements and accesses Department of Health and Social Services (DHSS) Vital Statistics records to efficiently manage outstanding receivables.

OSCCE has begun implementing and/or expanding, several new programs to improve collection efforts of outstanding State/Judicial receivables. These include:

- Implemented the State Tax Refund/Lottery Winning intercept program on DOC supervision fees. This program significantly improved collection of these state revenue-generating fees. Collections made by OSCCE through the intercept program in Fiscal Year 2009 were 170 percent greater than the amount it collected in Fiscal Year 2007;
- Expanded payment acceptance for JP Court, including the implementation of a specialized collection program on older delinquent accounts. Fiscal Year 2009 collections were 120 percent greater than the amount collected in Fiscal Year 2007; and
- Inclusion of automated clearinghouse (ACH) payments to all OSCCE locations to provide cost efficient payment methods to clients.

OSCCE continues to research, develop and implement new technologies to assist the Judiciary and State with the handling of delinquent receivables.

ACTIVITIES

- Accept monetary payment of court-ordered financial assessments.
- Document and record all financial transactions promptly and accurately.
- Explore alternative forms of payment processing in conjunction with the Judicial branch.
- Pursue the collection of financial obligations referred to OSCCE by the courts.
- Refer offenders to non-monetary programs, administered by DOC to address court-ordered financial sanctions (excluding restitution).
- Work with statewide criminal justice agencies to promote cooperation and share automated data.
- Assist financial staff in the issuance of restitution funds collected against referred delinquent Family Court receivables.
- Provide financial reports as requested.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of contacts made to administer accounts:			
verbal	13,727	17,000	14,700
written	41,075	59,000	43,050
\$ collected on behalf of:			
Superior Court	2,863,216	3,600,000	2,992,500
Family Court	60,271	60,000	63,000
JP Court	140,925	90,000	148,000
Department of Correction	1,154,669	800,000	1,212,400
% increase in \$ collected	11.1	10.0	5.0

JUDICIAL INFORMATION CENTER 02-17-04

MISSION

The Judicial Information Center (JIC) develops and maintains computerized information systems and provides technology support services to the Judicial branch.

KEY OBJECTIVES

- Provide technology systems to support business goals, needs and objectives of the courts.
- Provide leadership and oversight of technology efforts supporting the courts' business needs.

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- Provide systems that integrate with other criminal justice agencies and stakeholders in the exchange of information.
- Promote standardization of new technologies and methodologies.
- Provide information through technology systems for residents.

BACKGROUND AND ACCOMPLISHMENTS

JIC is responsible for the development and support of computer information systems and the infrastructure necessary to access those systems. JIC is a full-scale information technology unit.

Recent accomplishments include:

- Participated on the COTS project, performing project management duties, supporting current COTS sites and serving in lead roles on various implementation teams, while continuing to support the courts from the previous phases of the COTS implementation;
- Continued to enhance Intranet sites for the Judicial branch. Constantly monitor for Americans with Disabilities Act (ADA) compliance;
- Interact with regional and national courts and technology groups as a forum for exchanging ideas and experiences;
- Continued support of courthouse technology planning and participation in facility renovation activities;
- Continued to partner with the Government Information Center to provide resident access to data and services;
- Periodically enhancing the Public Assistant program for public access to Court information; and
- Ongoing participation in addressing the conversion of critical desktop database applications to server-based database applications.

ACTIVITIES

- Analyze business issues and processes that relate to the flow, management and use of information.
- Develop and support computer applications that enhance the operations of the courts and agencies.
- Provide telephone and audiovisual installation and desktop support services.
- Manage, design and support local and wide-area network resources.
- Lead initiatives related to technology planning, use and effective implementation.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of high priority software problems resolved within four business hours (not requiring procurement)	100	100	100
% of high priority hardware problems resolved within 7.5 business hours (not requiring procurement)	100	100	100
JIC problem calls initiated with Help Desk	9,944	10,938	12,032
JIC problem calls resolved	9,638	10,602	11,662

LAW LIBRARIES 02-17-05

MISSION

The law libraries provide legal information resources for the Judicial branch, Attorney General, Public Defender, other state agencies, members and prospective members of the Delaware Bar Association and *pro se* litigants and functions as the official depository of State laws, agency rules and regulations, administrative and board regulations, court opinions, advisory memoranda and policy directives.

KEY OBJECTIVES

- Effectively manage all types of legal information.
- Provide assistance and comprehensive legal resources to a variety of library users.

BACKGROUND AND ACCOMPLISHMENTS

The primary purpose of the law libraries is to provide legal information to the Judicial branch. The libraries also support other legal agencies within the state, as well as members of the legal community and *pro se* litigants. Each law library strives to maintain as many current and archival Delaware legal resources as possible.

A law library is maintained in each county in Delaware as outlined in 10 Del. C. § 1941. The New Castle County Law Library maintains a collection of 25,000 volumes and is staffed by one law librarian. The library has computer terminals that offer online legal research services. Due to the number of judicial officials in Wilmington, the number of cases filed and the proximity of the Pro Se Center, the New Castle County Law Library is the busiest of the three libraries.

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The Kent County Law Library is designated as the State Law Library as per 10 Del. C. § 1942. It maintains a legal reference collection of approximately 30,000 volumes and offers computer-assisted legal research services. The library is staffed by one law librarian and one part-time assistant.

The Sussex County Law Library in Georgetown maintains approximately 20,000 legal resources in both print and electronic form. The library has three computer terminals that offer online legal research services to the judiciary, attorneys and the public. The Sussex County Law Library works with other legal and non-legal libraries across the country to procure legal information for the Judiciary via the inter-library loan program. The library is staffed by one law librarian.

ACTIVITIES

- Offer reference assistance and guidance to the judiciary, other state agencies, legal community and pro se litigants.
- Maintain and review the collection of legal materials and consider legal titles that should be acquired or cancelled.
- Participate in professional organizations and networks to benefit from resource sharing.
- Review and advise the Judiciary and court staff of changing technology and new trends in legal research.
- Coordinate legal research training for court staff, as applicable.
- Research and retrieve information from books, periodicals, reference materials, other law libraries or commercial databases in response to judicial requests.
- Assist resource sharing among the three judicial libraries by collecting shelf list holdings for the creation of a union list of the libraries that is available to the Judiciary through the state intranet.

ADMINISTRATIVE OFFICE OF THE COURTS - NON-JUDICIAL SERVICES 02-18-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,365.6	2,268.2	2,258.2
ASF	1,785.8	3,123.0	--
TOTAL	4,151.4	5,391.2	2,258.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	28.5	28.5	28.5
ASF	8.0	8.0	--
NSF	--	--	--
TOTAL	36.5	36.5	28.5

OFFICE OF THE PUBLIC GUARDIAN 02-18-01

MISSION

To provide quality, comprehensive, protective guardianship services to adult residents of Delaware who are severely mentally or physically disabled, are unable to manage their personal and financial affairs, are at risk for neglect, abuse and victimization and have no one else able or willing to serve as a guardian.

KEY OBJECTIVES

- Promote the use of wireless technology to facilitate communication, case documentation and information sharing among staff with statewide responsibilities and with other individuals who are providing services and assistance to persons served by the agency.
- Advocate for the agency, its mission and its service to individuals through education and networking with the public and other professional communities.
- Maintain the certification as registered guardians of key staff in whom decision making is vested.
- Implement the newly acquired case management software system and train staff on its use. This system is an easily understood data system for the management of client needs, including management of individual clients' financial accounts, identification of client population trends, tracking unmet needs and serving as a tool for program planning and review, including budget development.

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BACKGROUND AND ACCOMPLISHMENTS

The Office of the Public Guardian was created in 1974. The office serves as interim and permanent guardian for persons with severe and significant disabilities. Referring agencies include the Court of Chancery, Adult Protective Services, Division of Developmental Disabilities Services, Division of Substance Abuse and Mental Health, other state agencies, long-term care facilities, hospitals and private nursing care facilities. Additionally, the agency is called upon by the Court of Chancery to serve as a neutral guardian or mediate and serve as court investigator in contested guardianship matters.

The Public Guardian may act as a surrogate for a variety of reasons, including consent to specific medical care and treatment, residential placement, management of income, bill-paying, application for benefits, protection of assets or disposal of real estate to pay for care. The State's long-term care facilities may request public guardianship services for residents of their facilities with special medical, personal or social service needs, as well as those who require a guardian to complete applications for long-term care Medicaid benefits on their behalf.

ACTIVITIES

Duties of a guardian of a person include but are not limited to:

- Address all issues of the individual that require immediate action and ensure provision is made for the support, care, comfort, health and maintenance of the ward;
- Assess the ward's situation, needs, preferences and support system and attempt to gather any missing or necessary information;
- Ensure the individual is living in the most appropriate and least restrictive setting possible;
- Secure medical, psychological, therapeutic and social services that are appropriate and necessary to support the ward's well being and quality of life;
- Maintain communication with the ward and his/her caregivers;
- Develop and monitor a written guardianship plan; and
- File with the court all reports required by statute, regulations or court rule.

Duties of a guardian of property include:

- Address all issues of the estate that require immediate action;
- Prepare real estate and personal belongings for sale and obtain services of an appraiser, realtor, auctioneer and others as needed;

- Provide competent management for the benefit of the ward of all property and supervise all income and disbursements of the estate;
- Conduct all financial matters for the ward;
- Keep estate assets safe by maintaining accurate records of all transactions and submitting required annual accountings to the court with a final accounting to the court upon the death of a ward;
- Facilitate the appropriate closing of the estate and assist in settling estates when necessary;
- Seek specific judicial authority to dispose of property when an extraordinary circumstance is addressed; and
- Obtain all public benefits for which the ward is eligible.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of referrals received	296	300	300
# of referrals accepted for public guardianship	41	100	80
# of current guardianships	259	285	285

CHILD PLACEMENT REVIEW BOARD

02-18-03

MISSION

To provide and administer a volunteer-based board that acts as an independent monitoring system charged with identification and periodic review of all children in out-of-home placements. The purpose of these reviews is to ensure every child in care has effective plans for permanency, receives adequate care for both physical and emotional needs and participates at an appropriate age in educational programs to increase independent living skills.

KEY OBJECTIVES

- Perform the tasks and functions defined in 31 Del. C. c.38 in a professional, informed and efficient manner to have a positive impact on the State's effort to promptly provide quality services to children in out-of-home placements.
- Collect, record and distribute statistical information regarding children in out-of-home placements with the goal of advocating for their unmet service needs.
- Administer the Ivyane Davis Memorial Scholarship and, in partnership with the Division of Family Services, Delaware's Educational and Training Voucher (ETV) program to support the higher education and training goals of eligible young

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adults who have been in or aged out of Delaware's foster care system.

- Perform functions as defined in 10 Del. C. § 1009 (j) (4) to assure the safety and well being of children when adjudicated and non-adjudicated youth are placed together.

BACKGROUND AND ACCOMPLISHMENTS

The Child Placement Review Board (CPRB) is a statewide child advocacy agency. It is chartered by Delaware's General Assembly with three main tasks:

- Use citizen-based panels to complete regular reviews of children placed by Family Court in Delaware's foster care system;
- Use citizen-based panels to complete reviews of adjudicated youth placed by Family Court in out-of-home, non-detention placements; and
- File an annual report with the General Assembly reporting on the work of the CPRB.

In carrying out these directives, the CPRB:

- Meets federal mandates requiring independent reviews of children in foster care;
- Submits review reports to Family Court and to the state agency responsible for their care;
- Studies and highlights trends affecting children in care;
- Develops and implements advocacy positions relating to children in care; and
- Combines the efforts of trained citizen volunteers and the work of a small professional staff, creating a cost-effective, independent review system.

Since 1979, CPRB has been serving Delaware's child welfare system by holding regular, independent reviews of the status of individual children in foster care. The board was chartered to advocate for a permanent home or placement for each child in foster care and monitor provision of services to children in foster care to avoid "foster care drift," in which children remain in care year after year without plans or progress toward adoption or other permanent placement.

During Fiscal Year 2009, 1,360 children were in the foster care system; this number reflects children who were in the system for the whole year, as well as those who entered and left the system and those who entered, left and re-entered. CPRB conducted 903 reviews of 752 children in foster care. Reviews are normally conducted when a child has been in care for 10 months, repeated at 18 months and yearly thereafter.

In addition to its work on behalf of children in foster care, CPRB reviews the placements of adjudicated youth in residential treatment facilities. These reviews are

intended to help ensure treatment is provided for issues that contributed to the child's delinquency. Adjudicated youth are under the purview of the Division of Youth Rehabilitative Services (YRS). During Fiscal Year 2009, 35 YRS youth were reviewed.

CPRB also reviews adjudicated youth who have been placed in settings with non-adjudicated youth. These "mixing" reviews are intended to ensure the safety and healthy development of non-adjudicated youth. Ten mixing reviews were held during Fiscal Year 2009.

CPRB administers the Ivyane Davis Scholarship and partners with DFS to administer the federal ETV program.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of volunteer hours generated	3,500	3,500	3,500
# of volunteer training hours	206	250	250
% of children being reviewed	100	100	100

OFFICE OF THE CHILD ADVOCATE 02-18-05

MISSION

To safeguard the welfare of Delaware's children through educational advocacy, system reform, public awareness, training and legal representation of children as set forth in 29 Del. C. c. 90A.

KEY OBJECTIVES

- Secure legal representation for every dependent, neglected and abused child in the custody of the Department of Services for Children, Youth and Their Families (DSCYF).
- Accomplish the goals and objectives of the Child Protection Accountability Commission (CPAC), including multi-disciplinary collaboration on child protection system issues, and the development of and participation in quality training programs for the child protection community.
- Advocate for legislative, policy and procedure initiatives designed to improve the safety, permanency and well being of Delaware's dependent, neglected and abused children.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Child Advocate (OCA) was created in 1999 in response to numerous child deaths in Delaware resulting from child abuse. These cases pointed to deficiencies in the child protection system that could not

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be remedied solely by one entity. The General Assembly determined an office to oversee these efforts, staff CPAC and provide legal representation on behalf of children was necessary.

During Fiscal Year 2009, OCA received appropriate referrals on 610 children, a 19 percent decrease from Fiscal Year 2008. Throughout Fiscal Year 2009, OCA represented a total of 898 children.

On June 30, 2009, 807 children were in the legal custody of DSCYF, a 16 percent decline from the prior fiscal year. OCA represented 489 of those children, the CASA program represented 296 children, the court independently appointed counsel for three children, and the remaining 19 children navigated the foster care system without representation. Of those 19 unrepresented children were fairly evenly distributed throughout the state, with eight in Kent County, six in New Castle County and five in Sussex County. Strides have been made by system partners to develop the database, which enables OCA and other system partners to identify every child in DSCYF custody and generate representation statistics.

During Fiscal Year 2009, 399 volunteer attorneys represented children for OCA, with 55 new attorneys trained in 12 training sessions throughout the state. Sixty-three volunteer attorneys were recognized for five years of service to OCA, and two plaques now hang at OCA in recognition of these lawyers who now total 185.

In Fiscal Year 2009, CPAC launched a child welfare training listserve and training webpage. CPAC also worked with DOE, DFS, Division of Child Mental Health (CMH) and Department of Health and Social Services (DHSS) on the creation of basic training modules to educate system partners and the public on their respective systems. Planning also began for the second CPAC/Child Death, Near Death and Stillbirth Commission (CDNDSC) joint conference.

Improvement to Delaware's ability to track educational outcomes for children in foster care was made as DSCYF and DOE initiated and fine-tuned data exchange. Child mental and behavioral health outcomes were addressed as the Mental and Behavioral Health for Children in and Adopted out of Foster Care Subcommittee promulgated 60 recommendations for improvement to the delivery of mental health services for children in the child welfare system.

Fiscal Year 2009 also saw the continued collaboration of Delaware's child welfare system partners as they determined CPAC's path forward to include data-informed decision-making, improved identification of children at risk, early intervention and minimized time in and sustained transitions out of foster care.

During Fiscal Year 2009, OCA staff participated in many initiatives to improve policies, procedures, practices and laws on behalf of children. OCA continued working in partnership with CASA and DFS to maintain the comprehensive joint database (OCA/CASA database) of children in DSCYF custody. The statistics that were generated monthly and the regular quality assurance of the database enabled system partners to ensure no child was overlooked or going without representation unnecessarily. The agencies executed a Memorandum of Understanding (MOU) that outlined each agency's responsibilities regarding the database. OCA staff members also met quarterly with DFS staff, and the two agencies worked together to provide training to DFS front-line workers on permanency options for children in foster care and to assess the feasibility of providing subsidies to families who opt to file for guardianship or permanent guardianship of children in foster care. OCA also continued to enter policy concerns from child abuse/neglect case reviews into its Child Protection Policy Concerns database and worked on restructuring the database more readily identify trends in Delaware's child protection practice.

A remaining high priority for OCA in Fiscal Year 2009 was work related to youth aging out of foster care. OCA staff were active members of several workgroups that focused on issues, such as employment, independent living, housing, credit scores and other issues that relate to the substantial needs of older youth in foster care.

OCA's primary legislative focus for Fiscal Year 2009 was Senate Bill 34, which made changes to the termination of parental rights statute pertaining to children abandoned by, almost killed or killed by their parents. The bill passed the General Assembly and was signed into law in May 2009. Other legislation in which OCA was involved includes Senate Bill 55 and Senate Bill 84, both of which were signed into law during Fiscal Year 2009. Senate Bill 55 made it possible for guardians and permanent guardians of children to petition for termination of parental rights and adoption. Senate Bill 84 statutorily establishes *de facto* parent status in the State of Delaware by allowing the Family Court to consider a person's assumption of parental responsibilities and relationship with a child in determining the maternity and/or paternity of a child.

ACTIVITIES

- Secure legal representation for DSCYF children by employing Deputy Child Advocates and recruit, train and retain volunteer Delaware attorneys to represent children.
- Provide support to CPAC, chair subcommittees, participate in subcommittees and workgroups and draft reports and legislation.

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- Educate the public on the services and accomplishments of OCA and the CPAC.
- Develop, participate and provide quality training and education to the child protection community.
- Review relevant policies, procedures and laws and make recommendations for change with a view toward the rights of children.
- Collect and analyze data to determine how many children are not receiving services or representation in Delaware and why.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of appropriate referrals	610	800	600
# of DSCYF children represented by OCA			
New Castle	337	475	347
Kent	72	70	84
Sussex	80	105	86
Total	489	650	517
# of DSCYF children unrepresented			
New Castle	8	5	5
Kent	6	30	10
Sussex	5	10	9
Total	19	45	24
# of children represented by OCA	898	1,151	957
# of volunteer attorneys	399	472	400
# of volunteer attorneys with over five years of OCA service	185	173	235

CHILD DEATH, NEAR DEATH AND STILLBIRTH COMMISSION 02-18-06

MISSION

Safeguard the health and safety of all Delaware children as set forth in 31 Del. C. c. 3.

KEY OBJECTIVES

- Review in a confidential manner, the deaths of children under the age of 18, near-deaths of abused and/or neglected children and stillbirths occurring after at least 20 weeks of gestation.
- Provide the Governor, General Assembly and CPAC with recommendations to alleviate those practices or conditions that impact the mortality of children.
- Assist in facilitating appropriate action in response to recommendations.

BACKGROUND AND ACCOMPLISHMENTS

Delaware's child death review process was established by legislation on July 19, 1995, after a pilot project showed the effectiveness of such a review process for preventing future child deaths. The commission provides meaningful system-wide recommendations to prevent the deaths and/or near deaths of children and improve services to children. The process brings professionals and experts from a variety of disciplines together to conduct retrospective case reviews, create multi-faceted recommendations to improve systems and encourage interagency collaboration to end the mortality of children in Delaware.

In Fiscal Year 2009, reviews were conducted monthly by each of the three panels (consisting of New Castle, Kent/Sussex and Abuse/Neglect) to determine whether reasonable standards of practice were met by the systems involved. The child death panels continue to meet bi-annually with the Domestic Violence Coordinating Council's Fatal Incident Review Team to review child deaths in which domestic violence was a significant factor.

The Fetal and Infant Mortality Review (FIMR) teams (New Castle County, Kent/Sussex County and Wilmington) continue to meet monthly to review cases of any fetus over 20 weeks gestation through infancy (one year of age or younger).

The commission meets quarterly to review and approve the work of the panels. Recommendations from expedited reviews of abuse/neglect cases are distributed to the Governor, General Assembly, CDNDSC and CPAC.

Some statistics for Fiscal Year 2009 include:

- Seventy-two deaths were reviewed by the child death panels;
- Nineteen cases were reviews of child deaths or near deaths related to abuse and/or neglect;
- One case was reviewed with the Fatal Incident Review Team (under the Domestic Violence Coordination Council);
- Fifty-two infant cases (from Fiscal Year 2005) were abstracted and entered into the database;
- One hundred fifty-one fetal and infant deaths were referred to CDNDSC;
- Of the 151, 33 cases were reviewed by the child death panels and not FIMR due to cause of death;
- Seventy-nine fetal and infant deaths were reviewed by the FIMR case review teams;
- Twenty-four maternal interviews were conducted with mothers who have had a fetal/infant loss; and
- Three of the maternal interviews were conducted jointly with a Division of Public Health Spanish speaking interpreter.

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ACTIVITIES

- Identify and triage cases for review.
- Prepare and review child death and near-death cases that meet the criteria for review.
- Make recommendations to decrease child mortality.
- Collect and analyze data related to child deaths, near deaths and fetal deaths.
- Issue annual reports and expedited review reports on recommendations and data.
- Collaborate with CPAC and the Delaware Healthy Mother Infant Consortium.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of expedited reviews completed within statutory timeframes	100	100	100
% of recommendations turned into actions steps by CDNDSC or other entities	100	100	100
% eligible FIMR cases reviewed by case review teams	67	75	80
% of FIMR cases with a completed maternal interview	21	35	38

DELAWARE NURSING HOME RESIDENTS QUALITY ASSURANCE COMMISSION 02-18-07

MISSION

To monitor Delaware's quality assurance system for nursing home residents and assisted living facilities in both privately operated and state operated facilities, so complaints of abuse, neglect, mistreatment, financial exploitation and other complaints are responded to in a timely manner to ensure the health and safety of nursing home residents.

KEY OBJECTIVES

- Examine the policies and procedures and evaluate the effectiveness of the quality assurance system for nursing home residents.
- Monitor data and analyze trends in the quality of care and life of individuals receiving long-term care in Delaware.
- Review and make recommendations to the Governor, Secretary of the Department of Health and Social Services and General Assembly concerning the quality assurance system and

improvements to the overall quality of life and care of nursing home residents.

- Protect the privacy of nursing home residents.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Nursing Home Residents Quality Assurance Commission was established in response to the numerous complaints from long-term care residents in Delaware. These cases pointed to numerous deficiencies in Delaware's quality assurance system for nursing home residents. The General Assembly determined a commission would oversee these efforts and advocate on behalf of nursing home residents.

The commission reviews various legislative and policy initiatives and provides comments. Members work closely with the Division of Long Term Care Residents Protection (DLTCRP) and other agencies to aid in enhancing the quality of care for residents.

ACTIVITIES

- Review relevant policies, procedures and laws and make recommendations for change with a view toward the rights of the long-term care residents.
- Review the performance of various agencies charged with protecting long-term care residents and provide recommendations for change and improvement.
- Visit long-term care and assisted living facilities to aid in promoting the quality of care for residents.
- Analyze trends to assess the value and efficacy of current procedures intended to improve the quality of care and life of individuals receiving long-term care in Delaware.
- Prepare and publish an annual report, including aggregate data with comprehensive analysis and monitoring of trends in the quality of care and quality of life of nursing home residents, and submit the report to the Governor, DHSS Secretary and the General Assembly.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of reviews performed	14	11	11
# of legislative recommendations made	3	3	3
# of long-term care facility visits	42	40	43
# of assisted living facility visits	21	20	22

**EXECUTIVE
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Executive

**Office of
the
Governor**

**Office of
Management
and Budget**

- PHRST
- Administration
- Budget Development,
Planning and
Administration
- Statewide Human
Resource Management
- Statewide Benefits,
Insurance Coverage
and Pensions
- Government Support
Services
- Facilities Management

**Delaware
Economic
Development
Office**

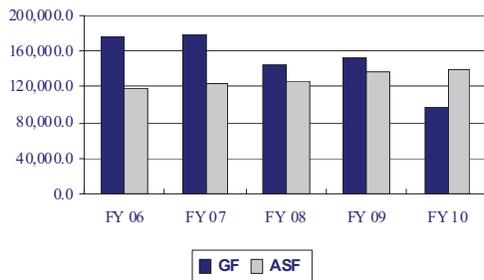
- Office of the Director
- Delaware Tourism Office
- Delaware Economic
Development Authority

**Criminal
Justice**

- Criminal Justice
Council
- Delaware Justice
Information
System

**Delaware
State
Housing
Authority**

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	150,285.8	97,891.9	136,416.7
ASF	79,601.2	138,492.6	136,731.7
TOTAL	229,887.0	236,384.5	273,148.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	331.1	309.6	298.2
ASF	218.0	207.0	229.5
NSF	49.2	51.2	51.1
TOTAL	598.3	567.8	578.8

FY 2011 STATEWIDE HIGHLIGHTS

- ◆ Recommend \$8,500.0 for a step increase for those employees in Public Education, agency teachers and those employees in Plans A and D at Delaware Technical and Community College who are entitled to such an increase.
- ◆ Recommend an increase in the regular employees' pension rate from 15.27 percent to 17.00 percent. This change includes an increase in the basic pension rate from 6.71 percent to 8.10 percent, which will result in an increase in pension funding of \$15,458.1, a reduction in the Post Retirement Increase rate from 1.40 percent to 0.81 percent, which will result in a decrease of (\$6,561.3) and an increase in Retiree Health Insurance rate from 7.16 percent to 8.09 percent, which will result in an increase of \$10,342.5.
- ◆ Recommend an increase in the judicial pension rate from 30.89 percent to 31.38 percent, which will result in an increase in funding of \$30.2.
- ◆ Recommend an increase in the state police pension rate from 15.81 percent to 17.27 percent, which will result in an increase in funding of \$770.0.

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- ◆ Recommend a decrease in the statewide worker's compensation rate from 2.00 percent to 1.95 percent, which will result in a decrease in funding of (\$606.0).
- ◆ Recommend \$7,000.0 for a 3.3 percent increase in the state share of employee health insurance premiums.
- ◆ Recommend an increase in statewide debt service of \$387.0.

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

Office of the Governor

- ◆ Recommend (\$15.8) in Contractual Services and (\$0.4) in Supplies and Materials to reflect reductions in operating expenditures.

Office of Management and Budget

- ◆ Recommend 40.0 ASF FTEs and \$3,500.0 ASF in Lottery Games Enhancement to implement table games.
- ◆ Recommend (11.5) FTEs and (11.5) ASF FTEs to reflect complement reductions.
- ◆ Recommend consolidation of Office of Minority and Women Business Enterprise with Contracting within Government Support Services to create operational efficiencies and maximize resources.

Delaware Economic Development Office

- ◆ Recommend (\$12.5) in Working Capital of Delaware, (\$50.0) ASF in Grants Program, (\$125.0) ASF in Kalmar Nyckel, (\$22.5) ASF in National High School Wrestling Tournament, (\$11.0) ASF in Juneteenth, (\$3.0) ASF in Northeast Old Car Rally, and (\$135.0) and (\$400.0) ASF in Small Business Development Center to reflect the elimination of pass through programs in the Operating Bill.

Criminal Justice

- ◆ Recommend reallocation of 1.0 NSF FTE from the Department of Services for Children, Youth and Their Families, Prevention and Behavioral Health Services (37-04-10).

Delaware State Housing Authority

- ◆ Recommend (\$517.3) ASF in Personnel Costs and (5.0) ASF FTEs to reflect reductions in state funded positions.
- ◆ Recommend (1.0) ASF FTE and (1.0) NSF FTE to reflect complement reductions.

CAPITAL BUDGET:

Office of Management and Budget

- ◆ Recommend \$5,396.6 for the Minor Capital Improvement and Equipment program to maintain state-owned facilities in a safe and efficient condition, and to improve the safety and function of buildings, building systems and grounds.
- ◆ Recommend \$340.3 for Environmental Compliance to remove underground storage tanks, asbestos and other hazardous materials.
- ◆ Recommend \$150.0 for the Architectural Barrier Removal program to continue making public facilities more accessible to all individuals.
- ◆ Recommend \$19,200.0 for the Kent County Court Complex for the completion of new Kent County Courthouse and begin renovation of old Kent County Courthouse.

Delaware Economic Development Office

- ◆ Recommend \$13,937.4 to recapitalize the Strategic Fund, an important tool for attracting and retaining jobs and industry in Delaware and for training programs throughout the State.
- ◆ Recommend \$1,000.0 in state match for the Experimental Program to Stimulate Competitive Research (EPSCOR) program. These matching funds enable Delaware to receive \$3,000.0 in federal funds.
- ◆ Recommend \$1,000.0 for the final year of a 5-year commitment to the Fraunhofer Vaccine Development project. This project will help Delaware maintain its competitive edge in the field of applied biotechnology.
- ◆ Recommend \$1,000.0 in state match for the IDeA Network of Biomedical Research Excellence (INBRE) program. This program is designed to build a statewide infrastructure in facilities for research into cancer, neuroscience and cardiovascular diseases.
- ◆ Recommend \$1,000.0 for the Health Sciences Alliance. The Alliance with the University of

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Delaware, Thomas Jefferson University the Nemours Foundation and Christiana Care is designed to train health-related professionals and translate discoveries into community health settings.

- ◆ Recommend \$10,000.0 for the Diamond State Port of Corporation for capital improvement projects designed to retain existing customers and attract new businesses.
- ◆ Recommend \$2,350.0 for the Riverfront Development Corporation. This recommendation will support the continued success of this important economic development project.

Delaware Housing Authority

- ◆ Recommend \$4,500.0 for the Housing Preservation Program. These funds will be used to preserve the existing stock of housing and thereby preserve the flow of federal funds for this program.

**OFFICE OF THE GOVERNOR
10-01-01**

MISSION

To expand economic opportunity, improve the quality of life and protect the health, rights and safety of Delawareans.

KEY OBJECTIVES

- Rebuild Delaware’s economy to create high quality, high wages jobs for Delaware families.
- Reinvigorate Delaware’s schools to make them among the best in America by empowering teachers to teach and students to learn.
- Reform state government to provide for the efficient, effective, responsive and responsible delivery of services at a price all Delawareans can afford.

BACKGROUND AND ACCOMPLISHMENTS

Governor Markell is committed to creating jobs and rebuilding Delaware’s economy. As such, he has launched a number of initiatives that advance these goals, including:

- The creation of the Limited Investment for Financial Traction (LIFT) program to help small businesses survive the current economic downturn, using funds from the State’s Strategic Fund to subsidize the interests on small-business loans;
- The designation of the State’s first economic ombudsman, who is responsible for coordinating activities across state agency lines to ensure a rapid response to businesses looking to create jobs for Delawareans;
- The launch of a new online central bid portal and vendor subscription service to make it easier for contractors, suppliers and residents to do business with the State and increase their economic development opportunities; and
- Signing landmark energy legislation to put Delaware on the leading edge of the Green Economy.

To advance his goal of creating a world class education system, Governor Markell proposed and the General Assembly approved significant education reforms including:

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- The elimination of the Delaware Student Testing program and replacement with a more comprehensive testing program that measures student progress over the course of a school year;
- The creation of a pilot program to offer incentives to schools closing the achievement gap; and
- The change needed to provide the flexibility local schools and districts need to make independent financial decisions while still being held accountable for expenditures and fiscal management.

Governor Markell is committed to a more efficient government. As such, he has advanced the following initiatives:

- Signing the Fiscal Year 2010 Operating Budget into law, which was hundreds of positions lighter and millions of dollars smaller than the previous fiscal year while still maintaining the State's core services; and
- Launching a Government Performance Review (GPR) process, which, in its first year, identified millions of dollars in cost savings and efficiency opportunities.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,210.5	2,534.1	2,524.1
ASF	159.2	244.3	244.3
TOTAL	2,369.7	2,778.4	2,768.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	24.0	23.0	23.0
ASF	1.0	1.0	1.0
NSF	--	--	--
TOTAL	25.0	24.0	24.0

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of constituent inquiries responded to within 30 days	97	100	100

**OFFICE OF MANAGEMENT AND BUDGET
10-02-00**

MISSION

The Office of Management and Budget (OMB) maximizes the value of and supports Delaware's state government services. OMB integrates leadership, partnerships, policy development, planning and objective analysis to best utilize state assets, including people, facilities, land and financial resources.

VISION

Working together to create excellence in state government.

KEY OBJECTIVES

- Provide leadership for state government in the management of resources and assets.
- Communicate accurately, clearly and in a timely manner to all of OMB's customers and stakeholders.
- Enhance service delivery and streamline processes by using quality improvement techniques.
- Provide an environment that fosters excellence through diversity, trust, cooperation, innovation, empowerment, learning and employee recognition.
- Ensure accountability to taxpayers, residents and other stakeholders.
- Lead long-term planning in key strategic areas of state government.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	109,993.3	84,518.5	123,696.7
ASF	63,726.4	98,137.6	97,497.9
TOTAL	173,719.7	182,656.1	221,194.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	245.1	238.6	227.2
ASF	172.0	169.0	197.5
NSF	30.2	31.2	31.1
TOTAL	447.3	438.8	455.8

EXECUTIVE

10-00-00

PHRST ***10-02-02***

MISSION

To achieve effective integration of a statewide Human Resources, Benefits, Payroll and Time and Labor system with the State's financial system while enhancing the delivery of information and services to its customers.

KEY OBJECTIVES

- Provide leadership and integrate partnerships in the long-term planning for the State's Enterprise Resource Planning (ERP) project.
- Focus on the Government Performance initiatives targeted toward gaining efficiencies in the key areas and processes within Payroll and Human Resource Statewide Technology (PHRST).
- Support a multi-division and cross-functional workforce of well-trained and motivated employees by maintaining an environment that fosters excellence through diversity, professional development, innovation, empowerment and employee recognition.
- Implement quality control measures to enhance the overall operational efficiencies and quality at PHRST.
- Deliver timely and accurate information to federal, state and local organizations and vendors while continuously using technology to eliminate paper-based processes.
- Ensure accurate payments and benefits to all state employees.

BACKGROUND AND ACCOMPLISHMENTS

The PHRST system is the cornerstone of the ERP project. The system is an integrated software application consisting of four Human Capital Management (HCM) modules within Oracle: Human Resources, Benefits, Payroll and Time and Labor. It serves as an internal information resource for state decision makers. The system has been in production since 2001, with the Human Resources module implemented since 1998. The ownership of this application was assumed by OMB in July 2005 and is responsible for the operations of the system.

The PHRST team provides leadership and direction to ensure an environment in which all state organizations can maintain accurate, timely and complete human resources, benefits, payroll and time and labor data.

PHRST is an integral part of the ERP project and is currently undergoing a system upgrade, enhancing functionality, retrofitting of Time and Labor, implementing of Commitment Accounting and integrating with First State Financials.

An ERP solution is a centralized organization providing software applications that are needed across multiple entities that share similar data. PHRST seeks to promote an environment of best practices as they relate to an ERP for the State of Delaware. Additionally, PHRST:

- Successfully implemented electronic pay advices (ePay) statewide and eliminated paper advices.
- Generated 49,482 State of Delaware W-2s for state employees and election workers;
- Provided statewide reporting and data management, which enabled state organizations to have the information needed to manage their workforce;
- Implemented an online enrollment tool for training classes for state organizations;
- Conducted quarterly key end user meetings and regular PHRST Strategic Policy Group meetings;
- Implemented a single remitter solution for participants of the Tax Sheltered Annuities (TSAs);
- Delivered and continued to enhance PHRST system web-based training; and
- Established a website for all state employees for communications previously distributed in the form of paper payroll stuffers.

ACTIVITIES

- Process over 38,000 state employee paychecks bi-weekly.
- Provide leadership and key resources to the Delaware ERP project for system upgrade and enhancements of PHRST.
- Administer PHRST system data management, including timely and accurate statewide reporting and development of data files for state organizations, benefit carriers, payroll vendors, unions, automated clearinghouse (ACH) direct deposit transmission, etc.
- Reengineer business processes to allow PHRST and the new financial system to integrate, taking advantage of a single database of HCM and financial information.
- Complete an annual disaster recovery test for PHRST.
- Increase direct deposit participation and reduce the number of live payroll checks.

**EXECUTIVE
10-00-00**

- Improve efficiency by developing a reporting solution to allow users to develop reports, eliminating custom reports and paper-based processes, as part of GPR.
- Deliver and continue to enhance PHRST web-based training delivery.
- Provide functional and system support for ePay and online open enrollment (eBenefits) for school districts and institutions of higher education.
- Develop data integrity plan to ensure the accuracy of data in the PHRST system.
- Partner with the departments of Technology and Information (DTI) and Finance to implement a detailed production work plan to achieve greater efficiencies and better allocation of resources in relation to the ERP project.
- Provide leadership to ensure an automated environment, in which all state organizations can maintain accurate, timely and complete human resources, benefits, payroll and time and labor data.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Help Desk calls resolved	16,806	22,000	20,000
Correction transactions processed	55,780	57,000	60,000
PHRST end users trained*	110	3,060	220

**Anticipated increase due to the implementation of the ERP upgrade of PHRST and integration of First State Financials.*

**ADMINISTRATION
10-02-05**

OFFICE OF THE DIRECTOR

MISSION

Provide leadership, communication and expert knowledge to resolve operational and policy issues in the areas of Human and Financial Resources, Facilities Management, Government Support Services, Pension and Health Benefits and PHRST issues as they relate to the ERP system.

KEY OBJECTIVES

- Provide leadership in the management of the State's financial resources.
- Enhance communication related to the State's budget and finances, benefits and human resource programs and policies and other government support services made available through OMB.

- Increase timeliness, efficiency and accuracy of OMB services.

ACTIVITIES

- Maintain timely and accurate communication with all media outlets, members of the public and other branches of state government.
- Maintain financial stability and accurately project the State's financial situation, including providing information to Delaware Economic and Financial Advisory Council (DEFAC).
- Provide internal legal services.
- Track and coordinate legislation for fiscal and operational impact.
- Receive, track and respond to OMB Freedom of Information Act (FOIA) requests.
- Manage the State's Insurance Coverage Office.
- Coordinate the delivery of shared services for state agencies in the areas of human resources, procurement and output management.
- In partnership with the Governor's and Lieutenant Governor's Offices, provide statewide coordination for the application, tracking and reporting of funds resulting from the enactment of the American Recovery and Reinvestment Act of 2009 (ARRA).
- Sponsor the ERP project, which will replace the State's legacy financial system and upgrade the PHRST system.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of education and outreach events	*	*	50
% of constituent relations requests resolved within 10 days	*	*	95

**New performance measure.*

**BUDGET COMMISSION
10-02-06**

ACTIVITY

- Provide funds to meet emergency state requirements as needs may arise.

EXECUTIVE

10-00-00

BUDGET DEVELOPMENT, PLANNING AND ADMINISTRATION

MISSION

To facilitate the preparation and implementation of the Governor's budget and policy agenda through the integration of objective fiscal and policy analysis, program evaluation, financial management, coordination of grants review and statewide land use planning.

To provide leadership with sound financial and technological support to the operations of OMB through collaborative relations with all sections and provide managerial support and coordination of the Statistical Analysis Center (SAC).

KEY OBJECTIVES

- Serve as state government's primary resource for information and expertise regarding the budget, land use planning, financial management and grant review.
- Support a diverse workforce of well-trained and motivated employees by maintaining an environment that fosters professional development, promotional opportunities and performance recognition.
- Improve decision making capabilities and efficient use of state resources by integrating budgeting, planning and grant review and analysis processes.
- Improve employee awareness and cross-training of section functions to minimize disruptions in the budgeting, planning, financial management and grant review and analysis processes.
- Maximize interagency and intergovernmental cooperation and coordination regarding statewide budgeting and planning issues.
- Streamline work processes using available resources.
- Maintain consistent document processing through internal policies and procedures.
- Continue building and strengthening collaborative relationships with customers/stakeholders.
- Prepare and submit crime and criminal justice studies and analysis per the annual work plan.
- Promote the orderly development of criminal justice system information and research database systems within the State.

- Develop and maintain research databases.

BACKGROUND AND ACCOMPLISHMENTS

The Budget Development, Planning and Administration (BDPA) unit consists of five core functions: budget development and administration; land use planning and coordination; and support for departmental financials, information technology needs and SAC. This unit seeks to promote sound decision-making practices throughout state government.

BDPA assists agencies in the planning and implementation of operational programs and capital projects affecting all Delawareans. In addition to managing the State's budget process, the unit manages the statewide Clearinghouse function for the application of federal grants, works in coordination with the Division of Accounting on statewide accounting policies and provides support and guidance to operating agencies through the strategic planning process.

During Fiscal Year 2009, BDPA focused on maximizing interagency and intergovernmental cooperation on statewide budgeting and land use planning issues. This was done through work with the Center for Applied Demography and Survey Research in the development of small area population projections for planning in school construction and operations and development of a comprehensive annual report on statewide planning with primary focus on development, demographic and financial investment trends in Delaware.

OMB Financial Operations is responsible for the following: preparation and management of payroll, accounts payable and receivable, grants, budget preparation, fiscal year close-out and start-up and financial reporting. During Fiscal Year 2009, OMB Financial Operations assisted all sections with identifying budget reduction opportunities and ensuring budgets continue allowing agencies to meet the core mission.

OMB Information Technology provides support of a 400+ user network to include desktops and servers, as well as application development and maintenance. During Fiscal Year 2009, the section assisted in a migration of a Sharepoint environment from a vendor supported realm into a shared DTI/OMB environment. It was also responsible for packaging and presenting the State's Online Checkbook data transparency effort and implemented a "Green I.T." initiative that administered desktop power management to save power costs. The unit began upgrading the Budget Development Information System (BDIS) to meet the needs and requirements of the State's ERP Financial implementation and made numerous improvements for

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Facilities Management in the Building Automation System initiative, so staff can monitor building systems remotely.

SAC provides annual studies relating to Youth Rehabilitative Services, institutional populations and movements, detailed recidivism results and juvenile institution population forecasts. In cooperation with the state police's State Bureau of Identification (SBI), SAC provided some of the nation's first National Incident Based Statistics crime research and new "Key Crime" tracking report. Improvements in access to computerized databases coupled with continued improvement of computer hardware and software provided increased productivity at SAC.

Extensive efforts have been made to develop accurate and complete indictment and Superior Court sentencing order information. This data has been the missing link for systematic criminal justice system analysis. This information is valuable for the Sentencing Research and Evaluation Committee and Sentencing Accountability Commission (SENTAC) special Department of Correction studies.

Finally, SAC provides in-depth impact analysis of bills for all branches of government during the legislative session.

***STATISTICAL ANALYSIS CENTER
10-02-08***

ACTIVITIES

- Prepare the annual Project Plan and publish studies and analysis per the plan in cooperation with the Sentencing Research and Evaluation Committee, SENTAC and other criminal justice agencies.
- Design and maintain research databases necessary to carry out the required studies.
- Participate in the development of the criminal justice system database enhancements (CJIS, DACS, COTS, FACTS2, NIBRS) and other information systems.
- Provide staff development opportunities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of analysis and reports published per plan	90	90	100
% of SAC databases that are current	70	75	80
# of improvements in criminal justice system databases associated with SAC input	9	9	9

***BUDGET DEVELOPMENT AND ADMINISTRATION
10-02-10***

ACTIVITIES

- Prepare Governor's Recommended Operating and Capital budgets.
- Conduct fiscal and policy analysis in support of the annual budget process and ongoing state operations.
- Develop and promulgate accounting policy through the Budget and Accounting Policy Manual.
- Develop policies and procedures for the annual budget process.
- Serve as single point of contact and provide staff support to the Delaware State Clearinghouse Committee.
- Manage and provide staff support for the contract for Statewide Cost Allocation Plans.
- Coordinate land use planning statewide in concert with State Strategies for Policies and Spending and through the certification of county and municipal comprehensive plans.
- Manage the Preliminary Land Use Service (PLUS) process.
- Provide staff support for the Cabinet Committee on State Planning Issues.
- Provide financial management assistance to agencies statewide.
- Prepare, process, reconcile, maintain and submit the agency budget, Generally Accepted Accounting Principles (GAAP) report and special request reports of a budgetary or fiscal nature.
- Prepare and process fiscal documents for receipt obligations, transfer and disbursements of state and federal funds.
- Review internal controls, establish fiscal policies and procedures and educate personnel regarding fiscal policies and systems.
- Serve as a repository for technical assistance and functional information for employees and program managers.
- Provide customer service through web technology to improve the quality and quantity of information available.
- Maintain and administer a state-of-the-art information technology system that links all units.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of Clearinghouse requests reviewed	576	590	600
# of ARRA applications processed	67	35	N/A
# of PLUS applications reviewed	91	60	60
# of county/municipal certified comprehensive plans	9	21	20
% of system availability	98	98	99

CONTINGENCIES AND ONE-TIME ITEMS 10-02-11

ACTIVITIES

- Provide for contingencies to meet operational needs of the State.
- Enable agencies to obtain needed items that, because of their non-recurring nature, should not be included in individual agency budgets.

STATEWIDE HUMAN RESOURCE MANAGEMENT

MISSION

Leadership and service for a quality workforce.

KEY OBJECTIVES

- Attract and hire the best candidates ensuring a quality workforce.
- Continuously train and develop the State's workforce.
- Effectively manage statewide employee performance.
- Effectively measure, analyze and manage human resource trends affecting state government.
- Enhance Human Resource Management's (HRM) role as a strategic business partner across state government, so human capital is most effectively managed.
- Lead comprehensive and integrated strategic workforce planning efforts across state agencies.
- Implement activities and agency outreach efforts statewide to achieve positive outcomes in representation proceedings as a prelude to

compensation bargaining affecting all Merit employees.

- Retain a highly skilled, diverse workforce for the State.
- Implement GPR recommendations on human resources shared services and consolidation of personnel, absence management and automation of training programs.

BACKGROUND AND ACCOMPLISHMENTS

During the past year, HRM had several major accomplishments with direct benefits to the State, its employees, applicants and residents. Key accomplishments include:

- Continued to monitor and streamline Delaware Employment Link (DEL), a comprehensive online recruitment and selection system for state government, leading to higher quality of applicants and new hires, as well as a reduction in average processing time from 60 to eight days;
- Processed 42,000 applications, conducted online testing of 1,750 applicants and provided targeted videos and webpages for hard-to-fill positions, such as correctional officers, nurses and engineers;
- Developed online statewide employee entrance and exit surveys with reporting capabilities;
- Increased the number of participants in the State's Supervisory, Management and Human Resource Development Certificate programs by over 10 percent;
- Developed six new online training classes, as well as additional online resource materials to maximize state resources;
- Conducted workforce planning meetings with all agencies and provided training;
- Developed key statewide policies, guidelines and training for agencies on statutory changes in compensation bargaining, bargaining unit determination and union organizing efforts;
- Centrally managed representation and compensation bargaining processes for both Merit (Senate Bill 36) and non-Merit employees through negotiating contract extension agreements to preserve resources and promote cost-savings;
- Became one of the first states to enter into a universal mediation agreement with the U.S. Equal Employment Opportunity Commission (EEOC) and was recognized by the EEOC for efforts to promote

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positive working relationships and enhance productivity in the workplace;

- Maintained effective representation of agencies in discrimination cases filed with the U.S. Department of Labor, Delaware Department of Labor and EEOC;
- Increased the number of participants in the career development mentoring program to 40 people;
- Conducted 23 facilitated conflict resolution meetings for 54 employees and trained another 220 employees in conflict resolution techniques; and
- Implemented a toll-free number for employees with Merit rule/policy questions and concerns.

***HUMAN RESOURCE OPERATIONS
10-02-20***

ACTIVITIES

- Communicate with agencies on compensation bargaining, outreach and training.
- Conduct advanced salary analysis.
- Support and encourage a diversified workforce.
- Perform critical reclassifications, maintenance reviews, position establishments and career ladder development.
- Provide employment test development, validation and administration.
- Coordinate grievance arbitration hearings.
- Oversee labor contract negotiations.
- Provide Merit rule and policy interpretations.
- Participate in Public Employment Relations Board (PERB) proceedings, including bargaining unit determinations, mediation, interest arbitration and unfair labor practice hearings.
- Provide personnel guidance and support for OMB management.
- Represent agencies in fair employment practices complaints and resolution review.
- Consolidate job classifications.
- Provide selective market variation program.
- Oversee statewide employee recognition.
- Coordinate State Employees' Charitable Campaign (SECC).
- Oversee statewide recruitment and hiring.
- Participate in union contract and Merit grievance hearings.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days from requisition to posting	3.5	5.0	5.0
# of successful conflict resolutions	13	22	30
% of statewide minority representation	31	31	31
# of participants in mentor program	40	40	44

***STAFF DEVELOPMENT AND TRAINING
10-02-21***

ACTIVITIES

Provide and oversee:

- Blue Collar Jobs Training program;
- Career Enrichment program;
- Computer training;
- Conflict resolution;
- Continuous quality improvement;
- Customized agency training;
- Executive training program;
- Governor's Team Excellence award;
- Management Development Institute;
- Organizational development services;
- Statewide training conferences;
- Strategic workforce planning;
- Supervisory/Management/Human Resource Certificate programs;
- Delaware Quality Partnership;
- First State Quality Improvement Fund;
- National Association of Government Training and Development; and
- Statewide Training Advisory Network of Delaware.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of participants in certificate programs	108	130	155

EXECUTIVE

10-00-00

STATEWIDE BENEFITS, INSURANCE COVERAGE AND PENSIONS

STATEWIDE BENEFITS 10-02-30

MISSION

The Statewide Benefits Office supports the health of employees and pensioners by providing progressive comprehensive benefits, quality customer service, ongoing employee education and efficient management to ensure the best interests of program participants.

KEY OBJECTIVES

- Provide comprehensive education on statewide benefit programs for employees, pensioners and benefits representatives.
- Provide ongoing cost effective communication regarding changes and updates to statewide benefit programs to employees and pensioners.
- Update benefit plan design and cost to satisfy changing needs of employees and pensioners while remaining within budgetary constraints.
- Provide quality and efficient customer service.
- Responsibly manage financial aspects of all statewide benefit programs.
- Provide return to work assistance for disability program participants to safely return individuals to work in a timely manner.
- Integrate the wellness program with health benefits to provide incentives for maintaining or achieving a healthy lifestyle and optimal use of health benefits and resources.

BACKGROUND AND ACCOMPLISHMENTS

The Statewide Benefits Office is charged with the strategic planning, daily administration and financial management of all benefit programs for active employees, pensioners and their dependents, with the exception of the State Employee Pension plan and Deferred Compensation. This includes oversight and review of 20 separate contracts associated with the various benefit programs. Ongoing research and analysis of health related products and services is conducted to ensure the benefit programs available to state employees are comprehensive and cost effective.

During the past year, the Statewide Benefits Office:

- Used data mining to support the wellness program by identifying eligible members from group health plans and assisting with predictive modeling in support of disease management programs;
- Provided opportunity for employees and spouses enrolled in non-Medicare group health plan to take a health risk assessment, as well as an option to take part in health coaching;
- Provided communications and follow-up on a Spousal Coordination of Benefits policy leading to a decrease in non-compliance;
- Partnered with the Pension Office to assist in the production of retiree health care claims and cost projections for Governmental Accounting Standards Board Statement 45 compliance;
- Posted a request for proposal for disability benefits, flexible spending accounts and pre-tax commuter administration to ensure existing vendors were the most qualified and cost effective;
- Successfully renegotiated the State's prescription benefit manager contract with an estimated \$4.5 million in savings for Fiscal Year 2010;
- Designed and implemented a comprehensive 8-month health education program at 24 state and school district worksites, called DelaWELL University, which targeted employees' high risk areas (physical activity, nutrition, stress and weight control) as indicated by the annual health risk assessment and had a total of 1,011 employees in attendance;
- Worked collaboratively with various public and private organizations to offer health and wellness education and activities to state employees including a weekly Farmer's Market, Weight Watchers® weight management program, discounted fitness memberships and targeted information sessions;
- Administered a comprehensive wellness program to include an annual health risk assessment (for full-time employees, spouses, dependents over 18, non-Medicare retirees and higher education employees), health coaching programs, wellness campaigns, on-site health seminars and online health information;
- Increased oversight of retirees eligible for Medicare Part D to obtain the maximum amount of retiree drug subsidy;
- Reviewed and revised the Overage Dependent process to ensure only eligible dependents were covered under the group health program;
- Developed a quarterly audit/reconciliation process to ensure proper enrollment of employees and dependents in the Group Health Plan;

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- Updated Group Health Enrollment and Eligibility Rules to reflect changes in federal and state regulations, as well as business practices;
- Conducted training sessions with benefit representatives to alert them of changes to the Enrollment and Eligibility Rules and their responsibility with respect to Health Insurance Portability and Accountability Act (HIPAA) security;
- Developed a secure website for benefit representatives for complete benefit information and documentation access;
- Worked closely with the Consolidated Omnibus Budget Reconciliation Act (COBRA) vendor to ensure compliance with requirements of the COBRA subsidy established by ARRA, as well as providing complete reporting to State Treasurer's Office to obtain credit for subsidy through federal payroll tax credit;
- Worked with the training unit of OMB to establish an online benefits course for human resources and benefits specialists;
- Enhanced the diabetic program through the prescription benefit to provide free diabetic supplies and the opportunity to obtain multiple diabetic medications for one co-pay to promote compliance and good health; and
- Developed and implemented a Maintenance Medication program to require 90-day fills of maintenance medications to provide savings to members and the State.

ACTIVITIES

- Administer:
 - Group health plans - medical and dental;
 - Prescription coverage;
 - Employee Assistance program (EAP);
 - Second Opinion and Diagnosis Evaluation program;
 - COBRA/HIPAA;
 - Blood Bank;
 - Disability insurance;
 - Life insurance;
 - Flexible Spending Accounts (FSA);
 - Pre-tax commuter benefits; and
 - Supplemental benefits (home/auto insurance, legal insurance, pet insurance, vision insurance and long term care insurance).
- Provide communication and training to benefit representatives, employees, pensioners and non-state group employees.
- Respond to all customer and stakeholder questions and concerns.

- Conduct open enrollment for plans annually.
- Interpret and comply with all federal and state laws and regulations for all programs.
- Apply and enforce eligibility requirements and coordination of benefits policies.
- Conduct monthly reconciliations for all programs with fiscal impact to the State.
- Research and provide recommendations for enhancements and/or additions to existing benefits programs.
- Coordinate return to work efforts with the disability insurance vendor, state employers and employees.
- Provide administrative support to the State Employees Benefit Committee (SEBC), as well as to the State Employees Benefit Advisory Council (SEBAC).

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of benefit trainings or briefings	4	4	4
# of benefit communications	14	12	18
# of contracts renegotiated or request for proposals released	5	3	4
% of all inquiries resolved within 5 days	94	93	95
% of reconciliations performed within 30 days	100	90	95
% of disability beneficiaries returned to work	75	78	81
% of targeted health risk assessment participants to register for health coaching programs	*	*	30

**New performance measure.*

INSURANCE COVERAGE OFFICE 10-02-31

MISSION

The Insurance Coverage Office protects the State's physical assets through fiscally responsible, effective, timely and comprehensive insurance management and safety/risk management strategies, policies and services. The Insurance Coverage Office also assists state employees who have job related injuries through the effective management of the State's workers' compensation program.

KEY OBJECTIVES

- Provide safety/risk management services statewide.
- Reduce the average length of lost time and total incurred costs from workers' compensation injuries.

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- Develop and conduct safety and risk management training programs for state employees at all levels to increase safety awareness and offer risk management strategies for location implementation.
- Reduce the liability exposure to the State from unlicensed employee drivers.
- Update Insurance Coverage Office property schedules each year to adequately reflect the physical assets held by the State and ensure adequate insurance coverage is maintained.
- Reduce the delay in reporting auto incidents to ensure all claims are reported within the business day the incident occurred.

ACTIVITIES

- Administer the State’s Self Insurance Fund.
- Provide loss control services to agencies including work site safety programs and property inspections.
- Administer the Workers’ Compensation program for state agencies, school districts and higher education institutions.
- Conduct statewide insurance purchases to cover the State’s physical assets.
- Perform motor vehicle record checks on a periodic basis to ensure appropriate licensure for operating state vehicles.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days of lost time claims (average)	52	41	40
# of days for workers’ compensation incident reporting (average)	4.0	3.5	3.0
# of property inspections performed	40	40	40

PENSIONS
10-02-32

MISSION

Provide accurate and supportive retirement services and fund management, ensuring peace of mind to customers.

KEY OBJECTIVES

- Provide timely, accurate individualized and group services to stakeholders.
- Enhance and maintain technological capabilities.

- Maintain quality customer service.
- Actively promote an environment that fosters workplace trust, communication and relationships.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Public Employees Retirement System was established on June 11, 1970, with the incorporation of the State Employees, Judiciary, Closed State Police and Retired and Disabled Teachers Pension plans. The State Employees and Judiciary plans were changed to actuarial reserve funding shortly thereafter. The Closed State Police Pension Plan remains a pay-as-you-go plan. Fiscal Year 1994 was the last year the Retired and Disabled Teachers Pension plan had members entitled to benefits.

Accomplishments for Fiscal Year 2009 include:

- The board, with the help of its legal counsel and committee members, continued its “Best Practices Review” during Fiscal Year 2009. Now in its fifth year, the process provides the benefit of annually comparing reviews of the system’s operations and efficiency with similar public pension funds. Those reviews indicate how the system compares favorably or very favorably with its peers. The board continues to formalize its operations and policies, as well as promote trustee training opportunities. With the help of outside legal counsel, the board is reviewing the structure of the system and each of its nine plans/funds, as established in the Delaware Code for compliance with the Internal Revenue Code and its rules, regulations and interpretive opinions.
- As a result of ongoing Best Practices Review, the board added to its complement of professional resources. A request for proposal was issued for outside counsel to review investment and partnership contracts, which resulted in the establishment of relationships with several highly-skilled law firms that will be available as needed when new investment contracts are considered. The board also approved the use of professional services to expand the monitoring of securities litigation and investment performance.
- In response to the uncertain economic conditions, the board voted to eliminate securities lending and reduce enhanced collateral-based active allocation funds from the system’s managed co-mingled funds. Also, the board continued the suspension of the securities lending program with the custodian bank until further notice.

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10-00-00

ACTIVITIES

- Administer nine state pension plans.
- Provide individual counseling sessions and member workshops.
- Process pension plan applications.
- Maintain pensioner and statewide employee records.
- Maintain accounting records for trust fund assets.
- Manage the state pension payroll.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of pensioners	23,120	24,500	25,500
# of active members	42,870	44,000	44,000
# of education and outreach events	59	55	40

GOVERNMENT SUPPORT SERVICES

MISSION

To provide cost effective services to include messenger services, printing and copier placement services, fleet services, Delaware Helpline, contract negotiations, disposal and redeployment of state property (not real estate) and storage and distribution of donated federal food commodities for state agencies, school districts and Delaware residents.

KEY OBJECTIVES

- Identify applications for and assist agencies in developing more accurate systems to reduce delays in processing times and potentially increase pre-sort savings.
- Provide statewide mail courier service for all state agencies.
- Provide educational training and opportunity for all state agencies to use standard mail service.
- Reevaluate statewide internal agency courier position outside of Messenger Service operation.
- Provide a one-stop printing and publishing center to service all state agencies.
- Provide cost-effective copier placement for agencies throughout the State.
- Establish business centers throughout the State to reduce costs by eliminating the need to purchase and maintain supplies for desktop printers.

- Operate an efficient fleet to provide the most economical vehicle rentals possible to all state agencies.
- Efficiently operate the Fleet Link Commuter Van Pool program for all enrolled state employees and support clean air initiatives.
- Facilitate public telephone access to accurate government information through the Delaware Helpline center regarding state services, programs and employees.
- Provide a centralized platform for vendors to view bidding opportunities with the State, as well as a centralized point of registration for potential vendors.
- Assist agencies in administering unique contracts.
- Manage market surplus property asset redeployment services to all state agencies, school districts, local governments and nonprofit organizations.
- Administer the Emergency Food Assistance program (TEFAP) and state distribution services of the United States Department of Agriculture (USDA) donated commodities.
- Establish supplier diversity initiatives in state government to encourage and promote equal access to state procurement opportunities.
- Encourage and promote participation in the state procurement process for minority and women business enterprises.
- Serve as a central clearinghouse for information and data regarding the current number of certified minority and women business enterprises participating in the state procurement process.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2009, Mail/Courier Services accommodated nine new requests for pick-up and delivery services from state agencies. In Fiscal Year 2009, the mail unit handled 3,805,109 pieces of United States Postal Service (USPS) mail. The unit handles an average of 4,125 pieces of interdepartmental mail daily.

The Printing and Publishing unit's primary focus has been to eliminate or reduce unnecessary printing statewide. In instances where printing is necessary, the unit makes recommendations for cost saving and environmentally friendly options. In Fiscal Year 2009, Printing and Publishing replaced its digital print production platform. New technology and better pricing reduced in-house rates below market cost for most jobs and eliminated the need for some outsource activities.

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The unit also manages the Copier Management program and advocates the elimination of desktop printers and expensive supplies in favor of business centers within the agencies using networked copiers with unlimited copies and supplies.

In Fiscal Year 2009, Fleet Management, following the Governor's initiative to reduce the number of state-owned vehicles, eliminated 534 vehicles or more than 20 percent. This was accomplished by using a Global Positioning System (GPS) vehicle tracking systems to identify underutilized units, remove them and increase agency use of pooled vehicles. For Fiscal Year 2010, vehicle rates were adjusted down by 3 percent to reflect the reduction in cost of gasoline. These two changes resulted in an overall cost reduction in excess of \$2 million. Excess GPS units are now being installed in various agency-owned vehicles to assist agencies in assessing vehicle use and identifying excess units. Installations have occurred in four cabinet level agencies with four more planned as units become available. Fleet Services continues to maintain vehicle service and repair at high levels, ensuring state employees are provided safe and dependable vehicles.

State governments are mandated by both the Federal Clean Air and Energy Policy Acts to purchase vehicles that reduce air pollution and reduce dependence on foreign oil. With purchases made in Fiscal Year 2009, 1,211 alternative fuel capable vehicles are now in use. In addition, working with the University of Delaware, Fleet Services will acquire and operate Electric Vehicle to Grid electric vehicles to determine the practicality and cost of using this vehicle type in limited travel situations.

As a result of 60 percent of the total fleet being alternative fuel capable, Fleet Services ranks 50th in the top 100 Alternative Fueled Fleets among both commercial and public sector fleets operating in the United States.

In Fiscal Year 2009, Delaware Helpline's call volume was 291,157, averaging approximately 25 calls per hour per operator.

The Contracting unit continues to use best practices through strategic sourcing and cooperative procurement. The unit became the centralized clearinghouse for all agency solicitations posted on *bids.delaware.gov* – the new one-stop location for vendors to view active solicitations.

Surplus Services functions as a redeployment unit for excess state-owned physical assets in accordance with 29 Del. C., c.70 and 63A. The unit assists agencies with the process of declaring assets as excess and manages the redeployment of these assets. State agencies can receive these assets at no cost. This service saves property that

may otherwise have ended up in landfills and provides financial savings to agencies with limited budgets. In Fiscal Year 2009, the unit generated \$2,660,539 in revenue from auctions and bids primarily from the reduction of fleet vehicles statewide. This compares to \$1,595,972 in revenue generated in Fiscal Year 2008.

The Food Distribution unit acts as the sole state agency to receive, warehouse and distribute food commodities issued by the federal government for use in the National School Lunch program, non-penal, tax-exempt private or public institutions, state correctional institutions and assistance to other needy persons in accordance with § 416 of the Agricultural Act of 1949.

MAIL/COURIER SERVICES 10-02-40

ACTIVITIES

- Provide an effective courier system for daily mail pick-up, sorting and delivery service to all agencies and school districts statewide.
- Identify applications for and assist agencies in developing more accurate addressing systems to reduce delays in processing times.
- Continue to identify areas for improvement and educate customers on ways to streamline the handling of mail.
- Continue to identify opportunities to expand staff development/training initiatives.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of agencies evaluated for addressing system	9	12	9
# of agency training sessions	6	12	12
# of USPS metered mail pieces processed (millions)	3.8	4.4	4.1
# of USPS metered mail pieces qualified for presort discount (millions)	3.1	3.9	3.9
# of interdepartmental mail pieces processed (million)	.90	1.0	.90
Total funds spent for postage (millions)*	2.1	2.3	2.9
Total funds paid to presort vendor (thousands)	101	135	115

**Increases in postage rates in Fiscal Years 2009 and 2011.*

**EXECUTIVE
10-00-00**

**PRINTING AND PUBLISHING
10-02-41**

ACTIVITIES

- Provide a one-stop, all-inclusive printing, design and publishing center to service all state agencies.
- Continue to guide and educate all state agencies in print elimination, reduction and savings efficiencies, including web publications and black and white printing.
- Minimize the need for outsource printing through standardization and lowering costs.
- Develop a new outsource printing contract with State Contracting that includes in-demand specialty services and eliminates the need to go off contract with unknown vendors.
- Coordinate with Messenger Services for delivery to customers statewide.
- Manage statewide copier placement, acquisition and termination of lease agreements.
- Continue to expand staff training/development initiatives.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of work orders processed	2,462	2,874	2,076
# of errors reported on work orders	6	13	12
\$ value of jobs completed (millions)	2.7	3.5	2.4
# of jobs outsourced*	476	763	400

*Upgraded in-house equipment in Fiscal Year 2009.

**FLEET MANAGEMENT
10-02-42**

ACTIVITIES

- Continue the development of the Fleet focus software and GPS vehicle monitoring.
- Manage the commuter vanpool through marketing and the addition of newer, more appropriate vehicles in partnership with the riders.
- Acquire an appropriate number of alternative fuel vehicles and the new Electric Vehicle to Grid electric vehicles in compliance with federal regulations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% fleet utilization	94	90	85
# of GPS units installed in other agency vehicles	161	280	280
# of alternative fuel vehicles	1,211	1,211	1,211
# of Fleet Link riders	510	580	580
# of commuting vehicles mitigated per day	457	520	520
% of vehicles serviced within manufacturer's guidelines	98.3	99.0	99.0

**SERVICE AND INFORMATION GUIDE
10-02-43**

ACTIVITIES

- Facilitate public access to accurate information regarding state services, programs and employees.
- Provide the public with accurate information on state services and programs.
- Enhance Delaware Helpline's effectiveness by recognizing and addressing the needs of the public and state agencies.
- Participate in the establishment and implementation of 211 to facilitate public access to human services within the State of Delaware.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of calls*	291,157	350,000	233,000
# of abandoned calls*	5,235	7,500	6,400
% of calls answered within three rings	90	90	90
Average answer speed per call (seconds)	7	8	8
Average talk time per call (seconds)	28	30	30

*Projected call volume decrease due to implementation of 211.

**CONTRACTING
10-02-44**

ACTIVITIES

- Use strategic sourcing methods, including best and final offers on all central and level III agency contracts where feasible.
- Review and approve all solicitation requests for posting to *bids.delaware.gov*.
- Assist potential vendors with registration on the new vendor subscription service.
- Ensure best practices through training.

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- Continue to work with ERP staff to ensure timely rollout of new Financial/Procurement system.
- Continue to work with the school districts on centralization of contracts in compliance with Vision 2015.
- Establish outreach programs to educate minority and women-owned businesses on the state procurement process and increase the potential of success in soliciting business from the State.
- Make recommendations to the Governor and all departments and agencies regarding strategies to improve supplier diversity initiatives and promote activities to encourage the participation of minority- and women-owned business enterprises in the state procurement process.
- Maintain and enhance Office of Minority and Women Business Enterprise (OMWBE) information system to capture data on certified vendors and the products and services they offer.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of central contracts	105	110	120
# of agency contracts administered	17	30	30
\$ saved on central and agency contracts (millions)	0.9	3.2	4.0
# of training programs	4	6	8
# of contracts for recycled products	9	13	15
\$ value of central contacts (millions)	226	220	200
\$ value of agency contracts (millions)	7	9	9
# of solicitation requests review	N/A	200	225
% increase in tools provided to raise awareness of and participation in contracting opportunities for minority and women business enterprises	20	20	20

**DELAWARE SURPLUS SERVICES
10-02-45**

ACTIVITIES

- Educate and market surplus property asset redeployment services to all state agencies, school districts, local governments and nonprofits.
- Market auction items in a timely and accurate manner to state agencies and the public.
- Support the Governor's mandate to reduce the State's fleet inventory by conducting online weekly auctions of vehicles.
- Maximize services to nonprofit organizations and local government agencies.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of state agency marketing visits	25	27	20
# of local government marketing visits	32	38	30
# of sales generated from website*	17	150	TBD

**Increase due to addition of online auctions in Fiscal Year 2010.*

**FOOD DISTRIBUTION
10-02-46**

ACTIVITIES

- Enhance the timely acquisition, proper storage and distribution of the USDA food commodities to child nutrition programs, nutrition programs for the elderly, summer feeding programs and needy families.
- Deliver USDA commodities to six different statewide programs:
 - The Child and Adult Care Food program (CACFP);
 - Charitable Institutions (CI);
 - Nutrition Services Incentive program (NSIP);
 - National School Lunch program (NSLP);
 - Summer Food Service program (SFSP); and
 - The Emergency Food Assistance program (TEFAP).
- Coordinate Delaware's implementation of the USDA's new commodity ordering system, Web-Based Supply Chain Management.
- Maximize the acceptance of USDA bonus commodities.
- Conduct reviews of agencies that distribute food to needy families and agencies providing congregate meals.
- Review USDA processing program to maximize entitlement dollars and ensure Delaware students are provided the best products available at the most competitive price.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of visits to recipient agencies	43	45	48
# of agreements issued to deliver USDA commodities	88	95	88

**EXECUTIVE
10-00-00**

FACILITIES MANAGEMENT

MISSION

Plan, develop and maintain state infrastructure to provide agencies with safe, adequate, appropriate and well-maintained facilities, in which to conduct efficient operations and serve the residents of Delaware.

KEY OBJECTIVES

- Manage the State’s construction and renovation programs.
- Maintain facilities in a good and safe condition.
- Increase energy efficiency in state facilities.
- Implement the use of “green” energy and practices in state facilities.
- Achieve compliance with the Americans with Disabilities Act in all facilities.
- Maintain accurate and efficient historical records on all construction and renovation projects.
- Reduce the State’s real property footprint through the consolidation and management of leased and owned space.
- Identify and mitigate environmental hazards in/on state facilities and properties.

BACKGROUND AND ACCOMPLISHMENTS

Facilities Management is the State’s authority on building design, construction and operation for all state agencies. The unit is responsible for the design and construction of all public buildings, with the exception of school buildings, road construction and certain facilities operated by the departments of Natural Resources and Environmental Control and Transportation.

In addition to OMB projects, Facilities Management provides ongoing management of construction and renovation projects for the departments of Correction, Health and Social Services, State, Services for Children, Youth and Their Families and the Judiciary. Projects include the construction of the new Kent County Courthouse, repair of the Public Safety Building, completion of the new Stockley Medical Center and completion of Phase IV renovations of the Absalom Jones renovation project. Facilities Management completed numerous Minor Capital Improvement and Equipment projects to maintain and improve the quality of the State’s facilities. In addition, Facilities Management continued to refine annual prequalification

procedures, developed a registry of contractors for smaller non-public works projects and continued to work on refining and implementing design/build and construction management at risk project delivery methodologies.

**FACILITIES MANAGEMENT
10-02-50**

ACTIVITIES

- Review and approve statewide professional services and construction bid documents.
- Provide statewide construction management for major and minor capital projects, including environmental compliance, architectural accessibility and energy efficiency.
- Provide statewide annual prequalification services to contractors, state agencies and school districts that elect to use prequalification for large public works contracts.
- Provide construction management accounting and reporting.
- Provide capital budget consulting and review.
- Provide a full range of building maintenance, grounds and custodial services.
- Negotiate leases and real property transactions for state agencies.
- Implement office space standards.
- Manage the following programs for state agencies: Commission on State Surplus Real Property; Asbestos Abatement program; Asbestos Contractor Licensing program; Underground Storage Tank program; Indoor Air Quality program; and Architectural Accessibility Board.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of client surveys rated good or better	*	95	95
% of preventive maintenance work orders completed within 10 working days after issuance	*	*	95
% of routine maintenance work orders completed within 3 working days after issuance	*	*	90

**New performance measure.*

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**DELAWARE ECONOMIC DEVELOPMENT
OFFICE
10-03-00**

MISSION

To attract new investors and business to the state, promote the expansion of existing industry, assist small and minority-owned businesses, promote and develop tourism and create new and improved employment opportunities for all residents in Delaware.

KEY OBJECTIVES

The Delaware Economic Development Office (DEDO) strives to become a more proactive and professional economic development organization, focusing on the following key objectives:

- Align economic development objectives with the Governor's business vision of retention, expansion and attraction;
- Continue to support leading industries while identifying and supporting sectors of growth;
- Search for new opportunities while focusing on the retention and growth of Delaware businesses;
- Collaborate with other state agencies to sustain economic growth and build workforce capacity and availability;
- Assist entrepreneurs, innovators and small businesses, including minority- and women-owned businesses, through the Delaware Emerging Technology Center (ETC);
- Coordinate Downtown Delaware to provide technical assistance and training;
- Concentrate tourism sales in the areas of group tours, sports marketing, meetings and conventions; and
- Focus on continuous improvement in the administration and management of DEDO to provide the infrastructure necessary to ensure successful performance.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2009, DEDO strategically reorganized the department to align its current priorities. DEDO's new design eliminated the cluster model and created a business structure that positions Delaware for greater economic growth and vitality.

Administration

The Administration unit oversees all financial operations, information technology and human resources and leads office-wide initiatives. It ensures the agency complies with state laws, policies, regulations and procedures set forth by the legislature and state agencies.

DEDO co-located their server to the Department of Technology and Information (DTI), which increased the security level from one to seven, implemented an employee security card access system and upgraded the current Customer Relation Management system.

With the budget shortfall and complement reduction, the Administration unit successfully supported the re-organization of DEDO to re-position staff to meet the needs of the business climate in Delaware. DEDO analyzed and consolidated resources, initiated improved processes and implemented ways to accomplish the mission.

During Fiscal Year 2010, the Administration unit will continue to revitalize and promote the well being of all staff by initiating systems and projects focusing on technology and workplace upgrades to include:

- Implementing the customer relationship system ACT! 9.0 version;
- Guaranteeing all information technology systems have reliable back-up sources; and
- Taking the necessary steps to ensure the success of the Accredited Economic Development Organization re-certification in 2011.

Tourism

The mission of the Tourism unit is to increase the economic impact of tourism to the state by marketing and promoting Delaware as a desirable tourist destination.

Tourism development efforts contributed to or accomplished the following:

- Had over 8 million visitors to Delaware;
- Created the Delaware Sports Commission;
- Spearheaded the Kent County Sports Facility project;
- Formed the Group Tour Coalition;
- Created the Delaware Geocaching Trail;
- Formed "Meetings Delaware" and generated over \$1.6 million in leads;
- Secured Studebaker Convention; and
- Filmed "Art of Living."

Recognizing the economic impact of Delaware's tourism industry, the unit emphasizes sales in segments that bring large volumes of visitors to Delaware, which include:

- Leading the formation of the Group Tour Coalition, which will market and promote group tours in

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Delaware through initiatives, such as co-op advertising, sales missions, familiarization tours and attending the American Bus Association Convention;

- Realizing the value of sports as an economic driver by concentrating sales efforts on attracting sporting events to Delaware; and
- Working with industry partners and meeting venues throughout the state to promote Delaware as a first choice meetings and convention destination.

Business

The Business unit is comprised of the Business Development team and the Business Services and Communications team.

The Business Development team’s objectives include the following:

- Specializing in creating, retaining and expanding jobs within the health care, life and green and material science fields;
- Supporting business outreach and expansion efforts;
- Continuing to support the Downtown Delaware resource center, focusing on downtown revitalization of commercial business districts throughout Delaware with particular emphasis on business development, vacancy reduction, proactive planning for selection and placement of retail goods and services. It will also continue to use the four-point Main Street™ model, including design, promotion, organization and economic restructuring; and
- Assisting entrepreneurs, innovators and small businesses, including minority- and women-owned businesses through the Delaware ETC.

The Capital Resources team provides advice, viability reviews and financial assistance through programs such as the Delaware Access Program, Delaware Strategic Fund, Limited Investment for Financial Traction Program, Pre-Venture Fund and Tax-Exempt Bond Financing.

The infrastructure and intergovernmental relations director has a primary point of contact for professional site selection, corporate real estate, developer and commercial real estate communities, as well as other state and local government agencies.

The Workforce Development team assists with the training, retention and education for all types of employees by partnering with employers and educational institutions to conduct targeted marketing programs for specific industries/skill sets designed to attract and retain a highly skilled workforce.

The Industry Research and Analysis team provides analysis and reporting for customized proposals for company recruitment and expansion to Delaware.

The Strategic Communications team plans to integrate its programs and efforts to provide communications and marketing support for business attraction, retention and expansion, as well as new and existing programs.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	26,135.9	3,655.8	3,032.8
ASF	3,498.1	5,302.7	4,691.2
TOTAL	29,634.0	8,958.5	7,724.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	36.0	28.0	28.0
ASF	15.0	14.0	14.0
NSF	--	--	--
TOTAL	51.0	42.0	42.0

**OFFICE OF THE DIRECTOR
10-03-01**

ACTIVITIES

- Represent the office before external audiences, including the business community, legislature, state agencies and public forums.
- Provide accounting and reporting of DEDO’s monetary resources and activities.
- Align DEDO policies with segregated internal budgets.
- Maintain information systems and equipment, monitor the need to update or replace office tools, determine computer training needs of staff and provide access for training.
- Improve the recruitment and retention of qualified staff.
- Provide a high level of customer service to visitors in the office.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of employees with learning plans tied to results-based measures	25	100	100
% of routine personal computer maintenance and configuration performed in-house	100	100	100

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***DELAWARE TOURISM OFFICE
10-03-02***

ACTIVITIES

- Identify industry trends and programs to leverage other state agencies and partnerships involved in tourism and attract new destination and other tourism-related companies to Delaware.
- Focus the attraction of group tours, sports marketing, meetings and conventions to Delaware.
- Improve the marketing and public relations efforts to positively impact Delaware's tourism industry.
- Improve the Visit Delaware website to serve as a valuable sales tool in attracting tourism to Delaware.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% increase in gross receipts from hotels	(11)	0	0
# of new tourism companies solicited and relocated to Delaware	*	100:2	100:2
# of nationally televised events	1	1	1

**No data available.*

***DELAWARE ECONOMIC DEVELOPMENT
AUTHORITY
10-03-03***

ACTIVITIES

- Prioritize efforts and identify programs that maximize the potential for attracting additional investment.
- Nurture businesses in Delaware to enhance and expand business innovation, wealth creation, business creation and related job opportunities.
- Effectively leverage the public and private sector to attract new and complementary businesses and investment to Delaware.
- Maximize economic growth opportunity with the Base Realignment and Closure Realignment initiative.
- Use strategic marketing to guide the allocation of resources in business attraction and development.
- Overhaul DEDO's website to serve as a valuable sales tool in attracting businesses to Delaware.
- Provide leadership oversight to the Comprehensive Economic Development plan with stakeholders.

- Partner with state and local government agencies regarding issues impacting economic projects, economic development planning and land uses.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of Strategic Fund awards for sustainable wage jobs	73	85	85
# of brownfield sites returned to active use	2	3	3
# of new businesses created in main street and downtown business districts	30	60	60
# of local contractors and suppliers promoted through Delaware by Hand	151	200	200

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CRIMINAL JUSTICE 10-07-00

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,509.6	2,275.4	2,267.8
ASF	328.5	472.5	472.5
TOTAL	2,838.1	2,747.9	2,740.3

	POSITIONS		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	22.0	20.0	20.0
ASF	--	--	--
NSF	14.0	14.0	15.0
TOTAL	36.0	34.0	35.0

CRIMINAL JUSTICE COUNCIL 10-07-01

MISSION

The Criminal Justice Council (CJC) is an independent body committed to leading the criminal justice system through a collaborative approach. Representing all areas of the criminal justice system and the community, the council continuously strives for an effective system - one that is fair, efficient and accountable.

KEY OBJECTIVES

- Develop a strategic plan for the criminal justice system using objective research, analysis and projections to improve understanding and effectiveness within the criminal justice system.
- Identify budget priorities that can be supported by the CJC and presented annually to the Governor and Joint Finance Committee.
- Create and pass a legislative package that supports the CJC's mission and goals.
- Promote crime reduction through interdisciplinary approaches that emphasize community partnerships and empowerment and encourage community participation through public hearings.
- Use technology to enhance the administration of justice.
- Increase the number of victims made whole through effective restitution and timely restoration, placing increased emphasis on juvenile justice, the elderly and victims of domestic violence.

- Provide knowledge to the criminal justice community and general public through training, technical assistance, dissemination of information and effective use of technology.
- Provide leadership in preventing disparate treatment of any group by including individuals who reflect the diversity of the community in the decision-making process.
- Promote a full range of sanctions and rehabilitation for offenders, including, but not limited to, job skills, education, counseling and drug and alcohol treatment.

BACKGROUND AND ACCOMPLISHMENTS

CJC was created by statute in 1984 to develop and implement policies for improving the criminal justice system in the state. The council serves as a liaison between the federal government and state criminal justice agencies. The council consists of 27 members, including representatives from the judiciary, state and local police departments and state and local government.

CJC approved funding for more than 215 programs in excess of \$14 million in Fiscal Year 2009, which supported various types of initiatives to improve the criminal justice system and community. These initiatives included community-based drug treatment, juvenile delinquency prevention, anti-crime programming, law enforcement training and equipment, anti-terrorism and gang training, building security, community corrections and re-entry services, victim services and community empowerment.

In Fiscal Year 2009, CJC administered the fifth year of the Law Enforcement Officers Education Reimbursement program. With this program, over 275 police officers have received more than 455 reimbursements in their pursuit of undergraduate and graduate degrees. CJC administers federal funding from the Department of Justice (DOJ), including the Edward Byrne Justice Assistance grant, Juvenile Justice and Delinquency Prevention formula grant, Violence Against Women Act formula grant, Victims of Crime Assistance grant, Residential Substance Abuse Treatment grant, Paul Coverdale Forensic Science grant and the Weed and Seed formula grant. In Fiscal Year 2009, the CJC administered over \$8 million in American Reinvestment and Recovery Act (ARRA) funds. CJC continues to submit additional competitive discretionary grants when appropriate.

CJC staffs and administers working groups that examine priority issues of the criminal justice community. In Fiscal Year 2009, CJC assisted the departments of Health and Social Services (DHSS), Correction (DOC), Safety

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and Homeland Security (DSHS), Labor (DOL) and Education (DOE) with the responsibility of developing and implementing a statewide re-entry plan for the Governor. This plan maximizes resources by creating interdisciplinary approaches to support offenders' successful re-integration into the community and increases availability and access within five identified re-entry pillars: housing, employment, human services, education and community integration. Staff also received a \$540,000 grant to implement a re-entry plan.

CJC works with criminal justice agencies to identify and support budget priorities. This includes working with the General Assembly regarding consideration of bills that affect the criminal justice system. During Fiscal Year 2009, CJC reviewed 42 legislative bills related to criminal justice. Of the 22 that were passed by the General Assembly and signed by the Governor, 19 were supported by CJC.

CJC employs a federally funded, criminal justice coordinator to serve as staff liaison between the Sentencing Accountability Commission and CJC to facilitate cooperation enabling both agencies to promote a full range of criminal sanctions and rehabilitation options for offenders.

CJC compiles, processes and performs outcome analyses of selected programs. CJC publishes reports and evaluations dealing with juvenile crime and delinquency, including truancy and trends of juvenile crime, violent crime and shooting reports.

CJC continues to support the statewide videophone system. Currently, there are 109 videophone sites. Plans for additional sites and upgraded sites are being developed. CJC provides services through the Policeman's Bill of Rights legislation and monitors implementation of the Victim's Bill of Rights requirements.

Other criminal justice related efforts during Fiscal Year 2009 include:

- Funded the Delaware State Police Ballistic Examiner, who handles approximately 350 firearms cases per year;
- Supported a statewide youth gang training for 225 law enforcement officers sponsored by the New Castle County Police;
- Continued the Route 9 corridor Safe Streets Operation with prevention programs, law enforcement, re-entry and victim services;
- Convened a follow-up planning session to address issues of race and ethnic fairness in the criminal justice system;
- Received a grant to replicate Massachusetts' Building Partnerships Initiative program to include a

multi-disciplinary approach to addressing crimes against victims with disabilities through training and planning events;

- Continued implementation of an Elderly Victim Advocate program in the Wilmington Housing Authority;
- Continued to fund a multi-systemic mental health diversion program in Family Court;
- Collaborated with DOC and the Division of Youth Rehabilitative Services to ensure policies established are in compliance with the federal Prison Rape Elimination Act;
- Administered a \$720,990 grant, which funded contractual facility assessments, technology enhancements and training/education of staff and offenders; and
- Used technology for statewide crime mapping and crime analysis.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Federal \$ awarded to criminal justice community (millions)*	6.6	14.0	9.0
Sub-grants: awarded*	190	200	200
active*	225	242	250
Videophone sites	109	109	110
Training hours provided	275	250	275
Public outreach presentations	60	50	60

**Increase due to funding received from ARRA in Fiscal Year 2010.*

**DELAWARE JUSTICE INFORMATION SYSTEM
10-07-02**

MISSION

To establish policy for the development, implementation and operation of a comprehensive integrated infrastructure, which in turn supports the criminal justice community. The Delaware Justice Information System (DELJIS) commits to providing a system to improve criminal justice.

KEY OBJECTIVES

- Operate, maintain, and develop the Criminal Justice Information System (CJIS).
- Provide system access, including training and security.
- Provide information sharing to authorized users.
- Provide information system auditing.

EXECUTIVE 10-00-00

BACKGROUND AND ACCOMPLISHMENTS

DELJIS was established pursuant to 11 Del. C. 86 to maintain an accurate and efficient CJIS database. An independent board of managers was created to establish policy for the management of an information system. The law allows for an executive director and staff to implement and administer the provisions of this chapter under the direction of the board of managers. In June 1982, the statute was amended to create the Office of the Director and expressly delineate the duties of the executive director and the office within CJIS.

DELJIS' vision is to constantly move forward with system development. In Fiscal Year 2009, many projects were completed.

The E-Payment application provides the courts with a transparent means to capture and record payments from residents via the web. Additionally, the system allows the Division of Motor Vehicles to reinstate licenses, which are suspended for non-payment, when the payment is received.

DELJIS received ARRA funds, which enabled the retention of personnel and operational costs necessary to maintain the Victim Information Notification Everyday (VINE) program. This program allows victims and other interested individuals to register and receive real-time notifications in the event a perpetrator is moved within or released from DOC. VINE is a national program; however, Delaware is the only state that can track an offender through all levels of incarceration and probation.

The Violation of Protection Order notification application is included in the VINE program. This program provides the petitioner for a Protection from Abuse Order to register with VINE and be notified immediately when Family Court or the police update the service request.

Furthermore, DELJIS developed an application for the State Bureau of Identification (SBI) to track payments and non-payments. DELJIS developed a means for sex offender candidates to be registered without a risk assessment to be determined by DOJ. The law has a provision for an offender to challenge their need to register. DELJIS built an application to capture a reversal decision, so the offender would not be flagged as exempt from registration but rather exempt on a case. Therefore, if the offender re-offended, the history of prior registration decisions would be available.

DELJIS enhanced many of the capabilities in the Law Enforcement Investigative Support Suite (LEISS). Edits and enhancements have nearly eliminated historic backlogs, and crime statistics are now virtually real-

time. Additionally, the LEISS suite now has the functionality for E-Parking and E-Tickets incorporated in the application.

DELJIS developed a continuity of operations plan. The program proved that in the event of an emergency, with minimal efforts, the State could perform the business of criminal justice virtually anywhere.

DOJ had a manual memorandum of understanding with DOE to notify them of an off-campus felony arrest. DELJIS developed a program, which runs nightly and notifies superintendents of selected criteria offenses that students have been arrested. This initiative helps to ensure the safe school environment making Delaware schools achieve in the federal "Race to the Top" program.

Other accomplishments for DELJIS during Fiscal Year 2009 include:

- Created the carry concealed deadly weapon reporting component for the courts online;
- Developed a method for officers to electronically swear and be notified of which tickets need swearing;
- Moved offender conditions into CJIS, which are instrumental in Operation Safe Street;
- Created new views of warrants and incidents to use portable document formats versus using Microsoft Word, which requires less overhead software; and
- Created an expungement application to provide SBI with the ability to purge the record while enabling the proper crime reporting functionality.

**EXECUTIVE
10-00-00**

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of system maintenance requests and adhoc reports	732	700	750
# of reports created	646	500	700
# of criminal justice users	8,815	9,800	8,900
# of unauthorized disseminations and security research	86	100	100
Breach analysis: (days to review 30-day time span)	3	1	1
# of users trained	2,780	2,500	2,800
# of help desk calls	5,694	7,500	7,500
# of VINE searches	*	*	125,000
# of electronically presented documents:			
warrants	30,471	33,000	33,000
criminal summons	7,863	5,800	6,000
e-tickets	187,743	176,000	190,000

**New performance measure.*

**DELAWARE STATE HOUSING
AUTHORITY
10-08-01**

MISSION

The mission of the Delaware State Housing Authority (DSHA) is to efficiently provide and assist others to provide, quality affordable housing opportunities and appropriate supportive services to responsible low and moderate income Delawareans.

KEY OBJECTIVES

- Preserve 379 affordable rental units in need of substantial rehabilitation, thereby preserving \$3 million in annual federal subsidies. Of the 379 units, 146 units are part of the fourth year of a preservation funding program.
- Ensure federal Section 8 subsidy contracts are maintained in 100 percent of 397 units, thereby maintaining approximately \$3.9 million in annual federal subsidies.
- Create 75 units of new assisted affordable rental housing opportunities.
- Create 35 rental housing vouchers for the chronically homeless, kids exiting foster care and homeless people with disabilities.
- Create 10 units of new permanent housing with supportive services for the chronically homeless, leveraging state dollars at an average 1:1 ratio.
- Ensure 330 units of existing housing with supportive services for the homeless are maintained, preserving over \$5 million in federal subsidies.
- Assist 1,267 families in becoming homeowners.
- Assist 412 homeowners in making major structural or emergency repairs.
- Assist 70 homeowners currently in default to avoid foreclosure under the Delaware Emergency Mortgage Assistance Program (DEMAP).
- Generate at least \$1 million in Neighborhood Assistance Act program (NAA) contributions.

BACKGROUND AND ACCOMPLISHMENTS

DSHA was created in 1968. On July 2, 1998, DSHA was created as a public corporation of perpetual duration in the Executive Department of the State.

**EXECUTIVE
10-00-00**

DSHA is authorized to make mortgage, construction and other loans to not-for-profit and limited-profit housing sponsors, make loans to mortgage lenders, purchase qualified mortgage loans from mortgage lenders, apply for and receive assistance and subsidies under programs from the federal government and issue bonds and notes.

DSHA's accomplishments during Fiscal Year 2009 include:

- Provided nearly 1,300 first and second mortgage loans to help Delaware homebuyers purchase their first home using safe, secure, fixed-rate, affordable mortgage products;
- Revised the Second Mortgage Assistance Loan program (SMAL) to help homebuyers leverage the \$8,000 federal tax credit that is available until April 1, 2010;
- Maintained high-quality AA1 bond rating for Single Family Mortgage Revenue Bonds;
- Received our 14th consecutive Certificate of Achievement for DSHA's Comprehensive Annual Financial Report from the Government Finance Officer's Association;
- Introduced the Foreclosure Mitigation Initiative and Prevention Plan, which was formed through a partnership among federal and state governments, for-profit and nonprofit organizations, local jurisdictions, financial institutions and housing counselors;
- Continued to provide managerial oversight for 10,500 affordable and subsidized rental housing units;
- Launched the creative and deeply moving exhibit "Snapshots from the Often Overlooked - A Photovoice Project," which chronicled the lives of homeless men living at Friendship House, a shelter in Wilmington;
- Signed Delaware Interagency Council on Homelessness into law ensuring the continuation of the council;
- Completed formation of first Continuity of Operations Plan to ensure recovery of DSHA operations in the event of a disaster;
- Administered the first year of the Step Up program, which provides rental subsidy vouchers to emancipated youth exiting the foster care system and at risk of homelessness;

- Hosted the "Delaware by Design Tour," which showcased intelligent design planning principles in action;
- Secured a financing mechanism to continue the SMAL program for an additional four years; and
- Received honors from the National Association of Housing and Redevelopment Officials for Huling Cove Rehabilitation/Modernization.

ACTIVITIES

- Preserve affordable rental housing.
- Create homeless housing opportunities.
- Assist homeownership housing.
- Administer the Neighborhood Assistance Act program.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	5,112.5	4,908.1	4,895.3
ASF	10,578.3	34,335.5	33,825.8
TOTAL	15,690.8	39,243.6	38,721.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	29.0	23.0	17.0
NSF	5.0	6.0	5.0
TOTAL	34.0	29.0	22.0

PERFORMANCE MEASURES

Affordable Rental Housing

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of units preserved by rehabilitation	353	197	379
# of units preserved by subsidy	693	118	397
# of new units supported by HDF/Tax Credit/HOME	0	75	75

Homeless Housing

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of rental vouchers	99	105	140
# of units/beds supported by HUD Supportive Housing program	330	330	330

EXECUTIVE
10-00-00

Homeownership Housing

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of loans assisted by homeownership programs	1,325	1,192	1,267
# of DEMAP mortgages assisted	54	70	70
# of major rehabilitations performed	115	125	162
# of emergency rehabilitations performed	250	250	250

TECHNOLOGY AND INFORMATION

11-00-00



MISSION

Provide leadership in the selection, development and deployment of information technology (IT) resources throughout the State.

KEY OBJECTIVES

- Continuously improve IT availability and reliability.
- Promote and facilitate statewide collaborative solutions.
- Build strong customer relationships with enhanced customer service.
- Create a statewide commitment to physical and cyber security.
- Implement statewide enhanced project and organizational change management.
- Become the employer of choice with IT workforce excellence.

BACKGROUND AND ACCOMPLISHMENTS

- Enterprise Resource Planning (ERP) project continues to track according to plan. It is currently on target for a July 2010 implementation and PHRST upgrade. Once completed, this project will be the largest effort ever undertaken within state information technology.
- In an effort to reduce costs, improve efficiency and make government smaller, an IT consolidation project has started. The project will focus on eliminating redundancy and further centralizing IT resources within state government.
- In order to enhance focus on serving the customer agencies, the Department of Technology and Information (DTI) has proposed the creation of the Customer Care Office. This new division, which will be created through existing resources, is

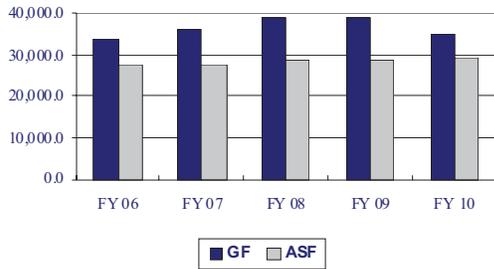
responsible for customer relationship and engagement.

- DTI expanded the electrical capacity of the William Penn data center through an extensive upgrade to the facility infrastructure totaling over \$4 million. With the new capacity, the existing data center is positioned to provide enhanced services to state agencies.
- DTI formulated and submitted almost \$20 million worth of broadband stimulus grant requests as part of the American Recovery and Reinvestment Act (ARRA).
- The streamlining of operations and telecommunications infrastructure has resulted in savings and cost avoidance to the State of over \$2 million.
- Staff re-instituted the Technology Investment Council (TIC) and established a new quarterly meeting schedule.
- Staff replaced all network infrastructures throughout the K-12 environment creating a more stable service for the students and educators.
- DTI participated in the international cyber security exercise, Cyber Storm II, sponsored by the U.S. Department of Homeland Security. Out of nine states, Delaware was the first to find a workaround to one of the technical scenarios. DTI received high marks from the exercise planners.
- Staff also formalized a Cyber Security Incident Response team, responsible for responding to computer security incidents. The team has been activated 16 times since it was established in 2008.

TECHNOLOGY AND INFORMATION

11-00-00

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	37,064.7	35,164.9	34,177.3
ASF	20,583.4	29,588.9	29,588.9
TOTAL	57,648.1	64,753.8	63,766.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	220.0	218.5	212.5
ASF	18.0	16.5	16.5
NSF	--	--	--
TOTAL	238.0	235.0	229.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$1,000.0) in Rental to reflect anticipated savings through information technology consolidation.
- ◆ Recommend (\$97.0) in Data Center and Operations to eliminate the continuous feed printer.
- ◆ Recommend a reorganization within the department that creates a Customer Office to improve efficiencies.

OFFICE OF THE CHIEF INFORMATION OFFICER 11-01-00

MISSION

To provide leadership and policy direction for DTI to ensure the department is well-managed.

KEY OBJECTIVES

- Provide leadership, direction and support to enable employees to achieve key objectives and performance measures established for the department.
- Work with the Governor, General Assembly and others to identify strategic technology projects and provide support and input for the successful development and deployment of such projects.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	631.1	792.7	665.8
ASF	--	--	--
TOTAL	631.1	792.7	665.8

POSITIONS

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

TECHNOLOGY AND INFORMATION

11-00-00

SECURITY OFFICE

11-02-00

MISSION

To provide a governance structure for information security, disaster recovery and business continuity that fosters an enterprise-level climate of ownership and accountability for the confidentiality, integrity and availability of information assets.

KEY OBJECTIVES

- Continue to lead and implement the statewide information security program.
- Continue to lead and implement the statewide Business Continuity and Disaster Recovery program.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,093.4	725.8	634.5
ASF	536.4	1,344.7	1,344.7
TOTAL	1,629.8	2,070.5	1,979.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	12.0	11.0	10.0
ASF	2.0	2.0	2.0
NSF	--	--	--
TOTAL	14.0	13.0	12.0

CHIEF SECURITY OFFICER

11-02-01

ACTIVITIES

- Maintain a governance structure for information security, business continuity and disaster recovery.
- Ensure continued confidentiality, availability and reliability of the State of Delaware's information assets and resources.
- Maintain a Statewide Business Continuity/Disaster Recovery program to ensure that the physical and cyber security of state resources are protected and can be recovered in the event of a disaster.
- Ensure a consistent level of IT security is achieved across the state to protect the State's IT assets, build a security-savvy workforce, communicate IT security alerts and best practices and enable the State to respond to and recover from a cyber attack.

- Sponsor projects that reduce the risk of a security breach.
- Audit for compliance to policy and test our response and recovery.
- Provide leadership and support of unit employees in meeting the goals and performance measures established for the department.
- Work collaboratively across all work units to meet the needs of our customers.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of quarterly security audits conducted	8	8	8

TECHNOLOGY AND INFORMATION

11-00-00

OPERATIONS OFFICE 11-03-00

MISSION

Provide solutions to meet the business needs of our customer agencies in the most secure manner possible.

KEY OBJECTIVES

- Improve and enhance IT availability and reliability through continuous improvement of processes and procedures.
- Establish enterprise solutions that improve efficiency and cost containment for the State by leveraging investments across several agencies.
- Take a leadership role in IT consolidation efforts while ensuring the technological needs and issues of all state agencies are addressed within the framework established by the department.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	25,718.5	24,314.5	21,796.1
ASF	18,392.6	24,218.8	24,218.8
TOTAL	44,111.1	48,533.3	46,014.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	103.5	102.0	79.0
ASF	9.5	8.0	8.0
NSF	--	--	--
TOTAL	113.0	110.0	87.0

CHIEF OPERATING OFFICER 11-03-01

ACTIVITIES

- Work with the Chief Information Officer to ensure the department effectively enables the IT solutions required to carry out the service delivery mandate.
- Ensure the department maintains an appropriate level of staffing with minimum employee turnover through enhanced employee recognition and workforce development programs.
- Provide leadership and support of unit employees in meeting the goals and performance measures established for the department.
- Work collaboratively across all work units to meet the needs of our customers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% attrition rate	6.8	<10	<10
% of employees with performance measure plan	100	100	100

CONTROLLER'S OFFICE 11-03-02

ACTIVITIES

- Provide financial management for the department.
- Work with DTI team leaders and senior management to ensure the alignment of financial controls and constraints with departmental objectives.
- Establish contractual relationships with outside business partners to aid the department in achieving its objectives.
- Formulate recommendations on IT investment strategies on a statewide basis.
- Work with customers and agencies to provide centralized IT and telecommunication services.

DATA CENTER AND OPERATIONS 11-03-04

ACTIVITIES

- Oversee the effective operation of systems used to support multiple agency solutions.
- Maintain the integrity and effective operation of the State's data centers.
- Track and monitor computing inventory to ensure proper life cycle replacement schedule and efficiency of usage.
- Ensure the stability of the State's data centers through effective maintenance programs for the complex infrastructure designed to support the IT investment.

TELECOMMUNICATIONS 11-03-05

ACTIVITIES

- Maintain the statewide information transport network and email system.

TECHNOLOGY AND INFORMATION

11-00-00

- Provide telecommunication support and assistance to all state agencies, schools and branches of state government.
- Design, implement and maintain a solution to protect the State's networked computing resources from intrusion or malicious activity.
- Maintain existing telecommunication systems that are being used to meet customer objectives.
- Help customers evaluate solutions proposed by vendors and third parties for customer deployment.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% availability of computing and network resources	99.5	99.7	99.7

TECHNOLOGY OFFICE

11-04-00

MISSION

Provide project management, development and organizational change management leadership for programs and projects that are of strategic importance to the State.

KEY OBJECTIVES

- Provide developmental services that are on time, on budget and on specification.
- Maximize return on investment (ROI) of department resources by focusing on development services.
- Consolidate technologies, infrastructure, IT training initiatives, project management and quality methodologies for use across the statewide enterprise.
- Develop, deploy and enforce IT standards across the statewide enterprise.
- Assess and improve the level of organizational project management maturity within the department.
- Adopt and deploy nationally recognized management standards and processes.
- Educate and aid other state organizations to increase statewide understanding and adoption of project and organizational change management best practices.
- Provide a statewide view of IT, promote collaboration between business and IT and minimize duplication of IT related costs/efforts.
- Provide guidance and oversight on large scale projects undertaken by other state agencies.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	9,621.7	9,331.9	9,355.5
ASF	1,654.4	4,025.4	4,025.4
TOTAL	11,276.1	13,357.3	13,380.9

TECHNOLOGY AND INFORMATION

11-00-00

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	100.5	101.5	99.5
ASF	6.5	6.5	6.5
NSF	--	--	--
TOTAL	107.0	108.0	106.0

CHIEF TECHNOLOGY OFFICER **11-04-01**

ACTIVITIES

- Ensure the successful implementation of major projects using project management best practices and standards.
- Provide leadership in the delivery of enterprise applications and related services and infrastructures.
- Provide leadership and support for employees to meet the goals and performance measures established by the department.
- Work collaboratively across all units to meet the needs of our customers.

SENIOR PROJECT MANAGEMENT TEAM **11-04-02**

ACTIVITIES

- Provide active project management support for major IT projects initiated by the department or customers.
- Provide governance in IT project management.
- Facilitate customer's evaluation of solutions proposed by vendors and third parties for customer deployment.
- Provide development, enhancement and support for the ERP application components.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of major projects completed within:			
- stated budget	100	100	100
- established timelines	100	100	100

ORGANIZATIONAL CHANGE MANAGEMENT **11-04-03**

ACTIVITIES

- Assist in the management of major projects undertaken by the department or by customers to ensure they are prepared for cultural changes inherent in major project implementation.
- Help customers evaluate Organizational Change Management (OCM) solutions proposed by vendors and third parties for customer deployment.
- Develop and help implement best practices in organizational change management.
- Provide OCM education on all levels of project involvement, both internally and externally.

APPLICATION DELIVERY **11-04-04**

ACTIVITIES

- Work with customers to provide definition, design, development and implementation services to meet a variety of business needs.
- Provide service and technical leadership to enhance, support and extend existing systems in support of customer's business goals.
- Assist customers with the evaluation of solutions proposed by vendors and other third-party providers.
- Develop and lead implementation of best practices for application design, construction and deployment.
- Develop applications and/or services that are enterprise-wide in nature but are centralized for economic reasons and efficiency of operation and maintenance.

SYSTEMS ENGINEERING **11-04-05**

ACTIVITIES

- Maintain mission-critical systems used to support customer applications and IT solutions.
- Provide database and systems infrastructure support for customer projects and develop best practices in system deployment and maintenance.
- Maintain existing systems infrastructure used to meet customer objectives.
- Help customers evaluate solutions proposed by vendors and third parties for agency deployment.

TECHNOLOGY AND INFORMATION
11-00-00

- Actively pursue and develop methods for consolidation of computing platforms and services that increase efficiency and cost-effectiveness.

CUSTOMER OFFICE
11-05-00

MISSION

To ensure technology solutions enable our state agencies/organizations to meet their strategic goals and objectives.

KEY OBJECTIVES

- Promote innovative best practice IT strategies that align with our customer agency requirements.
- Take a leadership role in customer relationship management by ensuring the technological needs and issues of all state agencies are addressed within the framework established by the department.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	1,725.4
ASF	--	--	--
TOTAL	--	--	1,725.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	22.0
ASF	--	--	--
NSF	--	--	--
TOTAL	--	--	22.0

CHIEF CUSTOMER OFFICER
11-05-01

ACTIVITIES

- Work with the CIO and senior team members to ensure DTI understands our customer agency business drivers.
- Manage the internal Technology Investment Council (iTIC).
- Support the IT Consolidation project through effective communication and outreach.
- Work collaboratively across all units to meet the needs of our customers.

TECHNOLOGY AND INFORMATION
11-00-00

CUSTOMER CARE CENTER
11-05-02

ACTIVITIES

- Coordinate customer related activities to achieve customer satisfaction.
- Execute service level management practices that are timely and effective.
- Develop and report meaningful service level metrics.
- Deliver incident management communications that inform customers and contribute to effective resolutions.
- Oversee strategic planning that identifies customer's short-term and long-term goals.
- Communicate DTI policies, standards and business practices to customers.
- Effectively support the Technology Investment Management System (former Business Case) process through counsel with customers and process improvement recommendations to the internal Technology Investment Council.
- Support the Information Resource Manager (IRM) Council for improved customer collaboration.
- Provide request for proposal (RFP) consulting services as requested by customers.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Average customer satisfactory survey rating (out of 10)	8.2	8.3	9.0

DTI SERVICE DESK
11-05-03

ACTIVITIES

- Operate a 24/7 service desk in support of enterprise systems.
- Provide support to customer agencies and school districts as needed on supported systems.
- Provide desktop management and support.
- Use Service Center application to track and monitor the resolution of incidents.

OTHER ELECTIVE 12-00-00

Other Elective

Lieutenant Governor

Auditor of Accounts

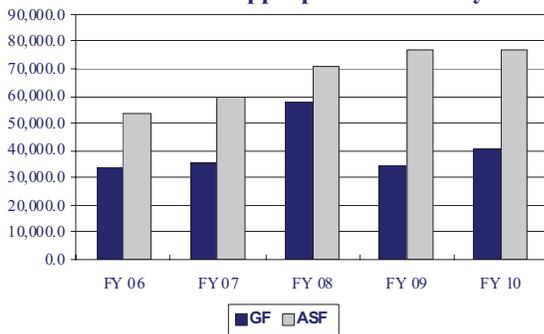
Insurance Commissioner

State Treasurer

- Regulatory Activities
- Bureau of Examination,
Rehabilitation and Guaranty

- Administration
- Debt Management
- Refunds and Grants
(Not a Unit for Budgeting Purposes)

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	54,366.5	40,585.1	62,419.6
ASF	70,198.1	77,372.9	63,374.0
TOTAL	124,564.6	117,958.0	125,793.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	41.5	39.5	37.5
ASF	97.5	93.5	94.5
NSF	3.0	2.0	2.0
TOTAL	142.0	135.0	134.0

Insurance Commissioner

- ◆ Recommend (\$133.0) ASF in Personnel Costs, \$208.4 ASF in Captive Insurance Fund, and (\$1,500.0) ASF in Contract Examiners to reflect projected expenditures.

State Treasurer

- ◆ Recommend (\$56.0) and \$56.0 ASF and (1.0) FTE and 1.0 ASF FTE to switch fund position and operational costs to maximize revenues.
- ◆ Recommend (\$33.4) in Contractual Services to reflect a reduction in operating expenditures.

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

Lieutenant Governor

- ◆ Recommend (\$1.0) in Contractual Services to reflect a reduction in operating expenditures.

Auditor of Accounts

- ◆ Recommend \$128.0 ASF in Personnel Costs to reflect projected expenditures.
- ◆ Recommend (\$15.3) in Contractual Services to reflect a reduction in operating expenditures.

OTHER ELECTIVE 12-00-00

LIEUTENANT GOVERNOR 12-01-01

MISSION

To fulfill the constitutional duties of the office by effectively presiding over the State Senate, fairly and equitably chairing the Board of Pardons, assisting the Governor when asked and providing complete and efficient services to constituents. The office focuses on children's issues, education, mentoring and health/healthcare. The Lieutenant Governor's Office will ensure Delaware receives all of the money the State is entitled under the American Reinvestment and Recovery Act (ARRA) and is responsible for implementing and complying with new federal ARRA reporting requirements while ensuring accountability and transparency of related processes. The Lieutenant Governor's Office will continue to help make Delaware a healthy state and work to enhance and correct existing pollution regulations.

KEY OBJECTIVES

- Help Delaware's public school system function at a more efficient, effective rate to produce higher achieving and more productive students.
- Improve access to health care for all of Delaware's children.
- Match at-risk youth and partnering schools with committed adults helping to build better academic success and strong social skills.
- Reward school performance for student achievement in the schools that need it the most.
- Build better relationships between non-profit, faith-based and community organizations that share the same interest in making families, individuals and communities stronger. Serve as a resource and point of information for these organizations.
- Serve residents with an open door policy for constituents to voice their concerns and feelings about issues related to state government and help them find the answers to their questions and, where possible, solutions to their problems.
- Develop an agenda to address pollution and health issues in the state. Ensure state agencies are appropriately protecting our environment, assess and create environmental protection policies and monitor compliance with environmental laws and other related standards.

- Encourage all Delawareans to live healthier, more active lives through the Lieutenant Governor's Fitness Challenge and other programs.

BACKGROUND AND ACCOMPLISHMENTS

The constitutional duties of the Lieutenant Governor are President of the Senate and President of the Board of Pardons. The office also handles constituent work and other initiatives to serve the residents of Delaware.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	524.6	556.6	557.4
ASF	--	--	--
TOTAL	524.6	556.6	557.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
TOTAL	6.0	6.0	6.0

ACTIVITIES

The duties and activities of the Lieutenant Governor and staff include the following:

- President, Delaware State Senate;
- President, Board of Pardons;
- Implementation Czar, State of Delaware's Federal Stimulus Financing;
- Chairperson, Governor's Stimulus Solutions Group;
- Chair, Interagency Council on Adult Literacy;
- Co-Chair, Delaware Early Childhood Policy Matters Commission;
- Board of Advisors, Autism Delaware;
- Honorary Chair, Delaware Safe Kids; and
- Honorary Chair, State Employees Charitable Campaign.

OTHER ELECTIVE 12-00-00

AUDITOR OF ACCOUNTS 12-02-01

MISSION

The mission of the Office of Auditor of Accounts is to benefit all Delaware residents and government leaders and managers by providing high quality audit, review and investigative services to improve the fiscal integrity, efficiency, economy and effectiveness of state government operations.

KEY OBJECTIVES

- Issue timely reports that enhance public accountability and stewardship of state and federal government programs.
- Identify and reduce fraud, waste and abuse in state and local organizations receiving state funds.
- Maintain a high quality of audit services as evidenced by passing the National State Auditor Association's external quality control peer review, and 100 percent of professional staff completing 80 hours of continuing professional education (CPE) requirements every two years.

The office/Contract Administration section ensures the office operates in accordance with state laws and regulations. This section also ensures contracted audits are accomplished within the required time frame as set forth by federal and state governments and provides information systems support to other audit sections within the office. This section is also responsible for the distribution of the Statewide Single Audit Report, which is required to be submitted to the federal government every March 31. The objectives of the Statewide Single Audit are as follows:

- To express an opinion as to whether the State of Delaware's financial statements are presented fairly in all material respects in conformity with Generally Accepted Accounting Principles and whether the schedule of expenditures of federal awards is presented fairly in all material respects in relation to the financial statements taken as a whole;
- To report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with Government Auditing Standards;
- To express an opinion as to whether the State complied with laws, regulations and the provisions of contracts or grant agreements that could have a

direct and material effect on each major program; and

- To ensure prior audit recommendations, questioned costs and disallowances reported in the Single Audit Report for the fiscal year ending June 30 have been resolved.

The Financial/Compliance section issues audit reports and engagements to improve the quality of the internal control structure, operations, compliance with laws and regulations and opinions on financial statements.

The Special Investigations section conducts investigations that may involve activities of waste, fraud or abuse of state and/or federal resources and ensures the Auditor's Hotline program is a viable service to Delaware residents.

BACKGROUND AND ACCOMPLISHMENTS

The audits and investigations completed by the office in Fiscal Year 2009 cumulatively identified more than \$13.4 million in cost savings and questioned costs and potential fraud, waste or abuse of state and federal funds.

The Fiscal Year 2008 Single Audit Report, completed during Fiscal Year 2009, contained 42 findings and recommendations and disclosed questioned and disallowed costs that totaled \$9.9 million.

During Fiscal Year 2009, the office completed mandated audit reports through a blended approach of using the Office of Auditor of Accounts (AOA) staff and Certified Public Accounting (CPA) firms.

Twenty-two investigations were conducted which uncovered \$3.5 million in fraud, waste and abuse. The investigations disclosed 61 findings and recommendations.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,886.1	2,622.6	2,612.0
ASF	924.7	837.8	965.8
TOTAL	2,810.8	3,460.4	3,577.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	21.0	20.0	19.0
ASF	9.0	7.0	7.0
NSF	--	--	--
TOTAL	30.0	27.0	26.0

OTHER ELECTIVE 12-00-00

ACTIVITIES

- Evaluate whether the State’s financial statements are presented in accordance with accounting principles generally accepted in the United States.
- Evaluate whether government and quasi-government organizations included in the State’s entity have expended federal funds in accordance with the Single Audit Act and various related federal regulations.
- Evaluate compliance with state laws, administrative regulations and guidelines.
- Investigate reported instances of fraud, waste or abuse pertaining to state and federal funds.

The Auditor of Accounts and staff are active in the following organizations:

- Member, National Association of State Auditors, Comptrollers and Treasurers;
- Member, National State Auditors Association (NSAA); Accounting and Financial Reporting Committee and Single Audit Committee for NSAA;
- Member, State Board of Pardons;
- Member, State Insurance Determination Committee;
- Member, Association of Government Accountants;
- Member, Association of Certified Fraud Examiners;
- Member, National Audit Forum;
- State Representative, Mid-Atlantic Intergovernmental Audit Forum;
- Member, Association of Certified Fraud Specialists;
- Member, American Institute of Certified Public Accountants;
- Member, Institute for Internal Controls;
- Member, Delaware League of Local Governments (DLLG);
- Member, Government Financial Officers Association (GFOA);
- Member, Delaware Society of Certified Public Accountants; and
- Member, Association of Local Government Auditors.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of audit reports issued within 45 business days of end of fieldwork	72	100	100
% of recommendations accepted by auditee	76.4	80.0	80.0
% of cases with criminal allegations turned over to the Attorney General’s Office within 10 working days after completion of investigation*	0	80	80
% of non-criminal investigation reports issued to the organization within 45 days after completion of fieldwork	85	100	100
\$ of cost savings provided from performing Single Audit (thousands)	509.6	N/A	N/A
% staff utilization	62	70	70
% of CPE compliance for active licenses/certifications	100	100	100
# of licenses and certifications held by audit staff	75	80	80

**Extenuating circumstances prevented turnover within timeframe in Fiscal Year 2009.*

OTHER ELECTIVE

12-00-00

INSURANCE COMMISSIONER

12-03-00

MISSION

The Insurance Commissioner of the State of Delaware and the Department of Insurance strive to:

- Protect Delaware insurance consumers through advocacy of consumer rights and options by controlling costs, increasing availability, assisting with insurance consumer disputes and making certain claims are paid in full and on time;
- Regulate the insurance industry, including the monitoring of the solvency of insurance companies and the licensure of insurance agents with the best interests of Delaware's insurance consumers in mind; and
- Generate revenue for the State through the generation and collection of premium taxes, agent licensing fees and other insurance fees while promoting a business climate that encourages growth.

KEY OBJECTIVES

The goal of the Insurance Commissioner's Office is to improve its service and responsiveness to and advocacy for Delaware's residents and businesses in the area of insurance. Key objectives for the commissioner and staff include:

- Expediting responses to consumer inquiries and complaints;
- Requiring insurance companies to respond to Commissioner's Office inquiries made on behalf of consumers within 21 days;
- Making public to consumers the number and nature of complaints against insurance companies;
- Expanding the amount of consumer information and guidance on insurance topics provided to consumers by the Commissioner's Office through publications, online communications, public consumer alerts and community outreach;
- Increasing the scrutiny of insurance company rate applications;
- Increasing frequency of market conduct examinations of insurance companies when there are practices that appear to not be in the best interest of consumers;

- Analyzing and assessing the financial condition of insurance entities domesticated and doing business in Delaware;
- Managing, rehabilitating or liquidating financially-impaired insurers;
- Increasing activities and efforts to prevent and prosecute insurance fraud;
- Regulating agent licensing to better service consumers;
- Promoting Delaware as a domicile for captive insurance and other financial insurance entities; thereby increasing premium tax receipts to the State's General Fund;
- Encouraging competition in the Delaware insurance market; and
- Seeking changes to the Delaware Code, changes to insurance regulations and new programs within state government to better protect, inform, serve and advocate for consumers.

BACKGROUND AND ACCOMPLISHMENTS

With a continued focus on consumers, the Commissioner and the department have completed the following:

- Decreased average workers compensation insurance premiums more than 30 percent through a combination of workers compensation reform legislation, negotiations, increased department scrutiny of workers compensation insurance rate applications and successful litigation;
- Worked with Delaware's legal and financial sectors to attract new captive insurance companies to the State;
- Protected military service members from unscrupulous practices by life insurance agents through regulation;
- Worked with the General Assembly to pass legislation giving the Commissioner the authority to approve or disapprove health insurers' rate filings;
- Created or updated publications for consumers on Medicare, credit scoring, insurance issues for members of the military, insurance issues for civic and homeowner associations and life, health, home, auto and small employer; and
- Conducted outreach sessions to provide insurance information and complaint services in community centers, senior centers and churches.

OTHER ELECTIVE 12-00-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	20,359.2	24,964.6	23,876.7
TOTAL	20,359.2	24,964.6	23,876.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	79.0	77.0	77.0
NSF	2.0	2.0	2.0
TOTAL	81.0	79.0	79.0

ACTIVITIES

- Member, Delaware Health Care Commission.
- Member, Delaware State Employee Benefits and Insurance Coverage committees.
- Member, National Association of Insurance Commissioners (NAIC).

REGULATORY ACTIVITIES

12-03-01

ACTIVITIES

Fraud Prevention Bureau

Property and casualty, life insurance, healthcare and workers compensation cases are reported to the bureau. In Fiscal Year 2009, the Fraud Prevention Bureau investigated 421 cases. Approximately 53 percent of the cases were resolved by consent or arrest, were deemed to be unfounded or had dispositions that were suspended.

The Fraud Prevention Bureau has prevented nearly \$5.5 million in reserves from being processed since it was created in 1995. Approximately \$84,455 in civil penalties were assessed in substantiated fraud cases during Fiscal Year 2009.

Several current members of the Fraud Prevention Bureau hold certifications in professional associations, such as the Association of Certified Fraud Specialists (ACFS) and Association of Accredited Healthcare Fraud Investigators.

Fraud investigators also maintain the following activities:

- Member, Delaware Valley Chapter of International Association of Special Investigative Units (SIU);
- Member, NAIC Anti-Fraud Task Force;
- Member, National Insurance Crime Bureau (NICB);

- Member, International Association of Special Investigation Units;
- Member, National Health Care Anti-Fraud Association; and
- Special training on Health Care Fraud Detection and Investigation and Claims Fraud.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of new licenses:			
producers	11,464	12,500	12,500
adjusters	6,091	5,500	5,500
appraisers	52	60	55
public adjusters	41	25	30
fraternal producers	45	35	35
apprentice adjusters	122	75	90
apprentice appraisers	2	10	10
surplus lines brokers	196	250	250
limited lines producers	503	375	375
business entities	751	800	800
# of agents appointed	60,660	55,000	55,500
# of consumer complaints/inquiries	6,905	8,000	8,100
# of consumer complaints/inquiries resolved	6,835	7,919	8,017
# of arbitration cases heard	155	160	165
# of arbitration cases closed without hearing	129	120	123
# of participants in Workplace Safety program	1,487	1,550	1,600

BUREAU OF EXAMINATION, REHABILITATION AND GUARANTY **12-03-02**

ACTIVITIES

Consumer Services

The Consumer Services section investigates and attempts to resolve complaints by Delaware consumers against insurance companies and agents. It is the frontline in the department's interaction with and service to Delaware insurance consumers. As of September 30, the Consumer Services section has handled 4,781 consumer calls in Calendar Year 2009.

Since 2009, the Consumer Services section has reduced response time to consumer complaints by 50 percent, so any call received before noon is responded to by close of business that day, and any call received after noon is responded to by noon the following business day. To make it more consumer friendly, the department has redesigned its website.

In the past year, the Consumer Services section has seen a significant increase in the number of inquiries and

OTHER ELECTIVE

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complaints. This is due to economic conditions and company delays and denials in settling claims. There have been an increasing number of complaints from medical providers regarding the failure of health insurers to pay claims in a timely manner.

Examinations/Financial Analysis

The primary responsibilities for the Examination and Financial Analysis units are to provide financial solvency oversight for Delaware domesticated companies and perform financial and market conduct examinations as required by statute or as deemed necessary for the protection of Delaware policyholders. The State of Delaware is highly regarded in the business community for its organization and/or as a domicile. The department received re-accreditation from the NAIC in 2009 for five years.

Bureau personnel are responsible for the registration and/or licensing of 55 accredited reinsurers, one Medicare prescription drug plan, 111 surplus lines insurers, 30 premium finance companies, 35 reinsurance intermediaries, 166 third party administrators, 440 risk purchasing groups and 80 foreign risk retention groups.

Market Conduct Oversight

This section is comprised of company market conduct, agency market conduct and market analysis; rates and forms; producer licensing; and continuing education. This section examines companies to ensure they are in compliance with the Delaware Insurance Code and Regulations with respect to rating, underwriting and claim handling practices. Exams can be scheduled based on complaint activity, special requests or on a regular schedule.

In addition to regular examinations, the department is currently targeting company reviews regarding homeowner coverage, credit scoring practices, rate increase practices in personal lines (auto and homeowner) and health insurance including long-term care insurance. There is ongoing market conduct activity with regard to one carrier with a consent decree, which has a possible fine of \$500,000. The department is also participating in the NAIC Market Analysis program and is responsible for gathering industry information from a variety of sources, and analyzing that information to determine which companies need further scrutiny by the department. Once this section completes its analysis and a company has been identified, the market conduct section follows up with that company to review and test the company's compliance with Delaware insurance laws. This follow-up can take the form of interviews, interrogatories, desk audits or examinations.

This section exceeded goals set by the NAIC regarding market analysis by completing 128 insurance carrier

market analysis reviews. The goal for the current fiscal year will be to meet or exceed the expectations of the NAIC relating to market analysis.

Agency Market Conduct

This section receives referrals from the public, as well as from the Consumer Services and Fraud Prevention Bureau sections regarding alleged misconduct of insurance agents and agencies. In addition, the Agency Market Conduct section conducts examinations of agents and agencies to make sure they are in compliance with the Delaware Insurance Code and Regulations.

The Agency Market Conduct section also reviews producer/adjuster applications regarding prior criminal or civil actions. Some of these have resulted in fines being assessed.

This section implemented the State Based Systems (SBS) online database in November 2006. SBS is designed to assist with the full life cycle of insurance regulatory activity, including licensing, consumer services, product approvals, revenue management and market conduct. SBS ensures efficient and accurate processing of enforcement cases through a fully integrated system that is linked to the Company and Producer Licensing systems.

Agency Market Conduct staff investigated 332 cases. Approximately 182 cases were resolved by consent or arrest. Approximately \$191,326 were collected in civil penalties and restitution.

The examiners in this section are pursuing Accredited Insurance Examiner (AIE), Certified Insurance Examiner (CIE) and Certified Professional Insurance Woman (CPIW) designations. Agency Market Conduct employees also maintain membership and participate in the following activities:

- Member, NAIC;
- Member, Securities Insurance Licensing Association (SILA);
- Member, System for Electronic Rate and Form Filing (SERFF);
- Member, State Based Systems;
- Member, Insurance Regulatory Examiners Society (IRES), including Board of Directors; and
- Member, National Association of Insurance Women (NAIW).

Producer Licensing

This section is responsible for the licensing and administration of the following license types: Producer, Adjuster, Appraiser, Public Adjuster, Fraternal Producer, Apprentice Adjuster, Apprentice Appraiser, Surplus Lines Broker, Limited Lines Producer and Business

OTHER ELECTIVE

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Entities. The section is also responsible for insurance company appointments, continuing education, investigations and insurer licensing market conduct issues.

Staff provided presentations to consumer advocate groups, the public, professional insurance organizations, including agent associations and business entities, industry trade groups and insurance companies on current insurance industry trends and regulatory changes, enforcement issues and ethics.

The section continued to enhance the electronic application process by providing both residents and non-residents the ability to apply online and renew licenses through the National Insurance Producer Registry (NIPR). The NIPR Gateway is a communication network that links state insurance regulators with the entities they regulate to facilitate the electronic exchange of producer information. Address change requests are now processed through NIPR, and licensees now have the ability to update their addresses online in every state in which they are licensed. Follow-up submission and review of supporting documentation is frequently requested by a state as part of the licensing process. The implementation of the NIPR Attachment Warehouse streamlined the process of reviewing supporting documentation and the issuance of insurance licenses. Most licenses are issued within 24 hours. The Attachment Warehouse eliminated the need for faxing, e-mailing and printing supporting documentation. Documents can be viewed online and loaded directly to the licensee's record on SBS.

Workplace Safety Program

This program, available to employers doing business in Delaware, offers participants the opportunity to earn up to a 19 percent discount on workers compensation premiums. Employers who have operated for three years or more and whose annual workers compensation premium is \$3,161 or more are eligible to participate.

The program works with the Delaware Compensation Rating Bureau, qualified inspectors, insurance industry and employers to ensure accuracy of information and expeditious processing of each employer's safety credit.

Since its inception in 1988, the program yielded a savings of approximately \$87 million for Delaware employers. Participation was 1,550 employers in Calendar Year 2009 with a projection of 1,600 participants in Calendar Year 2010.

Rates and Forms

The department continues to enhance the tracking and monitoring of rate and form filings with the implementation of a new version of the System for Electronic Rate and Form Filing (SERFF). SERFF is

designed to enable companies to send and receive, comment on and approve or reject insurance industry rate and form filings electronically. Applications and procedures have been updated to streamline the review of filings within SERFF and speed to market for filings. Nearly 100 percent of all filings are now received electronically since the implementation of this bulletin, increasing the efficiency of the rate and form filing approval process for both the filer and the department.

The Rates and Forms section maintains the following activities:

- Board Member, Delaware Health Information Network (DHIN);
- Member, Interagency Coordinating Council (ICC);
- One staff member holds the designation of Fellow, Life Management Institute from the Life Office Management Association and Market Conduct Management (MCM) Designation; and
- Member - Association of Insurance Compliance Professionals (AICP) - two staff members have completed courses for professional designation as Associate Compliance Professional (ACP).

ELDERinfo

ELDERinfo is the State Health Insurance Program (SHIP) for Delaware's Medicare population of approximately 139,709. The program is a public service of the Delaware Insurance Department and funded, in part, through a grant from the Centers for Medicare and Medicaid Services (CMS). The department has increasingly supplemented the program's budget to expand its services to consumers.

The program is designed to assist, educate and empower people with Medicare and their caregivers with complex and often confusing matters such as:

- The Medicare Prescription Drug Improvement and Modernization Act of 2003;
- Medigap and other supplemental insurance;
- Medical bills;
- Enrollment issues;
- Non-renewals;
- Medicare Advantage options;
- Guaranteed issue rights;
- Financial assistance with prescriptions;
- Medicare Savings programs; and
- Long-term care insurance.

Staffing consists of three full-time employees, one temporary employee and 22 volunteer counselors throughout the State conducting one-on-one counseling. From June 2008 through June 2009, the unit assisted 4,835 beneficiaries with one-on-one counseling and reached more than 6,668 individuals through interactive

**OTHER ELECTIVE
12-00-00**

public presentations, health fairs and direct mailings. The unit mailed 599 Delaware Prescription Assistance Program (DPAP) applications and 101 Medicaid applications, resulting in potential savings of more than \$18,006,736 with prescription drug benefits and savings for the Medicare premium reimbursement.

ELDERinfo continues to focus on one-on-one counseling for Delaware seniors. The unit will continue to educate the Medicare population through direct mailers, health fairs, outreach programs, radio/TV interviews, senior forums and one-on-one counseling.

Bureau of Captive and Financial Insurance Products

The Bureau of Captive and Financial Insurance Products was formed in 2009 to foster the growth of Delaware as a domicile for captive insurance entities and create additional revenue-generating insurance products and services. Since the enactment of legislation in 2005, the number of captive insurance companies domiciled in Delaware has increased tenfold.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of rates received	3,476	3,150	3,400
# of forms received	34,159	30,000	34,000
# of advertisements received	430	325	400
# of rules received	2,519	2,500	2,550
# of companies regulated:			
domestic	146	149	153
foreign	1,236	1,241	1,252
# of companies examined	53	55	58
# of companies liquidated:			
domestic	5	5	4
ancillary	0	0	0
# of companies under supervision/rehabilitation	3	3	3
# of market conducts	45	47	50
# of captive insurance companies	40	50	55

**STATE TREASURER
12-05-00**

MISSION

To maximize taxpayer value by promoting responsible cash management and investment practices statewide.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	51,955.8	37,405.9	59,250.2
ASF	48,914.2	51,570.5	38,531.5
TOTAL	100,870.0	88,976.4	97,781.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	14.5	13.5	12.5
ASF	9.5	9.5	10.5
NSF	1.0	--	--
TOTAL	25.0	23.0	23.0

**ADMINISTRATION
12-05-01**

MISSION

To ensure the accuracy of financial records under the agency's control; manage the State's daily and invested cash balances in accordance with approved guidelines; pay all employees and vendors as authorized by law; serve as federal Social Security agent for the State; administer and assist state employees with the financial aspects of the Deferred Compensation and 403(b) programs; respond in a timely, accurate and courteous manner to any inquiry directed to the office; and faithfully discharge any and all further obligations given under statute.

KEY OBJECTIVES

- Accurate daily reconciliation of the State's bank accounts and the accounting of the State's cash position and investments.
- Increase participation of eligible employees in the Deferred Compensation and 403(b) programs through effective marketing and investment education.
- Increase volume of vendor payments made electronically and expand consolidated payments.
- Maintain statewide financial literacy efforts.

OTHER ELECTIVE 12-00-00

- Continue to champion electronic commerce.

BACKGROUND AND ACCOMPLISHMENTS

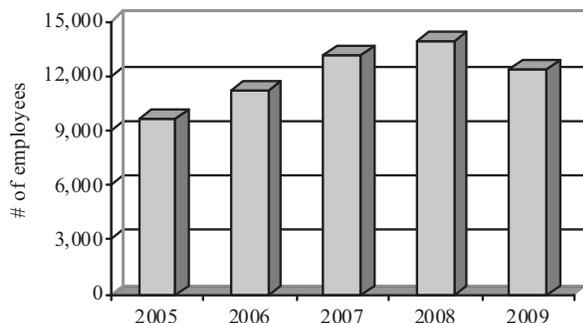
During Fiscal Year 2010, the Office of the State Treasurer continued to develop and meet ambitious objectives related to improving internal operations and services to agencies, vendors, state employees and taxpayers. This agency continues its successful promotion of financial literacy. Nurturing a savings/investment ethic among state employees and Delaware residents, the Office of State Treasurer partners several financial education initiatives.

Deferred Compensation Program

Since the October 1999 conversion, participation in the State of Delaware Deferred Compensation program has grown from 3,400 to 14,140 in October 2009. Although currently suspended by the Joint Finance Committee, since the passage of Senate Bill 425, more than \$17.4 million has accumulated in state employee match accounts. State employees contribute more than \$1.2 million per pay cycle and have over \$310 million saved toward their retirement.

Reconciliation

**Deferred Compensation Program
Participation**



The statewide bank reconciliation audit has been completed again with no findings. This is a reflection of the dedication and hard work of the staff in the Reconciliation unit. The unit continues to manage the reconciliation of the growing credit card revenue to the State.

The Treasurer's Office maintains a constant improvement policy for fraud prevention, including the use of positive pay amount and check number on vendor and payroll checks. The office also works with other state agencies on internal processes and increasing professional education to keep up with ways to fight fraud.

Payables

The Treasurer's Office continues to work on improvements to vendor payments. Most importantly, the office continues to expand the use of consolidated checks and consolidated automated clearinghouse (ACH) payments. This technology combines multiple agency payments into one transaction while maintaining all the necessary payment detail for the vendor. The office continues to provide input to the design and functionality of the new financial system, including the use of ACH payments as a safe and secure substitute for live check issuance.

In conjunction with the Government Performance Review initiatives, the office sought to transition away from paper checks and convert numerous vendors and Grants-In-Aid recipients to ACH payments. The transition has been extremely successful, and in the first quarter of Fiscal Year 2010, 76 percent of Grants-In-Aid recipients have been converted to ACH payments, avoiding the issuance of nearly 200 paper checks.

Cash Management

The Cash Management unit maintains all of the State's major banking services contracts and is responsible for the daily investment of the State's cash pool of over \$1.5 billion. The unit is also responsible for assisting state agencies with banking and vendor payment needs, interest calculations for all school and special funds, investment compliance and the estimate of dividend and interest income for Delaware Economic and Financial Advisory Council (DEFAC).

Education and Financial Literacy

The State Treasurer's Office continues to see considerable interest in financial education and literacy initiatives. The Purses to Portfolios, free women's money conference, continued its success throughout the state. The Treasurer's Summit for high school kids also provided lasting impact for hundreds of Delaware youth.

In partnership with financial professionals throughout Delaware, the Delaware Money School features hundreds of classes statewide throughout the year. The office also continues to partner with the Delaware State Chamber of Commerce and University of Delaware, Center for Economic Education in the Bank-In-School program operating in elementary and secondary schools throughout the State.

The Go Direct program led by the State Treasurer in partnership with the federal government encourages Delaware seniors to enroll in direct deposit to help reduce check fraud and provide quick, safe and secure access to their money.

OTHER ELECTIVE 12-00-00

ACTIVITIES

- Daily settlement of the cash position to ensure funds are recorded in appropriate accounts while maximizing dollars available for investment.
- Administration and promotion of the State Deferred Compensation program.
- Reform, legal compliance and administration of the new 403(b) tax deferred saving program.
- Daily recording and deposit of receipts including tracking ACH activity.
- Reconcile major state bank accounts and lockboxes.
- Disburse funds to meet financial obligations, including ACHs, wire transfers and daily processing of vendor checks.
- Provide service to agencies and schools by issuing stop payment/reissues and other check requests.
- Manage over 200 agreements statewide with the federal Social Security Administration.
- Process payroll, pension and personal income tax refunds.
- Facilitate cash management projects statewide that improve efficiency by reducing float, eliminating paper and streamlining processes.
- Reconcile state payroll and payment of federal taxes.
- Disburse municipal street aid, support to fire organizations and police pensions.
- Approve, monitor and reconcile the State's acceptance of credit cards by any state agency.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of Deferred Compensation accounts	14,332	14,000	14,400
# of days to reconcile major accounts	5	5	5
\$ ACH vendor payments (billions)	2.8	2.8	3.0

DEBT MANAGEMENT 12-05-03

MISSION

To manage the State's debt, including legal and accounting records; process and account for all local school debt and interest; process and account for all special fund balances and interest; and provide overall guidance and accounting to maximize taxpayer value in the area of debt issuance.

KEY OBJECTIVES

- Provide guidance to state officials regarding debt issuance and capital financing, which maximizes taxpayer value and protects the interests of the prudent investor.
- Develop an overall accounting and data retrieval system in the Treasurer's Office that will link bond authorizations, bond sales, amortizations, debt budgeting and debt payments into an integrated system with less reliance on manual calculations and operations and coordinate with the State's new financial system.
- Work with the Division of Accounting to improve electronic reporting of special and school funds interest within the Delaware Financial Management System (DFMS) and new financial system.
- Coordinate the payment of principal and interest on behalf of all state agencies, school districts, banks and other financial institutions.

BACKGROUND AND ACCOMPLISHMENTS

During Fiscal Year 2009, all debt service payments to the Depository Trust Company were met on the bond due dates, which entailed:

- Disbursement of \$203.7 million for 20 General Obligation issues on \$1,469.3 million outstanding on June 30, 2009; and
- Collection of \$56.7 million from schools for the repayment of their local share of school construction on \$514.9 million outstanding local share bonds on June 30, 2009.

ACTIVITIES

- Maintain records required for bond projects as authorized by the annual Capital Improvement Act from authorization through bond sale and 10- or 20-year amortizations of the projects.
- Provide the Office of Management and Budget with the principal and interest payments due by department, division and organization.
- Provide Bond Counsel with data relating to bond projects including project identification, description, volume and chapter required to obtain legal opinion for the bond issue.
- Establish, monitor, calculate and pay interest on approximately 437 special funds on deposit with the state treasurer. Interest in Fiscal Year 2009 totaled more than \$10.2 million.

**OTHER ELECTIVE
12-00-00**

- Provide assistance to local school districts in acquiring an Attorney General’s opinion in securing a Bond Anticipation Note or permanent bond financing of the local share.
- Maintain the school interest table in the Delaware Financial Management System (DFMS) to calculate interest to schools for their operation, debt service and construction funds on deposit with the State Treasurer. Interest paid to school districts on their funds on deposit with the state treasurer totaled \$8.4 million for Fiscal Year 2009.
- Assist the public with any inquiries concerning state bonds.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of accounting automation for debt issuances	100	100	100

***REFUNDS AND GRANTS
12-05-04***

MISSION

To process refunds for improperly collected fees or receipts and maintain an accurate accounting of fiscal year refunds issued. To accurately and timely process grants-in-aid in accordance with legislation.

KEY OBJECTIVES

- Streamline the processing of revenue refunds.

BACKGROUND AND ACCOMPLISHMENTS

As per 29 Del. C. § 2713, the State Treasurer executes a payment voucher as a direct claim in the event any agency improperly collects fees or receipts that become revenue to the General Fund.

In accordance with the annual Grants-In-Aid legislation, this agency makes quarterly disbursements to nonprofit organizations.

LEGAL
15-00-00

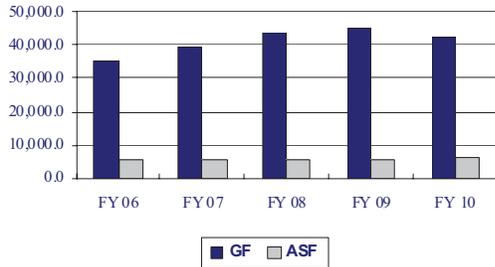
Legal

Office of Attorney General

Public Defender

Board of Parole

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	43,770.7	42,657.4	41,362.8
ASF	4,778.7	6,134.9	9,352.5
TOTAL	48,549.4	48,792.3	50,715.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	452.0	446.5	433.1
ASF	60.9	67.4	73.8
NSF	53.2	52.2	53.2
TOTAL	566.1	566.1	560.1

Board of Parole

- ◆ Recommend (\$29.5) in Contractual Services to reflect a reduction in operating expenditures.

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

Attorney General

- ◆ Recommend \$3,113.0 ASF and 8.0 ASF FTEs in Office of the Attorney General to transfer the Victim's Compensation Assistance Program from Judicial.
- ◆ Recommend (\$1,416.6) in Contractual Services to reflect the elimination of pass through programs in the Operating Bill.

Public Defender

- ◆ Recommend (4.0) FTEs and 4.0 NSF FTEs to switch fund positions to federal funds.
- ◆ Recommend (\$10.6) in Contractual Services to reflect reduction in operating expenditures.

LEGAL 15-00-00

OFFICE OF ATTORNEY GENERAL 15-01-01

MISSION

To fairly and effectively prosecute violations of the criminal law; provide timely and accurate legal services to state agencies, officials and instrumentalities; educate and protect the public against fraud and deceptive trade practices; and respond to situations that compromise the welfare of families and Delaware's most vulnerable residents.

KEY OBJECTIVES

- Ensure all criminal matters are fairly and efficiently resolved in a manner that safeguards the constitutional rights of the defendants and human rights of the victims.
- Provide timely and accurate information to victims and witnesses regarding the criminal cases that involve them.
- Defend convictions and sentences against post-conviction challenges, whether by way of appeal or collateral challenge.
- Initiate comprehensive enforcement of the Delaware Nuisance Abatement Act to revitalize properties throughout the state, which are havens for drug and vice activities.
- Enforce laws pertaining to youth access to tobacco products and monitor the Master Settlement Agreement to maximize revenues.
- Provide public accessibility to government documents and meetings under the Delaware Freedom of Information Act (FOIA).
- Protect the interest of abused, neglected and dependent children and enhance legal services provided to the Division of Family Services through prosecution of criminal cases and effective enforcement of civil proceedings to determine permanency.
- Execute the Attorney General's priorities through comprehensive planning, programming and budgeting and ensure the appropriate distribution of resources.
- Prosecute health care providers that have defrauded or attempted to defraud the Delaware Medicaid program and recover damages for the program.

- Investigate possible violations of consumer protection laws and aggressively enforce consumer protection laws through cease and desist consent agreements or filing of civil law enforcement actions.
- Ensure registered financial professionals comply with the Delaware Securities Act.
- Work with police-based advocates to provide effective outreach and education to victims who might benefit from Victims' Compensation Assistance program (VCAP).
- Process all claims submitted to VCAP for a hearing within 30 days of receipt and provide assistance to as many innocent victims of violent crime as annual revenue intake allows.

BACKGROUND AND ACCOMPLISHMENTS

The Office of Attorney General is organized into five divisions: Criminal, Civil, Family, Fraud and Consumer Protection and Administrative. All divisions are directed by the Attorney General who serves as the chief law enforcement officer of the State. The Attorney General supervises and directs the overall administration of the department and is assisted by a Chief Deputy Attorney General and Chief of Staff.

Criminal Division

The Criminal Division works to protect all residents of Delaware by prosecuting violations of criminal and motor vehicle laws, provide counseling, support referral, notification and information services to victims and witnesses of crime and provide legal assistance and training to other law enforcement agencies.

The Child Predator unit works closely with the Delaware State Police and other local, state and federal agencies through the Delaware Child Predator Task Force with the goals of prevention, apprehension, investigation, prosecution and securing public safety.

In an effort to reduce violent crime, deputies take in the gun cases, and the department continues to participate in Operation FedUp prosecutions. To date, four cross-designated deputies have prosecuted gun cases in federal court. The vast majority of gun cases continue to be prosecuted in state court. In an effort to improve the prosecution of violent crimes in New Castle County, the division hired four criminal investigators to assist deputies with investigations and pre-trial preparation. Two of the four investigators and one administrative specialist are funded through the Criminal Justice Council (CJC) Community Prosecution grant. These resources have improved the quality of prosecutions, which resulted in better plea and trial results.

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Civil Division

The Civil Division provides cost-effective legal services to state agencies and departments to enable them to serve the public interest.

The division is responsible for providing legal services to the Governor and General Assembly, as well as to officers, departments, boards, agencies, commissions and instrumentalities of state government. The division also provides formal and informal opinions of the attorney general, represents the State's interest in civil litigation, conducts administrative prosecutions, acts as counsel to administrative bodies, provides representation to the public in certain labor matters and provides legislative drafting and review services for members of the General Assembly and state agencies.

The Delaware Drug Nuisance and Social Vices Abatement Act authorizes the Department of Justice (DOJ) to restrict or seize real properties that experience recurring criminal activity. In conjunction with the community prosecution initiative, the nuisance abatement project potentially serves as a critical deterrent to criminal activity.

There are over 250 target locations identified for investigation. Many legislators and police agencies have approached the division for assistance. Recently, the division has been successful in litigating these cases in the courts.

Family Division

The Family Division aggressively protects Delaware's families by enforcing child support obligations and neglect cases; prosecuting delinquency, truancy, domestic violence and child abuse crimes; ensuring compliance with federal and state safe family laws; reviewing and implementing federal and state child support laws; and prosecuting those who have committed crimes against seniors.

The division consists of four units: Juvenile Delinquency and Truancy, Domestic Violence and Child Abuse, Child Protection and Child Support. Since its inception, the division has responded to significant external factors that affect workload, such as the change in the protection from abuse statute that extends protection past the traditional nuclear family. Historically during difficult economic times, child abuse, neglect and domestic violence rise as a result of stress on the family.

Fraud and Consumer Protection Division

The Fraud and Consumer Division protects residents from fraud in its various forms. It protects consumers from fraudulent, unfair and deceptive trade practices. It

enforces laws against Medicaid fraud by healthcare providers and nursing homes, including enforcement of the laws prohibiting abuse, neglect, mistreatment and the financial exploitation of senior citizens. It prosecutes violations of the Delaware Securities Act. It also prosecutes cases involving public corruption. Overall, it strives to provide Delawareans with the advantages associated with competitive free-market environment with sufficient regulation and oversight to prevent abuse, particularly of the most vulnerable.

The division provides invaluable services to the public through law enforcement, comprehensive investigatory practices, aggressive prosecution and a strong emphasis on community education to ensure residents are aware of their rights and understand protections under the relevant laws.

Administrative Division

The Administrative Division provides customer-oriented operational support to DOJ employees. The division manages fiscal discipline, human resources, information systems, purchasing and supply, facilities, extraditions, public information, legislative and external affairs and oversees the immigration and naturalization-related services provided to Delaware residents.

In Fiscal Year 2009, the division conducted Internet Safety Presentations, teaching children about the dangers they face online, at 11 middle schools reaching 5,800 students. During the summer months, the division conducted a total of five presentations at the Boys and Girls Club and Delaware State Police Camp in Sussex County.

Victims' Compensation Assistance Program

VCAP provides compensation to victims of violent crimes and assistance to their families for crime-related expenses.

The Victim Compensation Fund was established by the General Assembly in 1974 to provide a means of meeting the additional hardships imposed upon the innocent victims of certain crimes by indemnifying those persons for enumerated losses sustained as a result of those crimes.

The program aims to alleviate some of the financial burden of crime victimization by providing compensation for certain pecuniary losses. Compensation is available for payment of medical and dental expenses, psychiatric care, mental health counseling, prescription medication and eyeglasses, prosthesis, certain out-of-pocket costs, loss of earnings, funeral/burial costs, loss of support, temporary housing and moving or relocation costs. Secondary victims,

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including the parent(s), spouse, son(s), daughter(s), brother(s) or sister(s) of the primary victim, are eligible for payment of mental health counseling treatment for crime-related issues.

Recipients of VCAP awards must meet certain eligibility factors. Requirements include:

- The crime must be reported to law enforcement authorities within 72 hours of occurrence;
- The claim for victim compensation must be filed within one year of the crime's occurrence;
- Injuries sustained from the crime cannot be based on criminally injurious conduct;
- The victim must cooperate with law enforcement authorities in the apprehension and prosecution of the assailant(s) if their identity is known; and
- The claimant must cooperate with VCAP in its investigation to validate a claim for compensation.

The agency is funded by appropriated special funds derived from an 18 percent surcharge levied on all criminal offenses, including moving motor vehicle violations. The surcharge is collected by the courts and turned over to the State Treasurer for deposit into the Victim Compensation Fund. The fund is also replenished through restitution, probation interest, subrogation reimbursements, other miscellaneous revenue and a federal grant. The federal grant can equal up to 60 percent of the amount paid out to crime victims from state funds during the previous federal fiscal year.

Established in May 1995, the Forensic Sexual Assault program pays for forensic medical examinations that could be used in prosecuting an offender. Defendants convicted of these sexual offenses are required to pay a special assessment to VCAP. Since July 1998, the Child Counseling and Assessment program (CCAP) has provided benefits for psychological assessments and short-term counseling for children who have been victimized in the State of Delaware and have not reached their 18th birthday as of the date of the crime.

VCAP will continue to work with police-based advocates and interested agencies and organizations to provide more public education and outreach about the services of VCAP.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	28,883.8	27,549.8	26,238.8
ASF	4,778.7	6,134.9	9,352.5
TOTAL	33,662.5	33,684.7	35,591.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	300.0	295.5	291.1
ASF	60.9	67.4	73.8
NSF	48.2	48.2	48.2
TOTAL	409.1	411.1	413.1

ACTIVITIES

- Prosecute violations of Delaware criminal law.
- Provide legal services to state agencies, officials and instrumentalities.
- Protect the public against consumer and government fraud.
- Disseminate information and provide services to victims of crime.
- Counsel and advise victims of domestic violence and sexual assault.
- Respond to community leaders, legislators and police agencies with community prosecution and crime deterrent initiatives and enforce the Nuisance Abatement Act for drug and social vices.
- Undertake drug asset forfeitures.
- Extradite prisoners and process gun permits.
- Investigate allegations of police and other official misconduct.
- Develop legislative initiatives pertaining to criminal and civil justice matters.
- Administer budgeting, payroll, clerical, technological and personnel components of the department.
- Intake, screen and refer consumer complaints.
- Counsel clients regarding immigration and naturalization matters.
- Draft legal opinions and reports, including advice concerning compliance with FOIA.
- Expedite processing of claims and payment of approved claims.
- Increase public outreach initiatives, so all crime victims have a general knowledge of the functions and benefits provided by the VCAP.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of average Superior Court filings per prosecutor	193	212	199
# of average Court of Common Pleas filings per prosecutor	4,200	4,200	4,076
# of average Family Division filings per prosecutor	725	775	790
# of average Civil Division cases per attorney	30	30	30
% of Delaware Supreme Court appeals with State's brief filed within 60 days	97	100	100

PUBLIC DEFENDER
15-02-01

MISSION

29 Del. C. c. 46 creates the Office of the Public Defender to preserve the constitutional rights of indigent defendants through the assistance of counsel in criminal cases at every stage of the adjudication process. In addition, case law has established that the Public Defender, as an officer of the court, has the professional duty to assist the court in every reasonable way in the improvement of justice.

KEY OBJECTIVES

The Public Defender's Office's (PDO) primary goal is to provide effective assistance of counsel to its clients while responsibly using the agency's resources. In an effort to achieve its primary goal, PDO identified the following key objectives:

- Reduce attorney caseloads to align them better with national standards established by the American Bar Association (ABA);
- Require psycho-forensic evaluators (PFE) to produce a minimum of 60 court plans each year;
- Conduct intake interviews with incarcerated individuals within 24 hours of incarceration and make attorney assignments within one day thereafter;
- Make full use of Judicial Information Center (JIC) and Delaware Justice Information System (DELJIS) to open client files; and
- Require attorneys to contact incarcerated clients in person or by videophone to prepare their defense.

BACKGROUND AND ACCOMPLISHMENTS

The agency enjoys an outstanding national reputation as reflected by the Public Defender's receipt of the ABA 2006 Dorsey Award, the National Legal Aid and Defender Association's 2006 Reginald Heber Smith Award and the International Association of Forensic Nurses 2005 Vision Award.

The Dorsey Award, which honors an outstanding public defender or legal aid lawyer, recognizes the extraordinary achievements of public defenders or legal aid lawyers and informs the general public about the outstanding work performed and the positive impact made by our nation's public lawyers.

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The Reginald Heber Smith Award celebrates the outstanding achievements and dedicated services of an attorney for contributions made while employed by an organization providing civil legal or indigent defense services. It is one of the highest national awards a public defender can receive.

The Office of the Public Defender is directed by the Public Defender. It is currently organized into three sections: Legal, Administrative and Technology Services.

Legal Services

The Legal Services section provides legal representation to indigents accused of crime through all stages of criminal proceedings, including representation at the pre-trial, trial and post-conviction stages of the adjudication process. Legal services are provided statewide in the Supreme Court, Superior Court, Court of Common Pleas and Family Court. The office also provides services to clients in Newark Alderman's Court, Justice of the Peace Court 20 and Board of Parole. Public Defender attorneys provided legal representation in approximately 49,000 matters in Fiscal Year 2009.

Investigators assist staff attorneys by conducting initial interviews with defendants to determine indigency based on financial resources and report clients' accounts of events leading to arrest. They also gather facts about the alleged offense(s) and incorporate these facts into written reports for reference by staff attorneys. The investigators interview witnesses; serve subpoenas; collect, preserve and evaluate evidence; and conduct surveillance.

PFEs aid staff attorneys in their representation of clients and conduct psychological assessments of defendants upon referrals by assistant public defenders. The PFEs provide written reports, including information obtained from client interviews and tests. These reports help attorneys assess a client's legal competence and make recommendations for bail, pre-trial intervention and sentencing alternatives. PFEs assist attorneys in the hiring, communication and presentation of expert witnesses.

Mitigation specialists perform all PFE functions in death penalty cases. They also assist attorneys in the development and presentation of mitigation evidence in death penalty cases.

Paralegals assist with case management, document preparation, client and court communication, legal research and attorney scheduling. Other support staff open and assign client files to attorneys and make necessary entries in the JIC, DELJIS and Public Defender database systems.

The Public Defender chairs the videophone sub-committee of the CJC. The videophone sub-committee has authority over a statewide system of videophones located at 104 sites. The Public Defender and his employees provide oversight and maintenance at all of the 104 sites. The Public Defender assigns attorneys to videophone locations at Delores J. Baylor Correctional Institution, James T. Vaughn Correctional Center, Howard R. Young Correctional Institution, Sussex Correctional Institution and New Castle County Detention Center.

Administrative Services

The Administrative Services section contains executive and administrative support staff. The executive staff establishes and enforces policies and goals and is responsible for daily administration, assigning cases, supervising personnel and drafting programs. The administrative support staff maintains office inventory; maintains and processes financial and personnel transactions; and prepares federal and state reports.

Technology Services

The Technology Services section develops, implements and maintains all aspects of computer technology, which includes the statewide CJC videophone system.

The Office of the Public Defender will continue its ongoing efforts to develop an integrated statewide case tracking system. The office will continue to work closely and share relevant computer information with other components of the criminal justice system. The development of an integrated statewide case tracking system will enable all criminal justice components to track cases through the system from issuance and execution of the warrant to release from supervision by the Department of Correction (DOC).

	FUNDING		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	14,366.6	14,578.8	14,622.8
ASF	--	--	--
TOTAL	14,366.6	14,578.8	14,622.8

	POSITIONS		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	145.0	145.0	136.0
ASF	--	--	--
NSF	5.0	4.0	5.0
TOTAL	150.0	149.0	141.0

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ACTIVITIES

The Office of the Public Defender is responsible for representing each indigent person accused of a crime in Delaware from the inception of a case through its conclusion. To meet this responsibility, attorneys and support staff perform the following activities:

- Conduct eligibility screening and preliminary factual investigation interviews for incarcerated and non-incarcerated individuals and make appropriate referrals to PFEs;
- Use JIC, DELJIS and in-house databases to open and close client files and make necessary entries in the systems;
- Conduct defense investigations of witnesses and/or crime scenes as requested by the assigned attorney;
- Develop client-specific plans for conditional pre-trial release and alternatives to incarceration and sentencing;
- Assist in case preparation by providing relevant background information on clients;
- Develop capital case mitigation evidence for every death penalty case;
- Provide referrals for forensic, psychological, medical or psychiatric examinations and for interpreters or other experts as needed;
- Provide in-house expert consulting services for cases involving forensic issues, autopsy reports, sexual assault reports, medical records and other scientific studies;
- Prepare felony and misdemeanor cases for trial, sentencing, post-conviction motions and appeals;
- Handle appeals for indigent clients represented by the Public Defender and for those formerly represented by a private attorney at trial who have become indigent as a result of incarceration;
- Manage and maintain the day-to-day information resources of the agency, which includes over 150 computers through network administration, hardware and software support, mainframe systems, video conferencing, programming and computer training;
- Manage and maintain the statewide videophone system;
- Provide fiscal management of resources including budgeting, recordkeeping, financial reporting, financial transactions, auditing and payroll; and
- Provide supervision of staff, assign cases, coordinate caseloads with court schedules and maintain personnel records.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of appeals closed statewide	91	91	91
Average caseload per attorney, per year:			
- Superior Court	383	397	397
- Court of Common Pleas	1,402	1,296	1,296
- Family Court	454	492	492
- JP Court 20	1,297	1,297	1,297
# of plans produced per PFE	72	72	72
# of days from imprisonment to intake interview for incarcerated clients	3.6	1.0	1.0
# of days from interview to date client file is opened	0.8	1.0	1.0

Attorney caseloads consist of cases closed during the fiscal year, violations of probation (VOP), amenability hearings, preliminary hearings and capias hearings. Closed cases include trials, pleas, nolle prosequis, dismissals, diversions, probation before judgment, inactive capiases and mediated cases.

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BOARD OF PAROLE 15-03-01

MISSION

To protect the public by conducting informed hearings to make fair and equitable decisions for the controlled release of offenders and make credible recommendations to the courts and the Board of Pardons.

KEY OBJECTIVES

- Select individuals for transition from prison who will succeed as law-abiding citizens;
- Notify 100 percent of crime victims and the public, as required by statute, of hearings at least 30 days prior to the hearing and of decisions within 10 days of decision;
- Hold a number of hearings each fiscal year that satisfy statutory requirements, using information systems technology to improve the process;
- Ensure all board members and staff are granted at least one training opportunity each fiscal year to improve skills needed to meet the mission; and
- Respond to 100 percent of public information requests within five working days of receipt and maintain a website that provides information that will outline the commitment to public safety.

BACKGROUND AND ACCOMPLISHMENTS

The Board of Parole is an independent agency within the executive branch of state government with the chairperson serving as the agency director. Field supervision is conducted by DOC, Bureau of Community Corrections.

Under current law, the Board of Parole consists of five members - one from each county, one from the City of Wilmington and a chairperson. The Board of Parole conducts hearings, makes release and revocation decisions and provides sentence commutation and modification recommendations to the Board of Pardons and the courts. The Board of Parole also issues warrants and orders, prepares reports for the courts and the Board of Pardons and decides supervision level changes and early discharges from supervision.

With the exception of those offenders serving less than one year and sentences specifically excluded from parole consideration by statute, persons committed to DOC's custody for crimes committed prior to June 30, 1990 are

eligible for release on parole. As of June 30, 2009, DOC reported there were 270 parole-eligible inmates remaining in prison. An additional 231 offenders were under parole supervision in the community. An unknown number of offenders released from prison upon reaching their good-time release date are subject to return before the board for violation of the conditions of their release. For Fiscal Year 2009, only two parolees (less than 0.03 percent of parolees in the community) were returned to prison following a hearing by the board for violation of parole.

Under the Truth-in-Sentencing Act, parole was abolished for all offenses committed on or after June 30, 1990. Upon receipt of an application for sentence modification from DOC, which shows good cause and certifies the offender does not pose a substantial risk to the public, the board shall hold a hearing to provide the sentencing judge with a recommendation for a sentence modification. During Fiscal Year 2009, the board heard 72 cases for parole consideration and 15 cases for sentence modification.

Under Delaware law, the board also serves as a review for the Board of Pardons when it seeks advice as to the state of rehabilitation of an individual who has applied for a commutation. Thirty-one commutation cases were heard by the Board of Parole during Fiscal Year 2009.

Public Safety

During Fiscal Year 2009, 72 risk assessments were completed on 100 percent of cases considered for parole release; 25 warrants were issued for bringing offenders back into custody; and 100 percent of the warrants were issued within five days of request.

Pursuant to 11 Del. C. § 4348, the board has jurisdiction over persons upon their conditional release and shall maintain said jurisdiction until the maximum term. As a result, the board conducted status hearings for 107 offenders who were scheduled to be released on their good time within 18 months and had been identified by the board as high-risk offenders. The purpose of the status hearing is to evaluate the individual being released and make recommendations to ensure his/her last months of incarceration can be used to better prepare them for transition back into society. Recommendations for the appropriate release of 98 percent of those offenders have been forwarded to DOC for consideration.

Pursuant to 11 Del. C. § 4121, community notification of sex offenders on probation, parole, conditional release or release from confinement, and 11 Del. C. § 4122, transition provisions, the board held 12 hearings to review the requests of individuals challenging the

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statutory sex offender tier designation under the above referenced titles in Fiscal Year 2009.

Victims/Public Input

Pursuant to 11 Del. C. § 9416, Victims' Bill of Rights, the board must inform the victim in writing of his/her right to address the board in writing or in person and the decision. Pursuant to 11 Del. C. § 4347, the board shall notify victims and issue public notices of hearings at least 30 days prior to scheduled parole hearings for inmates convicted of a felony offense. The board must provide public notice of decisions within 10 days of a decision resulting in parole for the same offender. The board also arranges for victim input hearings. In Fiscal Year 2009, 34 victims appeared before the board. In addition, four victims provided written statements, and 16 victims provided statements through telephone interviews. A total of 134 pre-hearing and 109 post-hearing notifications were sent to victims during this period.

Efficiency

Computer system enhancements have improved the board's response time for completing various operational tasks. Planned improvements include increased automation, continued standardization of the processes and system upgrades and a paperless hearing process.

Training and Development

All board members and staff participated in professional training programs during Fiscal Year 2009.

Public Information

During Fiscal Year 2009, the board, with the assistance of the Department of Technology and Information, maintained a standardized website. The website provides public access to information on the role and function of the board.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	520.3	528.8	501.2
ASF	--	--	--
TOTAL	520.3	528.8	501.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
TOTAL	7.0	6.0	6.0

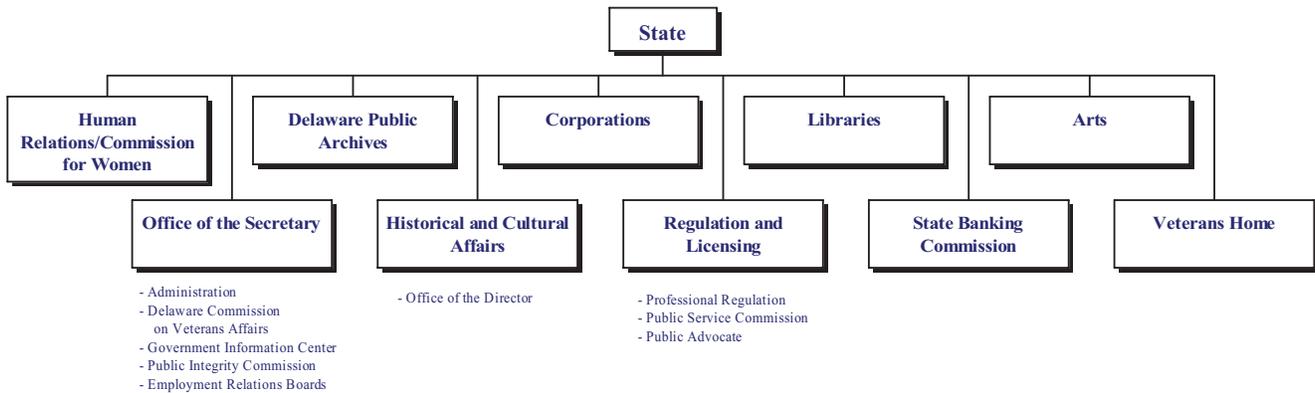
ACTIVITIES

- Conduct risk assessments employing risk-related guidelines when considering offenders for release from prison into the community.
- Request specialized evaluations, including psychosexual and Abel assessments, extensive mental health evaluations and psycho-forensic reports on offenders identified as high risk.
- Issue warrants for the arrest and detention of any paroled or mandatory-released offender who presents a risk to the public.
- Track information with respect to an offender's return to the community and successful discharge.
- Provide public notice announcements to newspapers and victims written notification of an offender's hearing date and the decision resulting from that hearing.
- Review information-tracking systems.
- Identify appropriate training and development opportunities for staff and board members.
- Respond to all requests for information on Board of Parole functions and activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of warrants issued within 5 days of request	100	100	100
# of victim notifications/decisions sent	441	500	500
# of community outreach activities	50	80	80
% of eligible applicants heard within three months	98	100	100
# of actions processed	1,273	1,500	1,500
# of psychosexual/mental health evaluations conducted on offenders identified as high risk	10	40	40

STATE
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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.

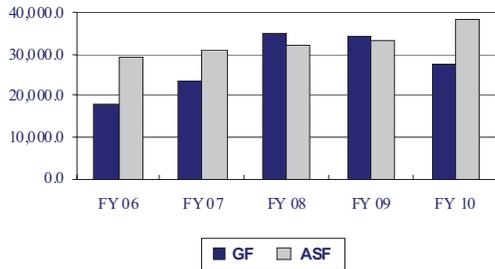
KEY OBJECTIVES

- 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
20-01-00**

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.

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.

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

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	FY 2010	FY 2011
	ACTUAL	BUDGET	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,

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

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

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

**STATE
20-00-00**

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

STATE
20-00-00

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
20-00-00**

**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

**STATE
20-00-00**

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***

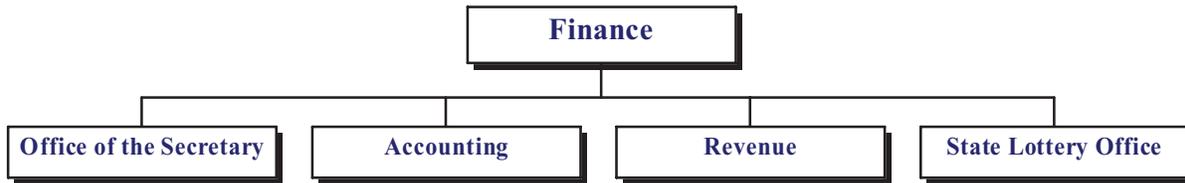
ACTIVITIES

- 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

FINANCE
25-00-00



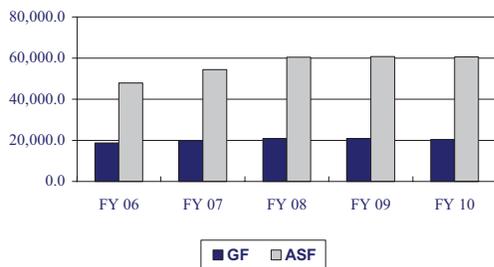
MISSION

To provide leadership in securing, allocating, managing and accounting for financial resources critical to the delivery of governmental services and promotion of Delaware's economic health.

KEY OBJECTIVES

- Promote the financial health of the State by providing technical analysis, policy information and advice on state finances to the Governor, legislature, state agencies, other government entities, pertinent constituency groups and the public.
- Reduce administrative costs by reengineering and streamlining state government to use resources more efficiently and effectively.
- Provide leadership and planning on global financial management issues, including revenues, debt expenditures and credit ratings.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	26,596.0	20,456.9	15,234.9
ASF	52,639.6	60,487.7	64,748.8
TOTAL	79,235.6	80,944.6	79,983.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	237.0	219.0	149.0
ASF	66.0	61.0	113.0
NSF	--	--	--
TOTAL	303.0	280.0	262.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$299.9) ASF in Technology Improvement Fund to reflect savings realized from technology staff consolidation.
- ◆ Recommend (\$3,768.7) in Revenue to switch fund positions and operational costs to Delinquent Collection and Escheat.
- ◆ Recommend \$665.2 ASF in Escheat to reflect projected expenditures.

FINANCE

25-00-00

OFFICE OF THE SECRETARY 25-01-00

MISSION

To lead the State in developing and executing sound fiscal policies and practices.

KEY OBJECTIVES

- Make available all economic and financial information relevant to maintaining the State's financial position.
- Ensure financial policies and processes consistent with Delaware's designation as a triple-A state.
- Research and promote opportunities for the State by providing debt policy direction that minimizes the cost of implementing the State's capital plan.
- Provide budgetary revenue projections that are within 2 percent of actual collection, excluding revenue anomalies due to exogenous and/or non-recurring events, for June Delaware Economic and Financial Advisory Council (DEFAC) estimates.
- Facilitate the exchange of necessary information between divisions within the Department of Finance and among other state agencies, local governments, rating agencies and the public.
- Maximize effectiveness and efficiency by improving the State's fiscal operations through the use of appropriate financial and accounting controls.

BACKGROUND AND ACCOMPLISHMENTS

The Secretary of Finance is the State's Chief Financial Officer and is the central source for economic and fiscal policy and the management of financial resources. The Office of the Secretary provides economic data, revenue and legislative analyses and public information services.

The office provides management and oversight of General Obligation debt and overall coordination and management of all debt of the state and state authorities. In addition, the office builds the foundation for the State's budget process by providing the analysis and forecasting of revenues in support of DEFAC.

The following items demonstrate the office's success in accomplishing its mission:

- Helped the State reaffirm the State's triple-A bond ratings from the three Wall Street rating agencies, which Delaware has maintained since the spring of

2000 and is now one of only seven states currently holding these ratings;

- Worked with the General Assembly to craft legislation to increase revenues in Fiscal Years 2010 and 2011, while minimizing the impact on lower-income taxpayers;
- Provided technical assistance and advice to the Delaware Economic Development Office leading to the introduction and passage of the State's asset management corporation legislation, which persuaded Blackrock Corporation to hire 300 new people in the State and set the stage for similar businesses to do the same; and
- Led efforts to address funding of the State's Other Post Employment Benefit (OPEB) obligations and worked with state actuaries, auditors and others to support favorable reporting policies consistent with Generally Accepted Accounting Principles (GAAP) requirements. Despite severe budgetary challenges, funding was maintained at prior year levels by securing \$10 million excess abandoned property revenues.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	10,274.7	4,508.3	3,590.9
ASF	1,659.4	1,500.0	5,369.0
TOTAL	11,934.1	6,008.3	8,959.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	20.0	18.0	17.0
ASF	--	--	38.0
NSF	--	--	--
TOTAL	20.0	18.0	55.0

OFFICE OF THE SECRETARY 25-01-01

ACTIVITIES

- Monitor, analyze and interpret proposed state and federal tax, revenue and spending policies and legislation.
- Provide analysis, forecasting and tracking of revenues for consideration by DEFAC.
- Manage and monitor the State's bond sales and advise policymakers regarding the State's overall debt, debt reduction and capital acquisition strategies.

FINANCE

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- Provide departmental management services for information/technology, personnel, financial oversight and legislative support.
- Represent the Administration on numerous boards and commissions, including the Board of Pensions, Cash Management Policy Board, Diamond State Port Corporation, Delaware Civic Center and Riverfront Development Corporation.
- Administer Delaware's Volunteer Fire Service Revolving Loan Fund, including the collection and evaluation of loan applications, loan disbursement, payment reconciliation and completion of an annual financial report to the Governor.

ACCOUNTING

25-05-00

MISSION

To provide statewide expert leadership and central support for accounting and payroll and provide timely and accurate financial information to management and the public.

KEY OBJECTIVES

- Facilitate implementation of First State Financials with incorporation of financial best practices into the design of the new statewide financial system.
- Improve financial management and organizational productivity through establishing and championing the use of key technologies.
- Successfully complete the Comprehensive Annual Financial Report (CAFR) to ensure the State receives a clean audit and the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

BACKGROUND AND ACCOMPLISHMENTS

In fulfillment of its mission, the division's ongoing initiatives have increased the efficiency of the State's financial processes and continued to enhance the availability of information to its customers. The division is committed to reaching these goals through the application of technology as the division continuously works to eliminate obsolete, paper-based processes in favor of more efficient alternatives.

The new financial system, with implementation in Fiscal Year 2011, continues to be the top focus. Major accomplishments during the past year include completion of "user acceptance testing" of all new system features, functions and enhancements developed by the project to meet the specific financial requirements of the State.

An ePay functionality pilot was implemented in Fiscal Year 2010 with a group of state organizations. Other organizations voluntarily stopped printing pay advices for their employees since the implementation. The remaining organizations stopped printing advices after the August 28, 2009 paycheck. ePay eliminates the printing of approximately 40,000 pay advices each pay period, saving the State approximately \$566,000.

At the start of Fiscal Year 2011, the project team will roll-out and stabilize the new financial system, while

FINANCE

25-00-00

continuing end-user training and ensuring the service desk responds to and meets the needs of user organizations.

The division completed the transition of the new SuperCard contract to JP Morgan Chase. During the first year, state agencies spent \$63.7 million on the SuperCard for goods and services to support operations. The division implemented several procedures to safeguard and monitor SuperCard use. Staff assigned to the SuperCard program review daily transactional data to ensure state agencies are in compliance with the policies and procedures regarding proper credit card use as outlined in the State's Budget and Accounting Manual. Additionally, the staff performs quarterly analyses on spend balances and monthly spend limits. Organizational SuperCard coordinators are contacted to adjust these limits, as appropriate, to reduce the State's exposure to fraud. During Fiscal Year 2010, the division will be implementing Government Performance Review initiatives related to the use of the SuperCard to streamline and consolidate payments state organizations make to vendors.

The division continues efforts to enhance the State's ability to safeguard assets and preserve financial integrity. Statewide internal control of financial data is a priority focus on a national and state level. The division's internal control staff visited 17 state organizations during Fiscal Year 2009 and performed internal control reviews, to support the preparation of the State's financial statements, in the areas of GAAP reporting, capital assets, construction work in progress and compensated absences. During Fiscal Year 2010, the staff will continue to expand their reviews and number of site visits.

For the fiscal year ended June 30, 2008, the division issued the State's CAFR in full compliance with Governmental Accounting Standards Board (GASB) Statements 34 and 35, which more closely align governmental financial statements with private industry. The division received the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2008 to GFOA, marking the 14th consecutive year Delaware has been recognized by GFOA.

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	4,783.5	3,182.4	2,990.9
ASF	239.2	473.7	473.7
TOTAL	5,022.7	3,656.1	3,464.6

	POSITIONS		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	43.0	41.0	40.0
ASF	7.0	5.0	5.0
NSF	--	--	--
TOTAL	50.0	46.0	45.0

ACCOUNTING

25-05-01

ACTIVITIES

- Provide leadership for financial management activities throughout state government.
- Establish and implement policies, procedures and regulations pertaining to the statewide accounting and payroll systems.
- Provide and present a comprehensive view of the State's financial condition through regular publishing of interim financial statements and the year-end CAFR.
- Provide analysis, forecasting and tracking of expenditures for consideration by DEFAC.
- Process the State's accounting and payroll transactions, certify the validity of transactions and coordinate accounting, payroll and other financial matters with key agency fiscal personnel.
- Continue partnering with the Department of Technology and Information (DTI) and OMB to implement the new financial system in Fiscal Year 2011.
- Develop and implement a plan to transition existing staff to new roles in support of the new financial system.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
CAFR audit report	Clean	Clean	Clean
GFOA certificate	Awarded	Awarded	N/A
# of internal control reviews completed	17	25	37

FINANCE

25-00-00

REVENUE

25-06-00

MISSION

The primary revenue collector for the State, the Division of Revenue's mission is to collect 100 percent of the taxes and other revenues required by law, no more and no less, and do so in a manner that creates the highest possible level of satisfaction on the part of the public with the division's competence, courtesy, effectiveness and efficiency.

KEY OBJECTIVES

- Improve voluntary compliance through improved communication with taxpayers, the use of electronic technology, better distribution and design of tax forms and overall simplification of the tax code.
- Improve enforced compliance through the use of technology and effective allocation of resources to collection activities.
- Increase the cost effectiveness of divisional activities through the use of process flow analysis, establishment of meaningful benchmarks and judicious application of technical and human resources.
- Enhance the capabilities of staff through the implementation of a structured, long-term training and professional development program.

BACKGROUND AND ACCOMPLISHMENTS

Revenue revolves around three activities: tax processing, tax enforcement and policy formulation. Tax processing involves receiving documents and remittances (either in-house, via lockbox or electronic means), depositing remittances, entering/capturing data from returns, validating taxpayer's determination of tax, refunding overpayments and assuring proper accounting (including internal controls) and reporting of these transactions.

Each year, the division processes over 500,000 personal and 600,000 business tax returns and issues more than 330,000 tax refunds. In addition, information technology staff is responsible for the design and administration of some of the most sophisticated and technically-advanced processing and imaging systems in the State. Delaware has been a national leader in applying technology to tax administration.

Tax enforcement includes examinations, audits and collection of delinquent accounts. The division's enforcement responsibilities encompass 15 different revenue sources, including the State's Personal and Corporate Income Taxes, Gross Receipts Tax and Realty Transfer Tax.

The division provides data, administrative support and consultation to the economic analysis group within the Office of the Secretary. The group develops and analyzes Delaware's tax policy. It also plays a significant role in the coordination of economic development efforts with the State's overall fiscal strategy.

The division focused on improving the quality of service to its customers. One of the ongoing initiatives is the Quality Service Mailbox, which allows callers to leave comments for the division. If a caller requests a response, the division responds within 48 hours.

Electronic filing of income tax returns has continued to expand statewide. The division received over 290,000 electronically filed personal tax returns in Fiscal Year 2009. The division projects it will receive 300,000 personal tax returns electronically in Fiscal Year 2010. These returns do not require manual intervention in the form of sorting, data-entry or return validation.

The division aggressively promoted filing personal tax returns in a digital format via the Internet, electronic software and bar-coded paper filing. Digital returns reduce mail and data-entry processing and improve the refund issuance process and reduce seasonal and operating expenses. Since implementation in Fiscal Year 1996, the number of digitally filed personal tax returns has increased from zero in Fiscal Year 1995 to over 370,000 in Fiscal Year 2009, or over 78 percent of all current year personal tax returns filed in Fiscal Year 2009.

As part of the Business Systems Master Plan, the division implemented an integrated imaging system into personal income tax return processing that permits exception returns to be separated from non-exception returns. This initiative, along with improved training in preparation for tax season and the use of outsourced data-entry, enabled the division to continue to reduce the average number of days to issue a tax refund from 34 days in Fiscal Year 1995 to 18.3 days in Fiscal Year 2009.

The collections of abandoned property have continued to increase over the last several fiscal years. In Fiscal Year 2001, the division established an enforcement group to focus on enhancing enforcement efforts. These efforts resulted in a 100 percent increase in average audit collections from Fiscal Year 2002 to the present. In

FINANCE

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addition, annual compliance filings have increased by an average of 150 percent during this period. Gross collections have grown from \$166 million in Fiscal Year 2002 to over \$476 million in Fiscal Year 2009.

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	11,537.8	12,766.2	8,653.1
ASF	3,705.1	3,867.6	4,259.7
TOTAL	15,242.9	16,633.8	12,912.8

	POSITIONS		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	174.0	160.0	92.0
ASF	30.0	29.0	44.0
NSF	--	--	--
TOTAL	204.0	189.0	136.0

REVENUE **25-06-01**

ACTIVITIES

- Disseminate tax information to the public and respond to taxpayer inquiries.
- Process and account for tax returns and associated remittances.
- Issue refunds of overpaid taxes and collect tax delinquencies.
- Conduct audits, examinations and reviews and prepare assessments when amounts are found to be due the State.
- Manage and supply records of filings for current and prior years.
- Provide support to core division activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days to process Personal Income Tax refunds	18.3	18.3	18.3
# of digital personal returns	292,800	320,000	340,000
Automated call distribution telephone waiting time (seconds)	27	30	25
\$ of abandoned property total collections (millions)	476.4	374.0	389.0

STATE LOTTERY OFFICE **25-07-00**

MISSION

To maximize revenue contributions to the State's General Fund, thereby helping to fund the delivery of governmental services to the people of Delaware:

- Through the marketing, sale and distribution of innovative, entertaining and secure lottery products that ensure the public's confidence in the integrity of the games, retailers, agents and lottery operations; and
- By providing leadership and a corporate culture that encourages productive change leading to improvement in every aspect of the business.

KEY OBJECTIVES

- Achieve General Fund contribution of \$224.1 million in Fiscal Year 2011.
- Continue to improve customer satisfaction as measured by annual satisfaction surveys.

BACKGROUND AND ACCOMPLISHMENTS

Fiscal Year 2009 was another very profitable year for the Delaware Lottery, producing General Fund contributions of \$248.0 million.

All three racetrack venues added to the variety of video lottery games available at their locations, including the first electronic roulette machines installed in any video lottery jurisdiction in the country. One lucky patron won the single largest video jackpot to date in Delaware, \$1.3 million on an intrastate progressive game. With more than 8,200 games in play, video lottery net proceeds for the fiscal year were in excess of \$579 million. In fact, Fiscal Year 2009 was the thirteenth consecutive year Delaware generated more net video proceeds per capita than any other state in the country. State revenues were enhanced by end of year legislation increasing the state share, helping to produce General Fund contributions of \$210.6 million. In September, all three Video Lottery Agents successfully opened Race and Sports Books featuring the Delaware Sports Lottery's parlay wagering on professional football games. Early results are encouraging as the tracks report this new customer demographic is increasing their floor traffic.

FINANCE

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On the traditional lottery side, Fiscal Year 2009 saw the Delaware Lottery's instant ticket product line continue its long standing run of year-over-year sales increases. A variety of licensed property and theme games ranging in price points and prize levels generated over \$36.5 million in sales, the eighth consecutive year of record sales. Fiscal Year 2009 also produced the Lottery's seventh Powerball winner. Two long-time friends, who maintained their anonymity as allowed by Delaware law, purchased one of two winning tickets sold for the February 28, 2009 drawing and shared a jackpot with an annuity value of \$174.4 million.

The Delaware Lottery redefined its approach to strategic marketing partnerships with in-state organizations and their sponsorship programs, focusing on a greater number of smaller, local community events to take its messages and games to the public. In addition to continuing relationships with the Delaware State Fair, University of Delaware, Delaware State University, Blue Rocks and Punkin' Chunkin', the Lottery added sponsorships with the Wilmington Riverfront Blues Festival, June Jam and Nanticoke River Festival.

During Fiscal Year 2009, the Delaware Lottery earned its tenth consecutive Certificate of Achievement for Excellence in Financial Reporting awarded by GFOA of the United States and Canada for the Lottery's Comprehensive Annual Financial Report. The certificate of achievement is the highest form of recognition in the area of governmental accounting and financial reporting.

The demographic profile of Delaware Lottery players continues to closely resemble the profile of the adult population (aged 18 years and older) of the State of Delaware by region, gender, age, education and income. According to a recent survey, 55 percent of residents had played a Delaware Lottery game in the previous 12 months. Nearly half of all players, 46 percent, feel the Delaware Lottery is an essential fundraising operation for the State, and 31 percent believe the funds raised by the Delaware Lottery help keep state income taxes down.

Accomplishments:

- Delaware ranked first out of the 43 U.S. Lotteries with combined per capita annual sales of \$798 million in Fiscal Year 2009.
- Delaware ranked second out of the 43 U.S. Lotteries with combined per capita profit to the State of \$282 million in Fiscal Year 2009.
- Delaware ranked sixth out of the 43 U.S. Lotteries with combined percentage of profit to sales of 35 percent in Fiscal Year 2009.

- Delaware ranked fourth out of the 32 U.S. Lotteries belonging to the Multi-State Lottery Association with Powerball per capita annual sales of \$36 million in Fiscal Year 2009.
- Since the start of video lottery, the Delaware Lottery has contributed \$18.7 million to the Department of Health and Social Services to help fund initiatives that address problem gambling in Delaware.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	47,035.9	54,646.4	54,646.4
TOTAL	47,035.9	54,646.4	54,646.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	29.0	27.0	26.0
NSF	--	--	--
TOTAL	29.0	27.0	26.0

STATE LOTTERY OFFICE

25-07-01

ACTIVITIES

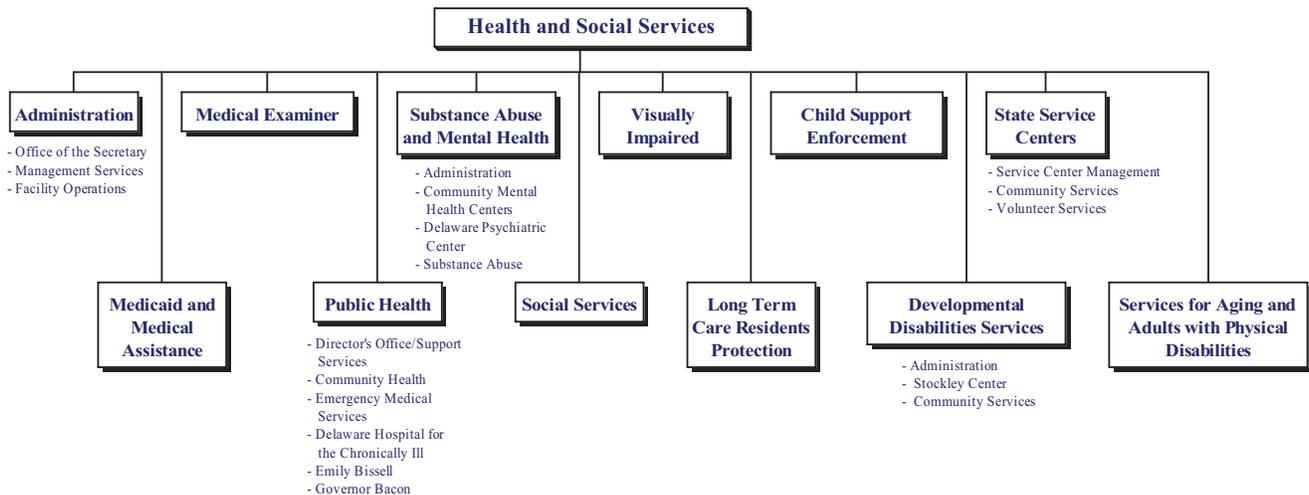
- Continue to grow and expand the traditional lottery retailer network.
- Maintain regulatory oversight and control of the video and sports lottery gaming systems.
- Provide the public with games that are fun, easy and exciting to play.
- Explore new lottery gaming opportunities allowing Delaware to stay competitive with neighboring states.
- Maximize the use of video lottery central system enhancements allowing for greater flexibility in the selection of games made available to customers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
\$ GF revenue collections (millions)	248.0	286.7	224.1
Annual satisfaction survey – % of positive responses from:			
players	69	70	71
retailers	92	93	94

HEALTH AND SOCIAL SERVICES

35-00-00



MISSION

The Department of Health and Social Services (DHSS) plays a major role in meeting the basic needs of Delaware families and individuals. This is recognized by the department's mission to improve the quality of life for Delaware's residents by promoting health and well-being, fostering self-sufficiency and protecting vulnerable populations.

KEY OBJECTIVES

Promote Health and Well Being.

- Increase access to mental and physical health care and promote preventive behaviors that can improve health status.
 - Extend managed care models of service delivery to provide more and better services with cost controls.
 - Continue to advance a public health agenda to reduce the incidence of preventable conditions by promoting healthy lifestyles through health education, wellness and risk reduction programs.
 - Implement strategies to enhance prevention and intervention efforts for high-risk minority populations.
 - Continue to strengthen maternal, adolescent and child health care.
 - Expand collaborations, services and strategies to reduce infant mortality.

Foster Self-Sufficiency.

- Reduce dependency among low-income populations and those at risk for welfare dependency.

- Provide family support to increase the earning potential of single parents through day care, medical benefits, employability training and vocational training.
- Implement targeted strategies to promote mutual responsibility and encourage families to stay together.
- Enhance child support enforcement efforts to maintain prompt processing while responding to increasing numbers.

- Provide community-based care to ensure an appropriate continuum of services and avoid restrictive and costly institutionalization whenever possible.

- Continue expansion of community services for persons with developmental disabilities and enhance family support services.
- Continue expansion of community mental health and substance abuse services.
- Continue expansion of community-based supports, such as homemaker services and adult day care, to allow elderly and disabled adults to remain in their homes.

Protect Vulnerable Populations.

- Ensure the quality of care, safety and security of individuals in long-term care facilities, residential programs and day services.
- Provide emergency and transitional shelters and support to homeless individuals and families.
- Serve children and their families by providing a safe environment for supervised visitation.

HEALTH AND SOCIAL SERVICES

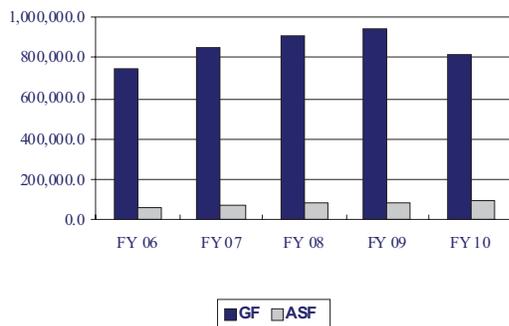
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- Eliminate barriers to personal independence for persons with the sensory disability of vision loss.

Efficiency in Government.

- Promote a customer-focused approach to service delivery through integrated services.
- Ensure the department maximizes the fiscal, human systems and physical resources available to provide the best possible service to clients in the most efficient manner.
- Support law enforcement by providing quality crime lab testing.
- Promote accountability and enhance management training opportunities for department leadership.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	832,937.9	813,457.9	876,719.5
ASF	82,690.7	101,154.5	104,452.1
TOTAL	915,628.6	914,612.4	981,171.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,709.8	3,572.7	3,416.4
ASF	137.3	131.9	123.8
NSF	910.1	865.0	848.4
TOTAL	4,757.2	4,569.6	4,388.6

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend \$85,076.8 in Medicaid to replace American Recovery and Reinvestment Act (ARRA) funds and to cover a client base that is projected to reach 170,000 persons during Fiscal Year 2011.

- ◆ Recommend (\$4,224.9) in Cash Assistance through leveraging additional federal resources.
- ◆ Recommend (\$1,106.8) in Infant Mortality Task Force, (\$377.1) in Child Care, and (\$2,475.4) in Purchase of Care to reflect reductions in operational expenditures.
- ◆ Recommend (\$1,291.0) in Personnel Costs, (156.3) FTEs, (8.1) ASF FTEs, and (23.6) NSF FTEs to reflect complement reductions.
- ◆ Recommend (\$484.6) and \$484.6 ASF in Contractual Services reflective of a dental fee schedule.
- ◆ Recommend the consolidation of Family Support into Community Services to reflect operational efficiencies.

CAPITAL BUDGET:

- ◆ Recommend \$2,750.0 for the Maintenance and Restoration program. This funding will be used to maintain 133 buildings in their current condition and provide for necessary repairs.
- ◆ Recommend \$3,400.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds and to continue to eliminate the Department's backlog of deferred maintenance.
- ◆ Recommend \$4,200.0 to replace failing roofs at the Delaware Psychiatric Center.
- ◆ Recommend \$7,054.3 for a new Delaware Automated Child Support Enforcement System (DASCES). The system will be used to track child support collections.
- ◆ Recommend \$2,936.0 for the Drinking Water State Revolving Fund. The fund provides low interest loans to community water systems, and will leverage \$14,600.0 in federal funds.

HEALTH AND SOCIAL SERVICES

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ADMINISTRATION 35-01-00

MISSION

The mission of the Administration unit is to provide leadership and policy direction for DHSS and to ensure the department is well managed in its delivery of services to clients. In addition, the unit exists to promote coordinated intra- and inter-departmental responses, providing a flexible resource to support the management needs of the divisions.

KEY OBJECTIVES

- Provide leadership in the development of public policies and in the advancement of responsive management practices.
- Provide technical assistance and support to the divisions in the form of training, standard setting, budget and program analysis and planning.
- Provide centralized administrative functions in accounting, human resources, payroll, contracts and procurement, management of state and federal funds, technology and facility operations.
- Through the activities of the Delaware Health Care Commission, promote a comprehensive health care system that is accessible, affordable and assures quality health care for all Delawareans.

BACKGROUND AND ACCOMPLISHMENTS

The scope of the department's clients and its mission in serving them involves complicated social conditions. The organization must respond to the present situation, using its resources creatively to solve problems. With ongoing fiscal pressures, it is imperative the organization continuously rethinks how it can meet its objectives. This entails communicating expectations, encouraging risk-taking and rewarding efforts that achieved their purpose.

Several major efforts have launched requiring leadership from the Administration unit to ensure expectations are realized. This may entail providing assistance to divisions by facilitating administrative procedures, coordinating the activities of the various participants in joint projects and communicating regularly with constituents to keep them informed.

DHSS must be alert to emerging topics to help shape how policy decisions are framed and understood. With

the diverse constituency and the breadth of programs for which it is responsible, few social problems surface that do not have an impact on some facet of the department's work. It is important for DHSS to be a leader, spokesperson and active participant to ensure linkages are made and implications are understood.

With an organization of approximately 5,000 people, DHSS faces the challenge of meeting the needs of an increasingly diverse workforce. Additionally, greater demands to increase the accessibility and responsiveness of the service delivery system are ever-present. A flexible work environment is needed to meet the needs of clients while supporting employees and their families. In addition, training, professional development and management support are ongoing requirements to enhance staff performance.

Just as these resources demand attention, so do the programs they serve. There is a volume of client and program data to be collected and analyzed, dollars spent must be accounted for, quality must be monitored and contracts managed. Automation and technological support are critical to achieving and maintaining this balance. The department continues to proceed with systems development through the investment of one-time funding, reallocations and reclassification of existing staff.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	36,772.5	37,211.0	36,259.6
ASF	5,300.0	9,149.3	9,345.2
TOTAL	42,072.5	46,360.3	45,604.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	467.7	455.6	435.1
ASF	35.6	34.0	33.5
NSF	69.3	68.0	62.5
TOTAL	572.6	557.6	531.1

OFFICE OF THE SECRETARY 35-01-10

ACTIVITIES

- Manage the department and provide leadership for human services delivery.
- Ensure coordination between divisions.
- Maintain responsive and positive relationships with constituents, advisory councils and other citizen groups.

HEALTH AND SOCIAL SERVICES

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- Ensure effective coordination with the Governor’s Office and other cabinet agencies.
- Manage the department’s public information function.
- Ensure timely and appropriate responses to all directives, laws, judicial decisions, inquiries and policies.
- Continue implementation of the Uninsured Action plan.
- Improve quality of health care using information and technology through the Delaware Health Information Network (DHIN), a statewide clinical information exchange.
- Continue research and health care policy development.
- Provides incentives for qualified personnel in the medical and dental profession to practice in Delaware.
- Continue educational and training opportunities and incentives for Delawareans to receive training in health and health-related fields and practice in Delaware through the Delaware Institute of Medical Education and Research (DIMER).
- Support education and training opportunities for Delaware residents to obtain graduate and post-graduate dental training through the Delaware Institute of Dental Education and Research (DIDER).

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of health care clinicians recruited to underserved areas with Loan Repayment program	10	11	12
# of people in target population enrolled in Community Health Care Access program (CHAP)	20,497	22,341	24,351
# of new students matriculated at Temple University School of Dentistry	6	7	5
# of new students matriculated at Jefferson Medical College	22	29	20
# of new students matriculated at Philadelphia College of Osteopathic Medicine	4	11	5

MANAGEMENT SERVICES

35-01-20

ACTIVITIES

- Conduct audit and recovery services relating to violations of all persons, vendors or service providers who commit acts of fraud in public welfare programs administered by the department.
- Coordinate preparation of the department's budget request and strategic plan.
- Monitor billing and collection and track revenue of all DHSS units providing health care services.
- Manage the bidding, requisition and purchase order processes, as well as perform contract negotiations and development.
- Determine the eligibility for and accuracy of the benefits received by clients for Food Stamps and Medicaid.
- Process and track financial documents.
- Handle the financial reporting for federal grant award processing.
- Maintain payroll records and update employee funding as appropriate for payment of employees.
- Conduct training, respond to employee requests, process applications for employment and provide guidance on merit rules.
- Provide automated mainframe and client/server applications support functions.
- Formulate, recommend and implement technology strategies critical to DHSS’s 12 divisions.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of families in the Birth to Three program receiving multi-disciplinary evaluations within 45 days	95	95	95
% of families in the Birth to Three program who perceive positive changes in their child’s development	93	94	94
% of customer satisfaction with division services	84	85	86

HEALTH AND SOCIAL SERVICES

35-00-00

FACILITY OPERATIONS

35-01-30

ACTIVITIES

- Track work orders and prioritize requests for service.
- Maintain a comprehensive preventive maintenance program.
- Manage equipment inventory.
- Identify, prioritize and manage deferred maintenance and Minor Capital Improvement and Equipment (MCI) programs on a department-wide basis.
- Complete maintenance and restoration projects addressing critical maintenance, operational, code and licensing issues.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of requests for service responded to within the same day	89	93	94
% of preventive maintenance activities completed per schedule	91	95	96

MEDICAID AND MEDICAL ASSISTANCE

35-02-00

MISSION

The mission of the Division of Medicaid and Medical Assistance (DMMA) is to improve health outcomes by ensuring the highest quality medical services are provided to vulnerable populations in the most cost effective manner.

KEY OBJECTIVES

Promote a comprehensive system of health care for low-income individuals by balancing client needs, operational requirements and available resources.

- Function as a health care safety net for children and adults with special needs, uninsured and under-insured individuals and other disadvantaged groups.
- Promote preventive care to improve health outcomes for the populations DMMA serves.
- Enhance quality of care through utilization review, disease management and case management.
- Empower beneficiaries to become involved in and manage their own health care decisions.
- Encourage the use of the medical home model of care, wherein care is provided in a patient-centered, physician-guided model.
- Support DHSS community and institutional long-term care services.

Maintain an adequate network of qualified health care providers.

- Develop and enhance collaborative partnerships with other governmental agencies, provider groups, advocacy groups and other stakeholders to ensure health care delivery is well-managed, assures sufficient access and is a seamless delivery network.
- Provide non-emergency transportation services to ensure Medicaid recipients who do not have transportation can get to medical appointments.
- Foster partnerships to encourage the development of health care services in community-based settings.
- Establish provider reimbursement rates that are sufficient to ensure an adequate supply of health care while maintaining fiscal responsibility.

HEALTH AND SOCIAL SERVICES

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- Ensure providers are compliant with all applicable DMMA rules and standards.

Maximize the use of available resources through the effective use of information technology and implementation of best practices in health care delivery.

- Maximize federal funding by ensuring all claimable expenses are identified.
- Foster client self-sufficiency and independence through education regarding appropriate use of medical benefits.
- Maximize cost avoidance by setting up appropriate claim edits in the automated claims processing system, effective coordination of benefits, estate recovery for long-term care recipients, pursuing accident settlements and aggressive third party recoveries.
- Ensure the automated claims processing system supports the appropriate identification of eligible clients and their benefits for timely claims processing and facilitates DMMA's ability to analyze claim and client data.
- Continue to assist other state agencies in stretching health care dollars by supporting their cost recovery initiatives.

BACKGROUND AND ACCOMPLISHMENTS

DMMA administers a broad range of health care programs for Delaware's low-income individuals and families. These programs are funded by both state and federal governments and provide health benefits to over 170,000 (approximately 1 in every 5) Delaware residents each month. The major programs include:

- **Medicaid (Title XIX):** Serves low-income adults and children and provides a comprehensive package of benefits, ranging from physician and pharmacy services to long-term care nursing facility services;
- **Delaware Healthy Children Program (Title XXI):** Provides health insurance coverage to uninsured children under the age of 19 with family incomes between 101-200 percent of the federal poverty level;
- **Delaware Prescription Assistance Program (DPAP):** Pays for Medicare Part D premiums or prescription drugs up to an annual maximum of \$3,000 per person for qualified Delaware residents who are either over 65 years old or are below 65

and disabled, most of whom are also covered by Medicare Part D;

- **Chronic Renal Disease Program (CRDP):** Pays for Medicare Part D premiums, drugs, nutritional supplements and transportation for Delaware residents diagnosed with end-stage renal disease, most of who are also covered by Medicare Part D; and
- **Non-Qualified Non-Citizen Health Care Program (NQNCP):** Provides health care benefits for legally residing non-citizens who no longer qualify for Medicaid benefits because new eligibility rules under the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996.

Some of the division's recent accomplishments include:

- Implementing the provisions of the American Recovery and Reinvestment Act (ARRA), which included recoding Medicaid claims to take advantage of the higher federal share, documenting compliance with the "prompt payment" requirement and establishing an infrastructure to award Health Information Technology (HIT) grants to medical providers, enabling them to adopt Electronic Health Record (EHR) technology;
- Continuing to contract with two well-respected commercial managed care organizations, which gives Medicaid recipients choice;
- Implementing the e-prescribing program, initiated under a Medicaid Transformation grant;
- Implementing the Money Follows the Person (MFP) program to enable clients to transition from institutional to community-based settings; and
- Creating the infrastructure that enabled the Medicaid for Workers with Disabilities (MWD) program to begin in October 2009, which allows disabled individuals who would lose Medicaid coverage if their income exceeds certain thresholds to "buy in" to the Medicaid program by paying a premium.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	436,461.7	444,723.0	524,600.4
ASF	38,501.4	35,982.7	39,739.7
TOTAL	474,963.1	480,705.7	564,340.1

HEALTH AND SOCIAL SERVICES

35-00-00

	POSITIONS		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	78.4	75.0	72.3
ASF	2.0	0.5	0.5
NSF	108.5	102.4	99.1
TOTAL	188.9	177.9	171.9

MEDICAID AND MEDICAL ASSISTANCE **35-02-01**

ACTIVITIES

- Provide health benefits to more than 170,000 eligible individuals.
- Negotiate and manage contracts with commercial managed care entities to provide health care services to approximately 111,000 DMMA clients.
- Administer the state-run Diamond State Partners managed care plan to ensure choice of providers as federally mandated.
- Determine eligibility for Medicaid long-term care services.
- Monitor state and federal legislative and regulatory activity to ensure compliance with new and existing rules.
- Administer Home and Community Based waiver programs to enable elderly and disabled individuals to be served in the community as an alternative to institutional care.
- Operate an automated Medicaid Management Information System (MMIS) that processes over eight million claims annually for all of the medical assistance programs.
- Manage budgets, projects, facilities and contracting activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of children in Medicaid managed care having well-child visits	63.7	64.0	65.0
% of children and adolescents in Medicaid managed care with access to primary care practitioners	90.4	90.7	91.0

MEDICAL EXAMINER **35-04-00**

MISSION

The Office of the Chief Medical Examiner promotes the sound administration of justice through the documentation and presentation of reliable qualitative and quantitative scientific analysis of chemical and biological evidence samples.

KEY OBJECTIVES

Promote Health and Well-Being.

- Support the State's law enforcement agencies through the scientific analysis of drug evidence.
- Complete investigations and analysis in an accurate and timely manner.

Protect Vulnerable Populations.

- Investigate the essential facts surrounding sudden, accidental or suspicious deaths.
- Establish the cause and manner of death within reasonable medical certainty for all investigated deaths.
- Determine the positive identity of unidentified human remains.
- Maintain the State's DNA database.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Chief Medical Examiner was established in 1970 when the constitutionally-mandated system of county coroners, deputy coroners and coroner's physicians was abolished. It exists to investigate all sudden, accidental or suspicious deaths in Delaware.

During Fiscal Year 2009, the Office of the Chief Medical Examiner:

- Investigated 3,984 deaths statewide;
- Examined more than 3,253 controlled substances cases totaling 13,523 exhibits analyzed;
- Received 181 DNA cases;
- Analyzed 594 DUI cases; and
- Performed toxicology analysis on 787 post-mortem cases.

HEALTH AND SOCIAL SERVICES

35-00-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	4,967.5	4,355.2	4,354.1
ASF	--	--	--
TOTAL	4,967.5	4,355.2	4,354.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	49.0	49.0	50.0
ASF	--	--	--
NSF	--	--	--
TOTAL	49.0	49.0	50.0

MEDICAL EXAMINER **35-04-01**

ACTIVITIES

- Conduct medicolegal investigation of all sudden, accidental or suspicious deaths.
- Perform post-mortem examinations.
- Identify human remains.
- Analyze post-mortem toxicology samples.
- Perform scientific analysis of drug evidence.
- Provide transportation of drug and biological evidence to the Forensic Sciences Laboratory.
- Analyze urine and blood samples for the presence of drugs and alcohol.
- Analyze biological evidence for the presence of DNA.
- Maintain a convicted felons DNA database.
- Analyze arson evidence for the State Fire Marshal.
- Provide court testimony by pathologists, other forensic scientists and medicolegal investigators.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of working days for controlled substance turnaround	23	15	15
# of working days for DNA analysis turnaround	55	50	55

PUBLIC HEALTH **35-05-00**

MISSION

The mission of the Division of Public Health (DPH) is to protect and improve the health of Delaware residents by:

- Developing policies that address issues affecting the health of Delawareans;
- Monitoring the health status of residents through the collection and interpretation of data;
- Developing plans to improve health status and working collaboratively with various communities and agencies to affect positive health change;
- Providing health education and promotion activities to increase awareness and improvement of personal well being;
- Responding efficiently and effectively to critical health-related events; and
- Assuring the availability of health care when community resources are not otherwise available.

KEY OBJECTIVES

Promote Health and Well Being.

- Provide leadership to communities and various state and private agencies to foster collaborative efforts to positively impact public health.
- Enhance the quality of public health services provided to Delawareans.
- Promote prevention strategies to address health problems in Delaware.
- Collaborate and develop partnerships with other state and private community-based agencies to address the health needs of Delawareans.

Protect Vulnerable Populations.

- Protect Delawareans from threats of emerging pathogens, including bioterrorism and influenza pandemics.
- Address environmental health issues related to public health.
- Provide nursing home services to those unable to afford them.

HEALTH AND SOCIAL SERVICES

35-00-00

- Provide core public health services to special populations.

BACKGROUND AND ACCOMPLISHMENTS

DPH has evolved from an organization that primarily provided direct health care services to residents and enforced health regulations to an agency that works collaboratively with communities and other organizations to protect and enhance the health of Delaware's residents.

DPH placed emphasis on the core functions of public health: assessment, assurance and policy development. It collects and analyzes various health data and provides disease investigations and public health laboratory testing to ensure the public's health is safeguarded. Assurance efforts include environmental health monitoring, public information, health education and collaboration with communities and various state and local organizations to assure access to health care services for Delawareans. DPH expanded its leadership efforts to work directly with communities to identify health problems, provide data regarding these problems and assist communities with developing strategies to address their health concerns. Policies that are promulgated to protect residents' health involve the input of many individuals and organizations. This process ensures these policies are appropriate and effective to address areas of public health concern.

DPH continues to provide direct services in critical public health areas. It offers a wide range of services that include targeting highly contagious diseases and offering family planning services to high-risk individuals. Collaboration with other organizations has led to improved and expanded health services for cancer patients, adolescents through school-based wellness centers and vulnerable populations, such as those diagnosed with HIV or AIDS.

DPH continues to examine the core public health functions and activities necessary to ensure Delawareans live full and healthy lives in a healthy environment. A continued focus on assessment, assurance and policy development, as well as providing personal health services to special populations or populations at risk, will help the State realize improvement in the health of its residents.

Some of DPH's past accomplishments include:

- Treatment coverage as part of the comprehensive cancer control plan for Delaware;

- Offered the Human Papilloma Virus (HPV) vaccine to uninsured and underinsured women 18 to 26 years of age;
- Provided services through the pilot Needle Exchange program in Wilmington;
- Trained groups in public health preparedness;
- Added over 300 health-related facts sheets for use during the typical work day or emergencies to the division's website;
- Supported and participated with other members of the community in developing the Health Disparities Taskforce report;
- Assisted with the funding of infrastructure improvements to public water systems; and
- Implemented an electronic disease reporting system to respond more rapidly to communicable disease outbreaks, including bioterrorism.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	108,621.0	88,025.1	80,073.6
ASF	26,292.5	36,468.4	35,960.7
TOTAL	134,913.5	124,493.5	116,034.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,201.6	1,147.6	1,104.2
ASF	61.0	63.0	56.0
NSF	247.7	231.7	238.7
TOTAL	1,510.3	1,442.3	1,398.9

DIRECTOR'S OFFICE/SUPPORT SERVICES

35-05-10

ACTIVITIES

- Provide electronic vital records to enhance public access to birth, death and marriage certificates.
- Develop, review, monitor and evaluate contracts.
- Review and coordinate all federal and foundation grants.
- Provide fiscal management and oversight.
- Manage the division's revenue, including state, special and federal funds.
- Coordinate all management information systems used by the division's diverse programs.

HEALTH AND SOCIAL SERVICES

35-00-00

- Coordinate system automation projects, both internally and externally.
- Provide and promote core public health skills training to employees and take actions to meet National Public Health Accreditation Performance Standards.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of vital records processed	114,442	115,000	116,000

COMMUNITY HEALTH

35-05-20

ACTIVITIES

- Develop and deliver targeted educational programs and messages to the general public and populations at increased risk for developing cancer and chronic diseases.
- Support the Delaware Cancer Consortium in the implementation of the comprehensive cancer control plan for Delaware.
- Support efforts to reduce sickness and death due to communicable diseases through disease surveillance, case investigation, outbreak intervention and public education.
- Provide environmental health consultative services to other state agencies and the public on exposures and health risks.
- Work with the departments of Natural Resources and Environmental Control, Agriculture and other agencies that monitor contaminants in various environmental media.
- Issue loans to public water supplies for infrastructure improvement via the Drinking Water State Revolving Fund.
- Conduct routine testing of public water supplies in accordance with state regulations and the Safe Drinking Water Act.
- Increase public awareness about childhood lead poisoning and provide lead screening of children at high risk.
- Provide high quality service and assistance to families of children with elevated blood lead levels, including evaluation, education and medical referrals.
- Promote preconception health and early entry into prenatal care with a full array of enabling and psychosocial services to improve birth outcomes and reduce disparities.

- Partner with community and professional organizations to promote culturally competent health services by assessing cultural competence and measuring client satisfaction.
- Provide counseling and access to family planning services to reduce unwanted, mistimed and closely spaced pregnancies, especially among high-risk populations.
- Identify pregnant women and mothers at risk for poor birth outcomes early and provide appropriate screening, counseling, education and access to health care.
- Implement teen pregnancy prevention strategies using evidence-based interventions.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of tobacco use by adult Delawareans 18 years and older	17.8	17.8	17.8
% of colorectal cancers detected at local stage*	41	47	48
% of breast cancers detected at local stage *	74.3	77.0	78.0
% of children adequately immunized **	71.8	75.0	80.0
Rate of birth among teenage girls 15-17 years of age (five year average, rate per 1,000 births)	23	22	21
Rate of infant mortality (five year average, rate per 1,000 births)	8.8	7.5	6.0

**Local stage is defined as a cancer that is confined to the place where it started and has not spread to other parts of the body.*

***Requires 4DPT, 3 polio, 1 measles. National Immunization Survey, Centers for Disease Control and Prevention.*

EMERGENCY MEDICAL SERVICES

35-05-30

ACTIVITIES

- Standardize and continuously improve capacity to collect Emergency Medical Services (EMS) data and accurately measure response times.
- Support paramedic agency initiatives to streamline deployment strategies.
- Participate in community events to increase public awareness of the Chain of Survival (Early access to 911, Early Defibrillation, Early Advanced Life Support Care (ALS) and Early Hospital Intervention) program.
- Partner with the first responder system (police, fire, EMS, safety teams, school nurses, etc.) to assist with

HEALTH AND SOCIAL SERVICES

35-00-00

CPR/AED awareness and training initiatives to improve the time to defibrillation.

- Assist agencies that have received AEDs to replace electrodes and batteries.
- Offer train-the-trainer programs in CPR/AED to participating agencies.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of paramedic responses less than eight minutes for the most serious categories of calls	61	61	61
% of AED usage prior to ALS arrival	63	65	65

DELAWARE HOSPITAL FOR THE CHRONICALLY ILL

35-05-40

ACTIVITIES

- Operate a 230-bed nursing facility, comprised of 74 skilled and 156 intermediate beds.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Operate an integrated continuous quality improvement program.
- Operate a 25-bed secure care unit for cognitively impaired residents at high risk for wandering.
- Operate a Central Intake unit for long-term care facilities within DPH.
- Provide financial management for resident trust funds and revenue managements.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of residents receiving nine or more medications is to be less than the national and statewide averages for nursing facilities	72.6	70.0	68.0
% of prevalence of falls is to be less than the national and statewide averages for nursing facilities	12	12	11

EMILY BISSELL

35-05-50

ACTIVITIES

- Operate an 82-skilled bed nursing facility.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Operate an automated system for interdisciplinary care planning and documentation, timekeeping, accounts receivable and patient census tracking.
- Provide support to community-based long-term care services.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of residents receiving nine or more medications is to be less than the national and statewide averages for nursing facilities	69.7	68.0	67.0
% of prevalence of falls is to be less than the national and statewide averages for nursing facilities	5.3	5.0	4.5

GOVERNOR BACON

35-05-60

ACTIVITIES

- Operate an 85-bed nursing facility.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Operate an integrated, continuous quality improvement program.
- Operate an automated system for interdisciplinary care planning and documentation, timekeeping accounts receivable, patient census tracking and inventory management.
- Maintain utilities and infrastructure for other state agencies and contractors that operate on campus.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of residents receiving nine or more medications is to be less than the national and statewide averages for nursing facilities	68	68	65
% of prevalence of falls is to be less than the national and statewide averages for nursing facilities	36	30	25

HEALTH AND SOCIAL SERVICES

35-00-00

SUBSTANCE ABUSE AND MENTAL HEALTH 35-06-00

MISSION

To promote prevention and recovery from substance use, gambling, mental conditions and co-occurring disorders by ensuring all adult Delawareans have access to high quality, cost effective and outcome-based services and supports.

KEY OBJECTIVES

- Develop and expand the role of persons in recovery in policy development, service planning, implementation and delivery and evaluation of services. Ensure care is customized based on the individuals' and families' needs, choices and values.
- Ensure Delawareans receive mental health, substance use and gambling prevention and treatment services in a continuum of overall health and wellness. Strengthen interdepartmental and inter-agency collaboration.
- Eliminate disparities in substance use and mental health services. Provide specialized and culturally competent treatment, intervention and prevention services to special populations and traditionally underserved groups, including people who are deaf or hard of hearing.
- Develop the clinical knowledge and skills of the Division of Substance Abuse and Mental Health (DSAMH) state and provider workforce. Develop and implement multiple training and education opportunities for DSAMH staff and community providers.
- Promote excellence in customer service in all settings. Ensure the service delivery system is informed by evidence-based practices, including peer-run programs and experiences. Promote accreditation and licensure of Delaware's behavioral health programs.
- Technology is used to access and improve care and promote shared knowledge.

BACKGROUND AND ACCOMPLISHMENTS

DSAMH's core services provide prevention and treatment services to Delawareans with mental health,

substance use, problem gambling and co-occurring conditions. The goal of the division is to ensure behavioral health services are accessible, effective, facilitate recovery and integrated into the community.

The continuum of services that are operated or funded by DSAMH include inpatient psychiatric and residential substance abuse services, group homes, halfway houses, peer-run drop-in centers, supervised apartments, care management, outpatient clinic services and 24/7 mobile crisis services. In addition to these services, grant funds awarded to DSAMH are used to provide transitional and permanent housing, homeless outreach, substance use prevention and employment services. DSAMH continues to make progress in the ultimate goal of community-based living by adding 60 24-hour supervised residential beds in Fiscal Year 2009.

DSAMH expanded the use of performance-based contracting to substance abuse residential treatment providers. By connecting performance to funding, this approach rewards effective and efficient outcomes. This payment innovation received broad national attention and accolades.

DSAMH continues to enjoy great success as it enters the third year of the implementation of the Co-occurring State Incentive grant. The grant funding provides training and in-depth technical assistance on the delivery of co-occurring treatment to over 600 clinicians.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	89,208.3	88,692.0	87,653.2
ASF	3,149.1	6,370.4	6,222.8
TOTAL	92,357.4	95,062.4	93,876.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	759.4	733.4	688.4
ASF	6.0	2.0	2.0
NSF	5.8	4.8	4.8
TOTAL	771.2	740.2	695.2

ADMINISTRATION

35-06-10

ACTIVITIES

- Plan and develop programs.
- Annually monitor providers for programmatic/fiscal compliance.
- Prepare and administer budgets and federal grants.
- Manage fiscal services.

HEALTH AND SOCIAL SERVICES

35-00-00

- Coordinate and provide training.
- Annually license alcohol and drug abuse programs and certify community service programs.
- Plan for the implementation of an electronic health record system.
- Effectively manage eligibility and enrollment services for clients/consumers in need of behavioral health treatment services to ensure placement in the appropriate level of care.
- Ensure coordination among service systems, specifically the Departments of Correction and Services for Children, Youth and Their Families.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of involuntary inpatient psychiatric commitments	2,910	2,910	2,910
% of clients reporting satisfaction with access to services	77.8	79.0	80.0
% of readmissions within 180 days	10.1	9.0	8.0

COMMUNITY MENTAL HEALTH

35-06-20

ACTIVITIES

- Provide access to quality mental health treatment, community counseling and support services.
- Continue to make available new medications for persons with mental illness and co-occurring substance abuse.
- Provide supported housing services that promote independent living and community integration.
- Work with Vocational Rehabilitation to provide supported employment services that assist clients in securing and maintaining meaningful and appropriate employment.
- Expand and deploy mobile crisis intervention staff to improve effectiveness in working with hospital emergency rooms and police on reducing unnecessary mental health commitments.
- Expand community utilization review for acute inpatient and outpatient services.
- Assess and treat persons with co-occurring mental illness, substance use, gambling and other disorders.
- Continue to support and look for ways to expand the mental health courts in Delaware.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of consumers in community support programs available for work who are employed	45	46	47
# of 24-hour supervised residential beds	392	413	413

DELAWARE PSYCHIATRIC CENTER

35-06-30

ACTIVITIES

- Provide timely and effective psychiatric assessments, individualized recovery planning and treatment services and supports.
- Improve effective recruitment and retention initiatives to ensure qualified and adequate physician, nursing, dental care and senior management staff at Delaware Psychiatric Center (DPC).

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Average daily DPC census	204	200	200

SUBSTANCE ABUSE

35-06-40

ACTIVITIES

- Provide substance use treatment and prevention services.
- Assess and treat persons with co-occurring mental illness and substance use disorders.
- Provide assessment and case management services for clients sentenced by the Drug Court.
- Determine cost effective and efficient plans to establish detoxification services for the southern counties.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of detoxification clients who received one or more other treatment services	43.8	45.0	46.0
% of evidence-based practices used in all substance abuse services and contracts	95	95	100

HEALTH AND SOCIAL SERVICES

35-00-00

SOCIAL SERVICES

35-07-00

MISSION

The mission of Social Services is to protect vulnerable populations and provide an integrated system of opportunities, services and income supports enabling low-income individuals and families to develop self-sufficiency and achieve and maintain independence.

KEY OBJECTIVES

Foster self-sufficiency and independence through service delivery improvements in Delaware's welfare initiatives.

- In partnership with the Department of Labor, Delaware Economic Development Office, Department of Transportation and contracted service providers, place welfare clients in employment or work activities and provide support for long-term employment retention.
- Achieve federal mandates for the Temporary Assistance for Needy Families (TANF) program work participation rates for welfare clients.
- Ensure access for hard to find child care through community partnerships and quality improvements.
- Where feasible, develop policies and structures that support the Early Success Report.
- Transfer TANF stimulus funds to those most in need by providing a temporary increase in basic assistance, providing bonuses to those who retain employment and partnering with housing agencies to prevent homelessness.

Manage resources with emphasis on information resource management, service quality, cost containment and economic efficiency.

- Continue to improve division administration, program management, operations and customer service to maximize both efficiency and service quality.
- Reallocate existing staff/program resources to best achieve organizational mission.
- Find new ways to handle increased volume with reduced resources.
- Revise policies, where possible, to maximize eligibility, improve accuracy and increase efficiency.

BACKGROUND AND ACCOMPLISHMENTS

The Division of Social Services (DSS) administers a broad range of programs for Delaware's low-income families and individuals. These programs are regulated and funded by state and federal governments and are provided to more than 100,000 Delawareans each month. The major program areas are:

- Subsidized child day care, which enables low-income parents to become and remain employed;
- Financial assistance, including TANF, Emergency Assistance, General Assistance, Refugee Assistance and Food Benefits; and
- Eligibility for poverty-related Medicaid categories, as well as the Delaware Healthy Children program.

The division achieves its goals by:

- Increasing client financial independence through work supports;
- Strengthening families and encouraging personal responsibility;
- Identifying gaps and overlaps in service delivery; and
- Taking appropriate steps to manage resources.

Some of the major accomplishments include:

- Adapting to new federal rules and meeting the required TANF participation rate;
- Managing increases in both applications and opened cases for the Food Supplement program, as well as ongoing volume increases in Medicaid eligibility; and
- Receiving two Food Supplement program performance bonuses for improving the payment accuracy and increasing volume.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	53,883.6	52,046.0	47,359.1
ASF	1,272.2	2,515.5	2,515.5
TOTAL	55,155.8	54,561.5	49,874.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	206.9	198.9	192.2
ASF	--	--	--
NSF	214.8	206.8	199.5
TOTAL	421.7	405.7	391.7

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SOCIAL SERVICES **35-07-01**

ACTIVITIES

- Act as a catalyst in fostering the independence of vulnerable segments of the population.
- Participate in external review of quality, outcomes, timeliness of and access to services.
- Process applications for benefits, changes to benefits and periodically review benefits eligibility.
- Implement regulations that support eligibility within the context of the DSS mission.
- Partner with other public agencies, as well as community organizations and other businesses, to provide services to needy families and individuals.
- Create awareness of the scope of the division's programs within the community.
- Link families with other available services.
- Administer enabling services, such as child day care and transportation.
- Manage budget, fiscal, facilities and contracting activities to achieve efficiency.
- Manage automated and data management systems.
- Collect and organize data to analyze program trends and outcomes.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of Supplemental Nutrition Assistance program (SNAP) error rate	1	3	3
Average hourly wage for TANF job placements	8.76	8.80	8.90
% of TANF participation rate	37.8	30.0	30.0

VISUALLY IMPAIRED **35-08-00**

MISSION

To work in partnership with Delawareans who are blind and visually impaired, empowering them to be self-sufficient.

Services provided include:

- Early diagnosis and intervention;
- Education in the least restrictive environment;
- Family and individual counseling;
- Independent living skills, training and equipment;
- Vocational training and related job placement services;
- Employment opportunities;
- Advocacy; and
- Low vision evaluation and utilization training.

KEY OBJECTIVES

- Promote health and well being by reducing or eliminating all barriers to lifelong personal independence produced by the sensory disability of vision loss.
- Foster self-sufficiency by developing and administering employment and job-related training programs for persons who are blind or visually impaired.
- Protect vulnerable populations by focusing outreach efforts in underserved communities.

BACKGROUND AND ACCOMPLISHMENTS

Approximately 3,000 persons have been identified as either legally blind or severely visually impaired throughout the state. Services are developed and provided to three major groups of consumers: Educational age (0-21), Primary employment age (21-65) and Older Delawareans (66+).

The Division for the Visually Impaired (DVI) is organized into three primary service programs: Educational Services, Vocational Rehabilitation and Independent Living. Additionally, there are two direct employment units: Delaware Industries for the Blind (DIB) and Business Enterprise program. Finally, there are support services, such as the Materials Center,

HEALTH AND SOCIAL SERVICES

35-00-00

Volunteer Services, Orientation and Mobility Services, Low Vision Services, Training Center Services, Fiscal Operations and Information System Support.

The goal of DVI is to provide instruction in the least restrictive environment. Due to the nature of the disability, DVI staff provides the majority of services in the most appropriate and effective environment, such as home, work place or school.

During Fiscal Year 2009, DVI provided educational services to 251 children with visual impairments and their families from the Education Services unit. These services, which include instruction by certified teachers of the Visually Impaired and counseling services to children and their families, were provided in the child's home or school classroom.

Independent Living Services (ILS) was provided to 500 persons during Fiscal Year 2009. Areas of service provided include training on daily living skills, communication devices and low vision aids. Eighty-one percent of those served were age 55 and older. Of those persons aged 55 and older, macular degeneration continues to be the predominant eye condition. In addition, the profile for the ILS consumer served is one who referred themselves, had at least a high school education, lived in their own residence and experienced their vision loss more than 10 years ago.

In Fiscal Year 2009, Vocational Rehabilitation services were provided to 186 Delawareans. Of these individuals, 33 achieved positive employment outcomes.

DVI has 45 active volunteers working as braillists, narrators, readers and office assistants. In addition, 12 inmates provide braille and large print services through the Men with a Message program. Together, the volunteers and prisoners helped generate approximately 25,638 pages of braille, 326 audiotapes and 34,104 large print pages during the first half of Calendar Year 2009.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,336.9	3,373.2	3,221.1
ASF	515.3	1,161.4	1,161.4
TOTAL	3,852.2	4,534.6	4,382.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	40.7	39.7	36.8
ASF	3.0	3.0	3.0
NSF	26.3	26.3	25.2
TOTAL	70.0	69.0	65.0

VISUALLY IMPAIRED SERVICES

35-08-01

ACTIVITIES

- Provide an education program designed to minimize the effects of a visual disability on the academic achievements of students through the efforts of itinerant teachers and child youth counselors and the provision of textbooks and instructional materials in appropriate reading medium.
- Provide ILS to persons of all ages in the areas of adaptive training, low-tech adaptive equipment and professionally facilitated counseling.
- Provide vocational rehabilitation and support individuals age 14 and older designed to facilitate employment commensurate with life goals, skills and abilities.
- Develop and establish food service opportunities in federal, state and privately owned buildings.
- Administer an industry employment program, DIB, that allows for the development of marketable employment skills and opportunities for competitive, supportive, short- or long-term agency employment.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of successful job placements in a competitive setting	33	35	37
\$ DIB gross receipts (millions)	2.15	2.25	2.35
# of DVI blind/visually impaired employees	48	54	58

HEALTH AND SOCIAL SERVICES

35-00-00

LONG TERM CARE RESIDENTS PROTECTION 35-09-00

MISSION

The mission of the Division of Long Term Care Residents Protection is to promote the quality of care, safety and security of people living in long-term care facilities and ensure facilities' compliance with applicable state and federal laws and regulations designed to protect these residents.

KEY OBJECTIVES

- Decrease the average number of days in completing state and federal criminal background checks.
- Decrease the average number of days from federal survey exit to completed data entry.
- Increase the number of training sessions conducted for providers.

BACKGROUND AND ACCOMPLISHMENTS

Long Term Care Residents Protection promotes quality of life for people living in long-term care facilities and ensures these residents are safe, secure and free from abuse, neglect and financial exploitation. This is accomplished by monitoring compliance with state and federal laws and regulations. The division also certifies long-term care facilities for Medicare and Medicaid in Delaware.

The Incident Referral Center exists as part of the intake section for receiving complaints and inquiries from long-term care consumers and their families, providers and the general public. The Intake unit also has a hotline number for reporting abuse, neglect or financial exploitation. An investigative unit member is on-call nights, weekends and holidays to assess potentially life threatening situations.

The Incident Referral Center received 15,202 contacts during Fiscal Year 2009. The contacts have been analyzed and referred to the appropriate location for resolution.

Under a law signed by the Governor at the end of Fiscal Year 2009, the division provides online access to the names of individuals actively listed on the Adult Abuse Registry as a result of abuse, neglect, mistreatment or financial exploitation of the elderly. Prior to the online access, there were 25,540 inquiries processed. At the end

of Fiscal Year 2009, there were 246 people on the Adult Abuse Registry.

Criminal background checks are required for employees in nursing facilities and other licensed facilities. During Fiscal Year 2009, a total of 4,379 new applicants were fingerprinted for state and federal criminal background checks. Of those, 28 percent had a criminal history. One percent of the total nursing home job applicant pool had a serious disqualifying criminal conviction.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,966.1	2,468.7	2,437.0
ASF	--	--	--
TOTAL	2,966.1	2,468.7	2,437.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	40.3	36.8	36.8
ASF	--	--	--
NSF	19.7	16.2	16.2
TOTAL	60.0	53.0	53.0

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ACTIVITIES

- License facilities and services annually and conduct a variety of unannounced inspections, including complaint-driven and off-hours inspections, to determine compliance with federal and state laws and regulations.
- Receive and investigate complaints of abuse, neglect, mistreatment, financial exploitation and other concerns that may adversely affect residents' health, safety, welfare or rights.
- Provide for systematic and timely notification, coordinated investigation and referral of substantiated abuse, neglect, mistreatment and financial exploitation complaints to the appropriate law enforcement agencies and the Attorney General's Office.
- Manage the Adult Abuse Registry and Certified Nursing Assistant Registry as established by the Delaware Code and federal regulations.
- Administer appeal processes as provided in state and federal law.
- Ensure compliance with the criminal background check/mandatory drug testing law.

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- Provide training for division staff, providers of long-term care services, other agencies, residents and families on applicable statutes.
- Provide educational workshops that include innovative approaches to promoting residents' quality of care and life.
- Work with other agencies to promote and advocate for residents' rights.
- Meet with individuals receiving long-term care services and their families in conjunction with licensure and enforcement activities.
- Update consumer information materials on an ongoing and as needed basis through a variety of printed and electronic means, including the division's website.
- Publicize a 24-hour, statewide toll-free hotline to receive reports of abuse and neglect complaints.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days to complete a background check	6	5	5
# of days from federal survey exit to completed data entry	65	63	60
# of training sessions conducted for providers	100	105	110

CHILD SUPPORT ENFORCEMENT 35-10-00

MISSION

To promote family independence by reducing dependency of single parent households through the collection of monetary child support payments and medical support from non-custodial parents. This mission is achieved through the effective use of paternity establishment programs, aggressive location of absent parents, expedited case processing and enforcement techniques, efficient collection and the timely distribution of child support payments.

KEY OBJECTIVES

- Increase the rate of paternity established for children born out-of-wedlock by continuing to provide intensive casework necessary to assure client cooperation in establishing paternity and obtaining court orders.
- Increase the percentage of child support orders established by using an array of expedited procedures to promote the efficient administration of child support actions.
- Increase the percentage of current child support collected by expanding efforts in three areas: further enhancing the initiation and transfer of wage withholding attachments on child support cases, devoting additional time and resources to non-custodial parent locate activities and expanding use of specialized enforcement tools.
- Increase the percentage of cases paying child support arrears.

BACKGROUND AND ACCOMPLISHMENTS

The Child Support Enforcement program was developed in 1975 to shift the fiscal responsibility for the support of children from government to those morally and legally obligated to support their children. Child support collections are an integral part of any policy to reduce poverty, strengthen families and prevent welfare dependency.

PRWORA mandated many changes in the operation of child support programs. In addition, the elimination of the Aid to Families with Dependent Children (AFDC) program placed added emphasis on the child support enforcement program and its close relationship to the TANF program that replaced it.

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Under the federal Child Support Performance and Incentive Act of 1998, the basis for performance measures established by the federal Office of Child Support Enforcement (OCSE) was significantly revised during a three-year phase-in period that ended on September 30, 2002. To meet the challenges provided by competing with child support enforcement programs of the other states for a limited annual pool of federal incentive income funding, the Division of Child Support Enforcement (DCSE) must maintain a concerted effort to improve its overall performance efficiency and effectiveness.

- **Child Support Collections:** During Fiscal Year 2009, DCSE collected \$99,537,621 in child support payments, which represents a 1.6 percent increase over collections made during Fiscal Year 2008. Out of the Fiscal Year 2009 collections, DCSE returned \$6,453,202 to reimburse the state and federal governments for benefits provided to children through TANF and Foster Care programs. This represents 6.5 percent of Fiscal Year 2009 collections by DCSE. The remaining 93.5 percent of Fiscal Year 2009 child support collections was distributed primarily to custodial parents and others caring for dependent children.
- **Customer Service Initiatives:** The division's Voice Response unit (VRU) enables custodial and non-custodial parents to call the agency 24-hours a day and promptly receive current information on items, such as the date and amount the last child support check issued, current balance of their account, etc. The Automated Assistance Line/Voice Response unit (AAL/VRU) handled 1,629,293 phone calls during Fiscal Year 2009, for an average of more than 4,463 calls each calendar day. This includes calls to the AAL/VRU full Spanish version.
- **Voluntary Acknowledgement of Paternity Program:** This program, developed in conjunction with Delaware hospitals, allows parents to acknowledge paternity at the time their child is born. During Fiscal Year 2009, 2,872 voluntary acknowledgements of paternity were filed with the Office of Vital Statistics. Since program implementation began in January 1995, a total of 28,962 voluntary paternity acknowledgments have been filed with the Office of Vital Statistics.
- **New Hire Reporting:** New hire reporting requires all Delaware employers to promptly submit to DCSE within 20 days of hire the name, home address and social security number of all of its new employees. This is a mandatory national program, which DCSE also benefits from new hire reports

filed in other states. New hire reporting is a very effective tool to efficiently locate delinquent non-custodial parents who change jobs frequently.

- **License Suspension and Denial:** PRWORA mandated all child support enforcement agencies enter into agreements with other state licensing agencies to suspend or deny the drivers, occupational/business, professional and recreational licenses of seriously delinquent non-custodial parents. DCSE performs automated matching to suspend licenses through the Divisions of Motor Vehicles, Revenue and Professional Regulation. A total of 3,236 licenses were suspended during Fiscal Year 2009.
- **Financial Institution Data Matches (FIDM):** Under PRWORA, every state child support enforcement agency was required to enter into data match agreements with all financial institutions doing business in their state. Financial institutions also have the option to join the multi-state FIDM program operated by the federal OCSE. The purpose of these agreements has been to develop and operate a data match system, which identifies the assets of seriously delinquent non-custodial parents held in financial institutions, imposes liens and levies on those accounts and undertakes the seizure of these assets. Through these efforts, the FIDM program collected \$332,051 in Fiscal Year 2009.
- **Direct Deposit:** In July 2007, DCSE began to offer custodial parents the opportunity to have their child support payments electronically deposited into their checking or savings account. As of August 2009, 8,893 clients have enrolled in the program. Not only does direct deposit result in savings for DCSE, it provides a safer and more secure option for delivering child support payments to families.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,459.8	4,135.3	4,118.0
ASF	2,032.6	2,426.5	2,426.5
TOTAL	5,492.4	6,561.8	6,544.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	67.5	64.1	62.6
ASF	27.2	26.9	26.3
NSF	133.3	128.1	123.2
TOTAL	228.0	219.1	212.1

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CHILD SUPPORT ENFORCEMENT **35-10-01**

ACTIVITIES

- Establish paternity.
- Locate non-custodial parents.
- Establish, modify and enforce child support orders.
- Collect and distribute child support.
- Cooperate with other states in child support related activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of paternity establishment	89.0	91.5	94.0
\$ of total distributed collections (millions)	83.4	85.1	86.8
\$ of child support collection (millions)	99.5	101.5	103.5
# of states/territories with which DCSE processes electronic payments	47	50	54

DEVELOPMENTAL DISABILITIES SERVICES **35-11-00**

MISSION

To help the people it serves achieve the quality of life they desire.

KEY OBJECTIVES

- Create a customer service plan to strengthen linkages and coordination with families and other stakeholders.
- Provide services that assess, address and respond to changes in future demands and growth.
- Continue to focus on improving system quality and accountability.
- Improve the use of technology.

BACKGROUND AND ACCOMPLISHMENTS

The Division of Developmental Disabilities Services (DDDS) provides supports and services to individuals with mental retardation and other related developmental disabilities and their families. DDDS transformed its service delivery model from a facility-centered, fixed program service system to an individualized and community-based flexible system of supports and services. The redesign of the service delivery system is based on the principles of self-determination, person-centered services, individual control and direction and choice.

The principles of self-determination and individual control and direction of services has been incorporated into all of the division's activities and services. Ninety-two percent of the individuals in residential services now live in the community in houses, apartments and small group residences, as opposed to institutional settings. This compares to Fiscal Year 2002 when 25 percent of the individuals in residential services lived in institutional settings. Many consumers live with their families in their own homes.

One of the challenges the division faces is the significant growth in the number of individuals found eligible for DDDS services. The total enrollment of the division has increased by 40 percent since January 2002. The increases far exceed the general population growth seen in Delaware. To manage this growth in an effective manner, DDDS continuously reviews and realigns its infrastructure and resources.

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The division judiciously realigns and reallocates positions and financial resources within the organization to support the expanding community services infrastructure needs. Consolidation of programs and services at Stockley Center is ongoing to assume resource use is maximized as the census is reduced through community placements.

DDDS strengthened its community services infrastructure to support the growth in the number of individuals living in the community and the shift in service delivery from an institutional facility-based system to a community-based individualized system of supports and services. Every individual in a community living arrangement now has an essential lifestyle plan that is person-centered and based on each person's support needs and desires. The division expanded the use of assistive technology that supports individuals' ability to live in the community and be more independent. DDDS increased the number of residential and day program providers through its authorized provider network system creating more choices for individuals and greater accountability for providers.

DDDS implemented an individual rate setting system. This system and its budgeting practices are individualized and maximize state and federal funds. The rate system has been applied to both residential and day service programs. It is based on objective criteria and assessment of each individual's support needs rather than on provider agency contract negotiations. The system is designed to allow individuals to have a portable rate, which empowers them to choose their own service providers. The new structure also ensures service providers receive fair and equitable reimbursement and are accountable for the individuals' satisfaction with the services provided.

The division has completed its Stockley Center Transition plan to mirror the Olmstead legislation. The Olmstead legislation was a precursor to the Money Follows the Person concept. Accordingly, over the last six years, DDDS moved 120 individuals from Stockley into community-based settings who opted to receive services in a non-institutional setting. Further, \$8.7 million in financial resources were reallocated from Stockley to support placements in the community. This represented a 60 percent reduction in the population of Stockley since January 2002. The new multipurpose facility, the Mary Ann Coverdale Center, officially opened on May 18, 2009.

Significant accomplishments have been made in the following areas:

- Established a 24-hour toll free number for better customer service;
- Updated the website to be more user friendly for individuals and families with reports, downloadable division forms, contact information and useful links;
- Implemented a new rate setting methodology that is individualized, maximizes state and federal funds and supports a portable rate for each individual;
- Opened the Mary Ann Coverdale Center at Stockley, a 54-bed residential facility with both skilled and intermediate care facility for persons with mental retardation (ICF/MR) beds;
- Provided training to 270 individuals and families on DDDS services and supports systems as part of a collaborative project between the Arc of Delaware and the division;
- Completed a comprehensive review of the special populations program with improved processes for identifying individuals in need of more intensive support; and
- Accomplished the census reduction plan outlined in the division's 2001 Olmstead Plan for Stockley Center while maintaining quality care and services for individuals remaining at the facility.

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	64,785.4	67,861.3	66,592.1
ASF	4,167.9	4,846.0	4,846.0
TOTAL	68,953.3	72,707.3	71,438.1

	POSITIONS		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	617.6	598.0	572.0
ASF	1.0	1.0	1.0
NSF	3.0	3.0	3.0
TOTAL	621.6	602.0	576.0

ADMINISTRATION

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ACTIVITIES

Financial and Business Operations

- Manage financial operations, including budget development and administration, contract

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monitoring, maximization of federal revenues and cost-effective service delivery.

- Administer benefit programs for individuals in residential programs to include management of the Home and Community-Based Services waiver (HCBS) program.
- Manage DDDS's information systems and technology advancement necessary for efficient operations.
- Ensure and enforce compliance with applicable laws and regulations within the Delaware Financial Management Systems.

Professional Services

- Monitor and evaluate progress in the implementation of the division's strategic plan.
- Provide consultation and technical assistance for special and complex cases.
- Operate DDDS's Intake/Applicant Services unit.
- Write and manage grants.

Training and Professional Development

- Develop and deliver a wide array of Mental Retardation/Developmental Disabilities related training programs.
- Coordinate and support employee participation in personal, professional and technical development courses and seminars.
- Facilitate an improved training/communication plan with consumers, families, employees, providers and advocates focusing on self-directed services.

Quality Assurance.

- Continuously monitor the status of Developmental Disabilities Services programs to assess compliance with applicable laws, regulations and policies.
- Provide ongoing regulatory oversight of health and safety activities and systems at Stockley Center and throughout Community Services.
- Conduct annual certification reviews of community-based day and residential programs, including assisting the Division of Long Term Care Residents Protection in the licensing of the division's neighborhood homes.
- Conduct routine surveys to assess individual, family, staff and other stakeholder satisfaction with programs, services and supports.
- Conduct and manage the division's continuous quality improvement program.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of consumer and families provided with educational sessions	270	290	310

STOCKLEY CENTER

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ACTIVITIES

- Operate a 54-bed residential facility with both skilled and ICF/MR beds.
- Operate a 15-bed assisted living unit for individuals with Alzheimer's disease or dementia.
- Comply with ICF/MR regulations to maintain the federal certification to obtain Medicaid funding.
- Comply with State Nursing Home regulations to maintain state licensing status.
- Operate an integrated quality assurance program to ensure regulatory compliance.
- Ensure the development of a person-centered service delivery system, which provides for individual choice of residential living options.
- Provide comprehensive health services to include medical, dental, nursing, psychological and other ancillary services.
- Provide work and activities programs that provide residents with employment, recreation, leisure and social opportunities.
- Maintain an environment that safeguards the health and safety of residents.
- Maintain the infrastructures and utilities necessary for campus services.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of living units	5	5	5
Stockley Center census	76	72	70

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COMMUNITY SERVICES 35-11-30

ACTIVITIES

- Revise systems and realign infrastructure to support community-based, self-directed day and residential services.
- Develop service options and resources that better meet the needs of individuals living at home and with their families.
- Develop greater residential service options to meet the increasing non-group home preferences of consumers.
- Encourage day service providers to focus more resources on supported and competitive employment.
- Work with all stakeholders to increase educational and systems-training opportunities for consumers, families, advocates and staff.
- Continue to offer assistive technology supports, services and equipment to consumers.
- Ensure compliance with HCBS waiver program criteria.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of community placements	36	40	44
# of authorized providers	39	42	45
# of consumers participating in Early Start to Supported Employment	42	45	48

STATE SERVICE CENTERS 35-12-00

MISSION

To provide convenient access to human services, assist vulnerable populations, support communities and promote volunteer and service opportunities.

KEY OBJECTIVES

- Target and provide services and resources to those individuals and families in greatest need.
- Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware.
- Effectively promote high quality service to the State Office of Volunteerism's customers through communication, information-sharing, identification and creation of volunteer opportunities and customer satisfaction feedback.
- Increase access to information regarding services via effective communication networks and increased technological capacity.

BACKGROUND AND ACCOMPLISHMENTS

The Division of State Service Centers (DSSC) provides direct client services to low-income and vulnerable populations, administers state and federal funds to assist low-income persons and households and coordinates volunteer activities. The division is structured as four units: Family Support Services, which provides programs and services that serve as a safety net for individuals and families in crisis or in need of supportive services; State Office of Volunteerism, which administers volunteer activities and programs for all ages; Office of Community Services, which administers statewide and federal programs for low-income persons; and Management unit, which includes the Office of the Director and fiscal operations.

During Fiscal Year 2009, the division's accomplishments included:

- **Emergency Assistance:** Emergency assistance for rent, utilities and emergency shelter was provided to 15,361 clients under the Community Resource and Assistance program. An additional 6,860 clients were served through the use of Emergency Assistance Services funds and 407 clients received assistance through the Needy Family Fund. The

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Kinship Care program assisted 201 caregiver households.

- **Family Visitation:** Visitation centers provide safe, neutral settings where children can maintain or re-establish a relationship with a non-custodial parent. The visitation centers served 851 unduplicated families by providing 1,788 monitored exchanges, 1,033 supervised individual visitations and 1,512 group visitations.
- **Adopt-A-Family:** During the holiday season, 2,049 individuals were served by Adopt-A-Family and an additional 1,307 households were served throughout the year. In addition, 1,990 students were assisted with school supplies.
- **Home Energy Assistance:** The Fuel Assistance program served 30,113 low-income households below 200 percent of poverty. The Winter Crisis Assistance program helped 3,083 households with crisis benefits. The Summer Cooling Assistance program helped 6,612 households with electric bills, and 275 households received room-sized air conditioners. The Weatherization Assistance program supported the installation of energy efficiency improvements in the homes of 517 low-income families statewide; none of these were through state energy assistance funding. The Utility Fund, established in Fiscal Year 2000 to assist low-income individuals and families with the high cost of utility bills, served 4,437 households and 40 furnaces were replaced in low-income homes under the Weatherization Assistance program. No furnaces were replaced using state energy assistance funding.
- **Shelter Services:** State Emergency/Transitional Housing funds supported contracts with 14 emergency and transitional shelter agencies with approximately 594 beds and assisted 4,971 homeless individuals. Of those who received shelter services, 869 individuals successfully departed to permanent housing. Due to the insufficient availability of affordable housing, low-income individuals/families continue needing the services available by the statewide network of emergency and transitional housing agencies. Consequently, successful departures to permanent housing will continue on a declining trend, resulting in people remaining in transitional housing for longer periods of time.
- **Community Services Block Grant (CSBG):** CSBG funded a range of anti-poverty services, including comprehensive case management, in

which seven nonprofits partnered to work with 839 residents of transitional or subsidized housing. At the community level, seven Sussex County civic groups and four Kent County civic groups continued to develop and/or implement action plans for improvement of their low-income communities with the assistance of CSBG supported community action staff.

- **Food and Nutrition Program:** Sixty non-profit agencies reporting to the Food Bank of Delaware distributed food 53,501 times to households through food closets and mobile pantry programs in Delaware. Sites at state service centers also provided emergency food 4260 times to households in Delaware.
- **Senior Volunteer Programs:** The Retired or Senior Volunteer program (RSVP) provides opportunities for people age 55 and older to apply their life experience to community needs. Volunteers are recruited to help serve in the areas of health and human services, education, environment and public safety. In New Castle and Sussex counties, 2,477 seniors contributed 423,311 hours of volunteer service at nonprofit and governmental agencies. The statewide Foster Grandparent program placed 244 seniors, including 13 males. Foster grandparents worked with a total of 1,380 children and completed a total of 225,304 service hours.
- **AmeriCorps:** This program offered 282 members the opportunity to give back to their community through enhancing Delaware state park services, educating teens to prevent pregnancy, mentoring, serving in after school programs and intergenerational programming. AmeriCorps members contributed 45,816 hours of service.
- **State Volunteer Resource Center:** The Delaware Volunteer Resource Center served Delawareans through 712 direct volunteer referrals, 9,945 outreach contacts, technical assistance to 209 agencies and training sessions for volunteer coordinators. One hundred and thirteen students received an elective school credit through the Delaware Volunteer Credit program. Volunteer Delaware, the website for volunteer referrals, received 36,140 hits.

	FUNDING		
	FY 2009	FY 2010	FY 2011
	ACTUAL	BUDGET	GOV. REC.
GF	12,141.7	10,698.6	10,361.6
ASF	194.0	662.7	662.7
TOTAL	12,335.7	11,361.3	11,024.3

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POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	111.1	109.1	103.0
ASF	--	--	--
NSF	22.5	22.5	22.5
TOTAL	133.6	131.6	125.5

SERVICE CENTER MANAGEMENT

35-12-20

ACTIVITIES

- Provide program and facility oversight, training, planning and evaluation and emergency management for the division.
- Provide fiscal management and financial monitoring.
- Provide technical support to improve service delivery through the use of automated information systems and telecommunications equipment.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of clients served	135,708	176,420	229,346

COMMUNITY SERVICES

35-12-30

ACTIVITIES

- Administer the Community Services Block Grant, state funds for Emergency/Transitional Housing Site Operations, Emergency Housing Assistance Fund, state funds for Community Food programs, Fuel Assistance program, Weatherization Assistance program and Summer Cooling Assistance program.
- Facilitate community development outreach in collaboration with the First State Community Action Agency.
- Perform program planning, monitoring and evaluation.
- Administer state funds to support the mission and activities of the Governor's Advisory Council on Hispanic Affairs.
- Serve as an advisory council member to the Neighborhood Assistance Act Tax Credit program.
- Provide one-stop service access for clients through the management of 15 state service centers.

- Partner with other state and nonprofit agencies to improve accessibility to programs for vulnerable Delawareans.
- Provide direct support services, including Emergency Assistance Services, Community Resource Assistance Services, Needy Family and Utility funds, Emergency Food and Shelter program, Adopt-A-Family and Family Visitation.
- Monitor client satisfaction and service use through surveys and other reliable instruments to measure accessibility to services, client satisfaction and appropriateness of service mix.
- Provide a safe and secure environment for children to develop or maintain a positive relationship with their non-custodial parent through visitation centers housed in state service centers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of clients accessing emergency food*	53,501	48,151	43,336
# of client visits to service centers	605,991	787,788	1,024,124

**The Emergency Food program over the next five years will be migrated to nonprofit food closets.*

VOLUNTEER SERVICES

35-12-40

ACTIVITIES

- Administer the AmeriCorps National Service program, AmeriCorps*VISTA program, Volunteer Resource Center, Foster Grandparents program and Retired Senior Volunteer program.
- Help state and nonprofit agencies better meet their objectives by implementing volunteer programs through technical assistance, training, public relations and assistance with volunteer recognition programs.
- Recognize the contributions of volunteer youth and adults in annual events.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of volunteers	2,477	2,725	2,998
# of volunteer hours	423,311	465,642	512,206
# of active foster grandparents	244	268	295

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SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES 35-14-00

MISSION

The mission of the Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) is to maintain or improve the quality of life for residents of Delaware who are at least 18 years of age with physical disabilities or who are elderly.

KEY OBJECTIVES

Promote Health and Well Being.

- Establish and advance partnerships with other state and community-based agencies to promote health campaigns and wellness programs for older persons and adults with physical disabilities.

Foster Self-Sufficiency.

- Coordinate the delivery of home and community-based services, such as nutrition programs, personal care programs and leisure programs that promote constituents' independence, including administering HCBS waiver programs for older persons and adults with physical disabilities.

Protect Vulnerable Populations.

- Advocate for the rights of vulnerable older persons and adults with physical disabilities, including working toward providing constituents the least restrictive living environment possible. Protect adults who are at risk for abuse, neglect or exploitation.

BACKGROUND AND ACCOMPLISHMENTS

DSAAPD was established over 40 years ago as the Division of Aging. Since 1994, the division has provided services not only to older persons but also to adults with physical disabilities. This change created a more efficient service delivery system with a single point of entry for persons who often have similar needs. DSAAPD is recognized by the federal government as Delaware's State Unit on Aging.

Funding sources for the division include the Administration on Aging (through the Older Americans Act), Centers for Medicare and Medicaid Services (through HCBS waiver programs) and Social Services Block Grant. Additionally, DSAAPD pursues and manages research and demonstration grants from various sources as they become available.

The Center for Medicare and Medicaid Services (CMS) approved DSAAPD's application to renew its Elderly and Disabled waiver in June 2009. With the renewal in place, DSAAPD is now exploring consolidation of its three waiver programs (Elderly and Disabled, Acquired Brain Injury and Assisted Living waivers). Key components of waiver consolidation could include collapsing current at-home services into one self-directed waiver service through which consumers may deploy direct care workers for tasks as required. Primary goals are to provide needed services as efficiently as possible while introducing self-direction into the waiver in a manner similar to the way it has succeeded in the state-funded Personal Attendant Services program.

DSAAPD continues to work with the Division of Medicaid and Medical Assistance on the implementation of the Money Follows the Person (MFP) initiative. This program, which started with a demonstration grant from CMS, tailors community-based services for persons who would likely otherwise remain in institutions. DSAAPD had successfully transitioned 12 MFP clients from institutions to the community through September 2009.

The Administration on Aging (AoA) notified DSAAPD in September 2009 the agency was successful in applying for an Aging and Disability Resource Center (ADRC) grant. Funding for this three-year grant program should exceed \$685,000. In conjunction with DSAAPD partners, the initiative will focus on strategies for streamlined access to information and services, options counseling, proactive hospital discharge planning and quality assurance activities. The creation of Delaware's official ADRC will also pave the way for additional funding opportunities through AoA.

Two DSAAPD programs have benefited from federal stimulus packages. The Senior Community Service Employment program (SCSEP) received funds in the amount of \$507,317 that were allocated to existing providers in each county to provide job training for over 50 new clients. DSAAPD and its partners were already serving over 250 clients with conventional SCSEP grant funding prior to the receipt of ARRA funds. In addition, DSAAPD received a total of \$485,000 in nutrition-related ARRA funds for its Home Delivered and Congregate Meals programs. DSAAPD contracts with four providers who will use \$160,000 in ARRA dollars for Home Delivered Meals and \$325,000 for Congregate Meals to be spent by September 2010.

Finally, DSAAPD continues to use both print and internet media to provide information and support to Delawareans on a range of topics. The popular *Guide to Services for Older Delawareans* and *Guide to Services for Persons with Disabilities in Delaware* are available

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in English and Spanish, while the agency also makes available guides titled *How to Select Long Term Care* and *Delaware's Legal Handbook for Grandparents and Other Relatives Raising Children*.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	16,333.4	9,868.5	9,689.7
ASF	1,265.7	1,571.6	1,571.6
TOTAL	17,599.1	11,440.1	11,261.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	69.6	65.5	63.0
ASF	1.5	1.5	1.5
NSF	59.2	55.2	53.7
TOTAL	130.3	122.2	118.2

SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES

35-14-01

ACTIVITIES

- Facilitate the delivery of statewide waiver and non-waiver services and programs that help address the physical, emotional, safety and life-skills needs of older persons and adults with physical disabilities.
- Administer contracts for key home and community-based care services that are fundamental to the needs of older persons and adults with physical disabilities.
- Provide respite services for caregivers who look after older persons or adults with physical disabilities, as well as for older persons who are caring for children.
- Protect and advocate for vulnerable, at-risk adults in institutions and in the community.
- Organize and/or participate in outreach efforts that educate the community on the services available for older persons and adults with physical disabilities.
- Communicate and partner with advisory councils, advocacy groups, provider coalitions, service providers and government agencies.
- Coordinate educational offerings for staff and partners on important topics related to older persons and adults with physical disabilities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of persons served by caregiver respite program	230	260	260
# of Medicaid Waiver slots	2,006	2,016	2,016
# of staff training programs	76	80	82

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00



MISSION

To assist children, youth and families in making positive changes with services that support child and public safety, behavioral health and individual, family and community well-being.

GOALS

The primary goals of the Department of Services for Children, Youth and Their Families (DSCYF) are:

- To ensure the safety of children, youth and the public from abuse, neglect, dependency, self harm, substance abuse, crime or violence by youth and institutional abuse by adults with criminal and/or child abuse histories; and
- To provide positive outcomes for children and youth through reunification with families, timely achievement of permanency, achievement of the most appropriate level of functioning and behavioral adjustment, reduced recidivism or return to service and prevention services to avoid entering or re-entering the department's mandated services.

KEY OBJECTIVES

- Child Protective Services includes investigation of alleged abuse; neglect or dependency; out-of-home placement as necessary; in-home treatment; and adoption. The goals of child protective services include a reduction of re-abuse, timely reunification

with family when appropriate, timely achievement of permanency either through adoption, guardianship or long-term foster care and child and family well-being.

- Juvenile Justice Services includes detention, institutional care, probation and aftercare services consistent with adjudication. The desired goal of juvenile justice services is a reduction of subsequent rearrests/offenses (recidivism rates).
- Child Behavioral and Mental Health Services includes drug and alcohol treatment, crisis services, outpatient treatment, intensive outpatient treatment, day treatment and residential mental health. DSCYF strives to provide accessible, effective behavioral and mental health services for children in collaboration with families and service partners. The desired goals of these services include enabling children and caregivers to address and/or overcome issues and achieving the most appropriate level of functioning and behavioral adjustment in the least restrictive, most appropriate environment possible.
- Prevention and Early Intervention Services includes training, public education and contracted services aimed at preventing child abuse, neglect, dependency, juvenile delinquency and drug and alcohol abuse among children and youth. Programs linking families with community resources to help reduce the risk of abuse and neglect are provided with funds authorized through the Safe and Stable Families Act. The desired goal of these services includes the prevention of service entry or service

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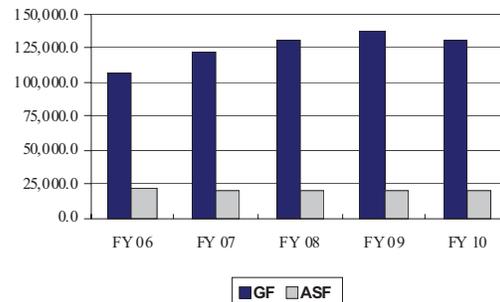
re-entry in one or more of the above three core services.

- Child Care Licensing Services includes licensing of all child care facilities where regular child care services are provided by adults unrelated to the child and for which the adults are compensated. It also provides criminal history and/or Child Protection Registry checks for all DSCYF employees, foster care parents, adoptive parents, employees of DSCYF contracted client services, licensed child care providers, licensed child care provider employees, licensed child care provider household members and health care and public school employees with direct access to children or vulnerable adults.

The key objectives and priorities of the department include:

- Reduce the percentage of children and youth who return to service within 12 months of case closure;
- Reduce the percentage of children and youth in out-of-home care;
- Reduce the percentage of children and youth in community-based services for six consecutive months who are in out-of-home care for more than five consecutive days during the following 12 months;
- Increase the percentage of community-based services as a percentage of the total contracted services;
- Streamline and reduce redundancies in service delivery and administrative support processes;
- Expand and enhance prevention activities and services in partnership with schools, community centers, faith-based institutions and other community organizations;
- Monitor use of out-of-state residential services;
- Manage lengths of stay in out-of-home placements and residential services;
- Provide services in the most appropriate and least restrictive settings possible;
- Support student centered instruction to increase academic achievement in the department's educational programs;
- Use data to manage program operations; and
- Ensure quality child care and child care facilities that meet Delacare Standards.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	127,140.0	130,934.0	126,027.1
ASF	18,067.7	19,402.2	19,351.5
TOTAL	145,207.7	150,336.2	145,378.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,043.6	1,030.1	989.6
ASF	105.0	100.0	98.5
NSF	118.7	120.2	114.7
TOTAL	1,267.3	1,250.3	1,202.8

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (40.5) FTEs, (1.5) ASF FTEs, and (3.5) NSF FTEs to reflect complement reductions.
- ◆ Recommend (\$500.0) in Office of the Secretary to eliminate funding for provider increases.
- ◆ Recommend (\$330.0) in Facilities Management to reflect savings from lease elimination.
- ◆ Recommend (\$1,237.9) in Pass Throughs to reflect the elimination of pass through programs in the Operating Bill.
- ◆ Recommend (\$871.2) in Prevention and Behavioral Health Services to reflect a reduction in contract providers.
- ◆ Recommend (\$634.6) in Youth Rehabilitation Services to reflect a reduction in joint funding and savings derived from case management efficiencies.
- ◆ Recommend (\$313.1) in Family Services to reflect a reduction in contract providers.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

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CAPITAL BUDGET:

- ◆ Recommend \$3,679.6 for the development of a new Family and Children Tracking System (FACTS II). The system will track client service history.
- ◆ Recommend \$1,266.8 for the Minor Capital Improvement and Equipment program. These funds will be used to improve the safety and environmental conditions of facilities and help eliminate the deferred maintenance backlog.
- ◆ Recommend \$200.0 for the Maintenance and Restoration program. This funding will be used to maintain agency buildings in their current condition and provide for necessary repairs.

MANAGEMENT SUPPORT SERVICES

37-01-00

MISSION

To support those helping children and families and deliver excellence in educational services.

KEY OBJECTIVES

- Continue to improve department fiscal management.
- Provide direction in information management and continue to expand the use of the Family and Child Tracking System (FACTS) as a management tool.
- Provide leadership in tracking performance measures aligned with departmental goals and objectives and in the use of performance measures in contracted services.
- Maximize cost recovery revenue.
- Provide programs that enable students to continue learning while in department schools.
- Improve internal customer satisfaction.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2009, Management Support Services provided an array of support services, some of which are highlighted below:

- Facilities Management replaced the security systems in three secure care facilities, completed a survey of the Delaware Youth and Family Center and notified adjacent land owners who had encroached on campus property to protect important state assets;
- Client Payments, working with the Division of Child Support Enforcement, successfully implemented the automation of the transmission of child support deposits into the FACTS Client Payments system saving two full days of work each month;
- The Cost Recovery unit exceeded the Fiscal Year 2009 cost recovery revenue goal; and
- In April 2009, the Administration for Children and Families (ACF) performed an audit of DSCYF's Title IV-E program, which showed the department was in substantial compliance with all program rules.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

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FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	17,179.0	18,076.9	16,076.9
ASF	2,560.5	3,199.5	2,531.4
TOTAL	19,739.5	21,276.4	18,608.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	177.2	172.7	150.9
ASF	33.5	32.1	26.1
NSF	79.9	79.8	18.6
TOTAL	290.6	284.6	195.6

OFFICE OF THE SECRETARY **37-01-10**

ACTIVITIES

- Provide inter-governmental/departmental relations.
- Provide policy and program development.
- Provide constituent/media relations and departmental communications.
- Coordinate inter-divisional programs and services.
- Coordinate inter-departmental/inter-agency functions.
- Continuously improve case management and quality assurance.
- Resolve issues in service delivery.
- Establish and nurture departmental culture.
- Coordinate departmental legal consultation.
- Coordinate Executive Advisory Council.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of YRS/CMH contracted community-based expenditures of total contracted expenditures	50	52	52
% of children returned to DSCYF service within 12 months of case closure	28	26	26
% of children in DSCYF out-of-home care	16	12	12
% of children and youth in community-based services for six months with more than five consecutive days in out-of-home care during the following 12 months	10	10	10

OFFICE OF THE DIRECTOR **37-01-15**

ACTIVITIES

- Develop and oversee the division's operations and policies.
- Coordinate departmental budget development.
- Coordinate strategic planning, monitoring and evaluation.
- Monitor and evaluate the division's programs.
- Oversee divisional quality improvements.
- Ensure intra- and inter-agency cooperation and coordination.
- Plan, coordinate and implement staff training.
- Oversee information systems reengineering.
- Coordinate development of divisional and departmental management improvements.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of annual revenue goal reached	104	100	100

FISCAL SERVICES **37-01-20**

ACTIVITIES

- Develop financial planning and fiscal policy.
- Manage federal budget analysis and cash management.
- Determine grant eligibility.
- Perform cost recovery operations.
- Provide state/federal fiscal reporting.
- Provide cost allocation plan operations.
- Provide budget analysis and support to divisions.
- Manage accounts payable/receivable.
- Oversee purchasing.
- Manage contracts and grants.
- Oversee client payment operations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of requisitions/purchase orders processed within time standards	99	95	95
% of vendor payments processed within time standards	100	95	95

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

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FACILITIES MANAGEMENT

37-01-25

ACTIVITIES

- Provide facility maintenance.
- Oversee facilities/construction management.
- Provide capital improvement planning and administration.
- Oversee safety, emergency and security planning, policy and procedures.
- Manage agency fleet.
- Oversee records management.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of work orders completed within established time standards	88	90	90

HUMAN RESOURCES

37-01-30

ACTIVITIES

- Oversee staff recruitment/retention.
- Develop labor relations policy.
- Maintain Payroll Human Resource Systems Technology (PHRST) records.
- Provide professional/career development.
- Ensure compliance with affirmative action and Americans with Disabilities Act.
- Oversee payroll/benefits administration.
- Provide organizational development.
- Administer new employee orientation.
- Provide employee performance review/continuous feedback.
- Provide employee relations/communication.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days to fill vacancies for recruited positions (average)	49	34	34

EDUCATION SERVICES

37-01-40

ACTIVITIES

- Provide student assessment and instructional services.
- Offer student support and school transition services.
- Oversee internal compliance/standards monitoring.
- Provide technical assistance and consultation.
- Oversee program/student outcomes evaluation.
- Provide school-based administrative leadership.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of involvement and responsiveness of parents to their child's education while in placement in agency schools	68	80	80
% of students participating for six months or more in an agency-administered educational program that increases their academic performance in the following subjects as measured by a standardized achievement test:			
Mathematics	53	58	58
Reading	56	61	61

MANAGEMENT INFORMATION SYSTEMS

37-01-50

ACTIVITIES

- Oversee information systems development and support.
- Provide multi-media support, computer training, help desk support, network and personal computer support and telecommunications support.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of time FACTS is available during regular working hours	99.9	99.9	99.9

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PREVENTION AND BEHAVIORAL HEALTH SERVICES

37-04-00

MISSION

To provide effective prevention and treatment services for children through collaboration with families and service partners.

VISION

Children and families: Reaching their fullest potential.

KEY OBJECTIVES

- Develop an integrated approach to prevention services by reallocating the Prevention/Early Intervention section to the Division of Prevention and Behavioral Health Services.
- Operate an accessible, public managed care children's behavioral/mental health care system that integrates the provision of behavioral and/or mental health and substance abuse treatment for departmental clients who are eligible for Medicaid and/or the Children's Health Insurance Program (CHIP) or are uninsured.
- Achieve positive client outcomes through the provision of child behavioral/mental health services that result in demonstrated improvements in a child's behavioral and/or mental health.

BACKGROUND AND ACCOMPLISHMENTS

The Division of Prevention and Behavioral Health Services (DPBHS) has achieved the following:

- Since 1996, in partnership with Medicaid under the Diamond State Health Plan, DPBHS has effectively operated a public managed care children's behavioral health care system, using a professional team approach to assure quality care;
- DPBHS integrated mental health and substance abuse treatment for Medicaid, CHIP and non-Medicaid children and youth, providing a full array of behavioral health care services;
- DPBHS achieved accreditation by the Council on the Accreditation of Rehabilitative Facilities (CARF) in May 2007 for Service Management Network, Crisis Stabilization, Day Treatment, Outpatient Treatment and Residential Treatment;

- DPBHS implemented a Center for Medicaid and Medicare Services federal grant to develop a manual for family psycho-education for children's mental health in Delaware;
- DPBHS obtained a four-year, \$1.6 million grant from Substance Abuse and Mental Health Services Administration (SAMHSA) to establish the Delaware Child Traumatic Stress Treatment Center, initiating the use of evidence-based practice (trauma focused cognitive behavioral therapy) in Delaware's behavioral healthcare system;
- DPBHS implemented a federal Department of Education grant in conjunction with the Delaware Department of Education (DOE) that created a web-based information site for behavioral health problems and instructions on how to acquire services for children and families;
- DPBHS obtained a six-year \$9 million SAMHSA grant to develop behavioral health services for young children and their families;
- Staff expanded access children's behavioral healthcare in Delaware, increasing the number of children served annually by 30 percent since 2000; and
- Prevention and Early Intervention received a three-year, \$1.5 million grant to reduce negative behaviors and enhance resiliency in youth ages 10 to 24 most at-risk for suicide.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	26,125.2	27,654.3	27,876.1
ASF	11,672.7	11,678.2	12,295.6
TOTAL	37,797.9	39,332.5	40,171.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	196.8	195.8	196.8
ASF	24.0	22.0	26.5
NSF	6.0	6.0	62.0
TOTAL	226.8	223.8	285.3

MANAGED CARE ORGANIZATION 37-04-10

ACTIVITIES

- Manage intake and assessment.
- Manage clinical services management.

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- Administer the provider network for the statewide DPBHS children’s behavioral health services system.
- Provide specialized evidenced-based training for the behavioral health community.
- Ensure quality improvement.
- Manage data collection, information monitoring and analysis.
- Oversee case and program consultation for the department.
- Manage service planning to include linkages with model programs.
- Manage consultation/presentation to other organizations on Delaware’s public children’s behavioral health system.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of parents satisfied with behavioral health services	*	*	90
% of timeliness for intake disposition:			
emergencies - same day service	90	95	95
routine - within two working days	92	90	90

**New performance measure.*

PREVENTION/EARLY INTERVENTION **37-04-20**

ACTIVITIES

- Provide community-based training, public education and consultation services to prevent child abuse and neglect, youth suicide, delinquency, mental health disorders, drug and alcohol abuse among children and youth, violence and family instability.
- Support for community-based organizations in assessing local needs, building programs, managing local resources and coordinating local prevention efforts.
- Conduct school-based interventions to help at-risk students, their siblings and families.
- Collaborate with the divisions of Family Services and Youth Rehabilitative Services to prevent siblings of children in care from entering the service system and prevent recidivism once youth have re-entered the community.
- Provide community-based family support and preservation services.
- Promote health and well-being to strengthen children, families and communities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of children in the K-5 Early Intervention program improving or maintaining the following six months after program entry:			
acceptable behaviors	83	80	80
acceptable school performance	75	75	75

PERIODIC TREATMENT **37-04-30**

ACTIVITIES

- Provide crisis response/intervention services and crisis beds for diversion from hospital.
- Provide family-centered, community-based outpatient mental health and substance abuse treatment.
- Provide intensive, home-based outpatient mental health and substance abuse treatment.
- Provide mental health and substance abuse day treatment.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of identified clients presenting in crisis maintained safely without hospital admissions	86	87	87
% of identified clients successfully completing intensive outpatient mental health service	67	65	65

24 HOUR TREATMENT **37-04-40**

ACTIVITIES

- Provide specialized residential mental health and substance abuse treatment services.
- Provide community-based, 24-hour mental health residential treatment services and therapeutic group care.
- Provide inpatient psychiatric hospital treatment.
- Manage individual residential treatment homes.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of hospital readmissions within 30 days of discharge	11	15	15
% inpatient hospital expenditures as total of all treatment expenditures	7	7	7

YOUTH REHABILITATIVE SERVICES
37-05-00

MISSION

To support public safety and positive change of children, families and communities through guidance, education and empowerment.

VISION

The Division of Youth Rehabilitative Services (YRS) will set the standard for excellence in juvenile justice.

KEY OBJECTIVES

- Institute the System of Care model by recognizing the needs of the child and directing services toward fulfilling those needs through collaboration with Child Mental Health, Family Services and the community.
- Measure and monitor the progress of youth who receive YRS services through case management and recidivism.
- Maintain American Correctional Association (ACA) accreditation at the Ferris School, New Castle County Detention Center and Stevenson House Detention Center.
- Control institutional overtime and casual/seasonal payroll expenditures by effectively managing workforce requirements.

BACKGROUND AND ACCOMPLISHMENTS

Assessment of Delaware’s Juvenile Justice System: In 2008, YRS commissioned an evaluation of the juvenile justice system. Results confirmed YRS is progressing well on its direction and initiatives to date, although more improvements can be made. YRS will work collaboratively with system partners to further improve the service delivery system to youth.

Cognitive Behavior Therapy (CBT): CBT is an evidenced-based model that emphasizes consistent problem-solving to initiate behavioral change in detention center youth. The focus of the program is to reinforce and reward youth for appropriate conduct rather than discipline them for negative behavior.

CBT has successfully involved the other service components in the facilities, including education, mental health and medical services. Future plans involve the

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

development of a plan to introduce CBT in all in-state facilities.

Juvenile Justice Collaborative (JJC): The JJC was organized in 2009 under the leadership of DSCYF Secretary Vivian Rapposelli and Family Court Chief Judge Chandlee Kuhn. The JJC works in partnership with the Annie E. Casey Foundation as a replication site for the Juvenile Detention Alternatives Initiative (JDAI). The primary goal of the JJC is to improve the effectiveness and efficiency of Delaware's juvenile justice system. Current initiatives include:

- Restructuring of DYRS Community Services;
- Establishing a formal effort to address disproportionate minority contact within the juvenile justice system;
- Reducing the school to juvenile justice pipeline;
- Reducing out of home placement of youth in the juvenile justice system;
- Improving data collection and analysis; and
- Developing legislation to support and sustain juvenile justice reforms.

Since becoming a JDAI replication site, Delaware has significantly reduced the instances of inappropriate and unnecessary detentions, reduced length of stay for Family Court involved youth and strengthened agency and community partnerships statewide.

Global Positioning System (GPS) Tracking: Community Services uses GPS equipment to electronically track the geographical location of probation youth 24 hours a day. This equipment ensures probation compliance and increases probation officer efficiency. In addition, the system notifies the probation officer immediately if a youth violates an identified exclusion area, such as a school zone. Currently, up to 40 youth can be monitored. YRS will continue to seek technological improvements to support client monitoring and supervision.

Comprehensive Approaches to Sex Offender Management (CASOM) Grant: The Department of Justice awarded \$46,890 for the Comprehensive Approaches to Sex Offender Managements (CASOM) grant to Community Services. This grant provides training to assist in system-wide changes and approaches to address treatment and management of youth with inappropriate sexual behavior (ISB). It also assists the Division of Prevention and Behavioral Health Services by improving upon its statewide network of specially trained outpatient therapists to work with this target group and their families statewide.

The grant provided an impetus to establish a specialized four probation officer unit to supervise 100 ISB identified youth. The same probation officer is assigned to the same youth during their entire time on supervision, whether in the community or in placement.

Reduction of youth in out-of-state residential placements: Average number of youth in out-of-state contracted residential placements decreased from 113 in Fiscal Year 2008 to 60 in Fiscal Year 2009 due to placement recommendations between YRS and the courts.

Detention population reductions: Various initiatives centering on detention alternatives have resulted in a decrease in the detention center population. In Fiscal Year 2008, the combined average population of the two detention facilities was 129. In Fiscal Year 2009, the average population was 116.

Grace and Snowden Cottages: DYRS operates two staff-secure, gender-specific programs on the department's campus for up to 30 delinquent youth. The facilities provide educational, social and cultural programming, mental health counseling, family engagement activities and exposure to social and cultural programs provided in collaboration with community partners. In Fiscal Year 2009, over 200 youth were served.

Mowlds Cottage: Mowlds Cottage is a 20-bed staff secure transition program for youth exiting Ferris School. Youth continue their education programming, explore employment opportunities and participate in family engagement sessions. The youth reintegrate into the community through home passes and organized community events. Mowlds Cottage also serves youth who are sentenced to short-term residential placement for violations of probation and other minor offenses. In Fiscal Year 2009, 269 youth were served, 145 transitioned from Ferris School, and 123 were placed there on Administrative Holds, Violation of Probation charges, etc.

Quality Improvement: Staff self-inspection assessments of all DYRS operated facilities. The goal is for all DYRS managed residential programs to be evaluated in Fiscal Year 2010.

Prison Rape Elimination Act (PREA): As part of the federal mandate to prevent sexual assaults in our juvenile facilities, YRS received \$110,000 to provide training to staff, as well as the installation of 26 video cameras in our secure care facilities.

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FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	39,934.2	41,441.5	39,843.7
ASF	1,546.5	1,965.3	1,965.3
TOTAL	41,480.7	43,406.8	41,809.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	367.6	363.6	353.6
ASF	22.0	22.0	22.0
NSF	--	2.0	2.0
TOTAL	389.6	387.6	377.6

OFFICE OF THE DIRECTOR **37-05-10**

ACTIVITIES

- Institute the System of Care model by ensuring intra- and inter-agency cooperation and coordination.
- Direct division operations and develop policy.
- Manage budget and fiscal operations.
- Monitor/evaluate division programs.
- Coordinate training.
- Comply with mandates in providing core services.

COMMUNITY SERVICES **37-05-30**

ACTIVITIES

- Assess the type and quantity of alternative, probation and aftercare services needed to serve delinquent youth who do not require secure incarceration.
- Provide case management and monitoring for youth being served in alternative programs, secure care, probation and aftercare.
- Monitor contracts to ensure appropriate use and quality of service.
- Maintain census and fiscal control of contract usage.
- Provide assessment and case planning, consistent with the Dispositional Guidelines for Juveniles, for seriously delinquent youth and their families.
- Maintain youth in the least restrictive environment through the Placement Authorization Committee (PAC) and Population Emergency Response Team (PERT) processes.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of Level IV recidivism*	33	35	35
% of initial probation contacts on time	85	100	100
% of ongoing probation contacts on time	90	100	100

**Recidivism rate provided by the Delaware Statistical Analysis Center June 2009 report (based on 12-month felony arrests of Fiscal Year 2007 releases).*

SECURE CARE **37-05-50**

ACTIVITIES

- Provide secure detention for preadjudicated youth.
- Provide 24-hour custodial care and treatment in a staff-secure, gender-specific residential setting for adjudicated youth.
- Provide appropriate education, treatment, counseling, recreation, vocational training, medical care and family-focused case management for youth in secure residential facilities.
- Maintain ACA accreditation for secure care institutions.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of Ferris School recidivism*	49	40	40

**Recidivism rate provided by the Delaware Statistical Analysis Center June 2009 report (based on 12-month felony arrest of Fiscal Year 2006 releases).*

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FAMILY SERVICES

37-06-00

MISSION

To promote the well-being and safety of children and their families through prevention, protection and permanency.

KEY OBJECTIVES

The safety and protection of a child is the paramount priority of the Division of Family Services (DFS). As such, the division strives to ensure:

- At-risk children are safe from abuse, neglect and exploitation;
- Inter-divisional planning and coordination of services for children and families;
- Professional development of all staff to provide quality service;
- Quality assurance activities are thorough and ongoing;
- Interagency and community collaboration exists to build a system of care to support and strengthen families;
- Licensing and monitoring of the State's out-of-home child care facilities;
- Recruitment and retention of sufficient, quality foster families and improved quality of life for children living in foster care;
- Foster families have the support and parenting skills needed to work with challenging children;
- An enriched continuum of care for children needing placement in specialized and treatment foster and group care; and
- Children who cannot be returned to their family are settled, in a timely way, with a permanent family through adoption or guardianship or older youth are prepared for independence.

BACKGROUND AND ACCOMPLISHMENTS

The Foster Care program continues to make strides in training, enhancing foster parent skills to accept more difficult children, recruiting new foster families and improving outcomes for children in care. Seventy percent of children entering foster care are returned home within 12 months and the absence of maltreatment

recurrence rate for Federal Fiscal Year 2008 was 98.2 percent. Through careful and targeted reviews of children in foster care and swift movement of children to permanent placement settings, the number of children in foster care at the end of Fiscal Year 2009 was 14 percent lower than at the end of the prior fiscal year.

Intake/Investigation: Family Services received 9,527 reports of abuse, neglect and dependency in Fiscal Year 2009, which represents an increase of 12 percent over Fiscal Year 2008. Of those reports received, 62 percent were accepted. Of those accepted, 1,429 were substantiated, representing a decrease of 6 percent in Fiscal Year 2008.

Protective Treatment: In Fiscal Year 2009, a total of 2,395 families and children received treatment services.

Placement: During Fiscal Year 2009, 433 children entered placement, and 867 children exited placement. At the end of the year, there were 743 children in out-of-home care, a decrease of 14 percent from 867 children in care at the end of Fiscal Year 2008.

Adoption: In Fiscal Year 2009, 115 children for whom the division held parental rights were adopted. The overall number of children in the adoption program decreased from 248 in September 2008 to 196 in September 2009.

Child Care Licensing: In Fiscal Year 2009, Child Care Licensing ensured safeguards for 54,005 children in out-of-home care. The licensing staff made 1,887 facility visits and investigated 344 complaints. The Criminal History unit completed 6,617 criminal history record checks and 39,422 Child Protection Registry checks, resulting in the disclosure of 2,992 individuals with arrest records. A total of 487 individuals were determined unsuitable for employment or care. A total of 521 individuals had substantiated cases of child abuse or neglect. The unit also requested 261 out-of-state child abuse and neglect checks under the Adam Walsh Child Protection and Safety Act of 2006.

Accomplishments

- Initiated Stairways to Encourage Personal Success (STEPS), a youth-driven transitional planning meeting designed to garner more positive outcomes for youth aging-out of foster care. The youth invites members of their support system to participate in a planning meeting to discuss education, housing, needed services, employment, transportation, concern/issues, strengths and any other steps needed to help with their transition.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

- Continued partnership with the Milton Hershey School to gain admission for children in foster care. DFS currently has five students in attendance.
- Conducted public hearings, trainings and gathered public comments as required in implementing new Delacare Rules for Family and Large Family Homes effective on January 1, 2009. Delaware has risen from having the fifth oldest regulations to the nations newest.
- Expanded Heart Gallery to further highlight children in foster care available for adoption.
- Provided Adoption Assessor training to adoption supervisors and workers to improve assessments, child placement strategies and prevent disruptions.
- Gained legislative changes to allow DFS workers to sign for children in foster care to obtain their driver's license.
- Designed and implemented Teen Foster Parent training to teach new foster parents the benefits, challenges and techniques for successfully fostering teens.
- Initiated summer tutoring program for children ages six through 16 in partnership with Sanford School with hopes to expand tutoring opportunities.
- Partnered with the Young Men's Christian Association (YMCA) of Delaware to allow 50 children in foster care to attend residential summer camp.
- Continued to partner with members of the community, such as Rotary, Walmart, Global Health Education using Low-cost Publications (H.E.L.P.), faith-based organizations and private residents to assist children.
- Instituted foster parent pre-service training for Spanish speaking resource families who will care for Hispanic children.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	43,901.6	43,761.3	42,230.4
ASF	2,288.0	2,559.2	2,559.2
TOTAL	46,189.6	46,320.5	44,789.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	302.0	298.0	288.3
ASF	25.5	23.9	23.9
NSF	32.8	32.4	32.1
TOTAL	360.3	354.3	344.3

OFFICE OF THE DIRECTOR

37-06-10

ACTIVITIES

- Prepare and manage the divisional budget.
- Implement service delivery programs.
- Provide quality assurance.
- Oversee data management and analysis.
- Coordinate professional development to ensure staff is able to provide efficient and effective services to children and youth.
- Develop policy.
- Develop planning based on national, state and local best practices.
- Provide regulatory functions including child care licensing and criminal background/Child Protection Registry checks.
- Provide representation on national and local organizations, committees and advocacy groups.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of family child care homes receiving an annual compliance visit	100	100	100

INTAKE/INVESTIGATION

37-06-30

ACTIVITIES

- Receive reports of suspected child abuse and neglect.
- Investigate child abuse and neglect and provide timely and appropriate safeguards.
- Refer families to community resources when appropriate.
- Provide ongoing division services and supports.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES
37-00-00

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of initial investigation contacts on time	93.3	100	100

INTERVENTION/TREATMENT
37-06-40

ACTIVITIES

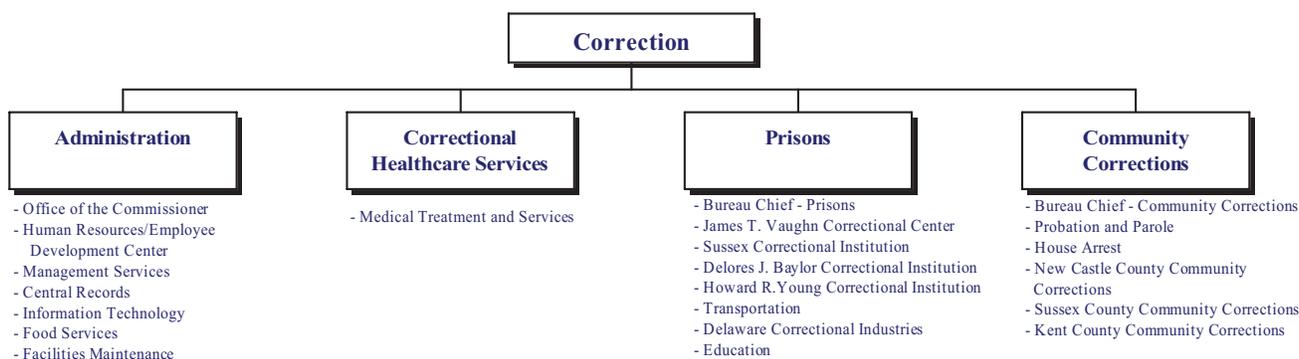
- Assure the safety of children while reducing the risk of abuse and neglect.
- Change the behaviors and conditions which cause abuse and neglect.
- Promote the most appropriate services for the safety and well being of children, including in-home services, placement, family reunification, while providing safeguards for children.
- Offer permanency services including adoption, guardianship and independent living.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of timely initial treatment contacts	90.3	100	100
% absence of maltreatment within 12 months	98.2	94.6	94.6
% of exits to adoption in less than 24 months	33.0	36.6	36.6

CORRECTION

38-00-00



MISSION

To protect the public by supervising adult offenders through safe and humane services, programs and facilities.

KEY OBJECTIVES

- Enhance public safety through the supervision of adult offenders within Department of Correction (DOC) facilities and communities.
- Create an environment conducive to productive offender programming and treatment.
- Maintain a stable and skilled workforce through recruitment initiatives and varied professional development opportunities.
- Maintain system-wide emergency preparedness response capability.
- Ensure every inmate receives medical healthcare in compliance with National Commission on Correctional Healthcare (NCCHC) standards.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2010, DOC is authorized for 2,600 officers and staff across the Office of the Commissioner and four bureaus - Management Services, Correctional Healthcare Services, Prisons and Community Corrections. The Office of the Commissioner directs human resources, employee development and training, internal affairs, media/community relations and planning. The Bureau of Management Services provides essential support services across the entire department. The Bureau of Correctional Healthcare Services provides management and oversight of medical care and substance abuse treatment to the offender population. The Bureau of Prisons operates four facilities housing

offenders incarcerated by court order. The Bureau of Community Corrections supervises offenders after release from incarceration or upon direct court sentence, in work release facilities, a women's treatment center, violation of probation centers and in the community.

Most state correctional systems only manage prisons, leaving the jails, detention centers and community supervision to counties, municipalities or the judiciary. In Delaware, DOC is a unified system, which manages pre-trial detention through incarceration and community supervision.

Currently, the incarcerated population (Levels V and IV) is approximately 6,900. The jail population of approximately 2,900 is divided between offenders sentenced to less than one year of incarceration (1,400 or 20 percent) and offenders held pending trial (1,500 or 22 percent). There are 4,000 offenders sentenced to more than one year, which represents 58 percent of the department's total incarcerated population. Over 17,000 individuals are under community supervision.

Administration encompasses overall direction and provision of support services to all of the institutions, offices and units of the department through centralized budget and fiscal management, offender records, information technology, food services, facilities maintenance and construction, human resources, staff development and training and centralized warehouse, supplies and materials procurement.

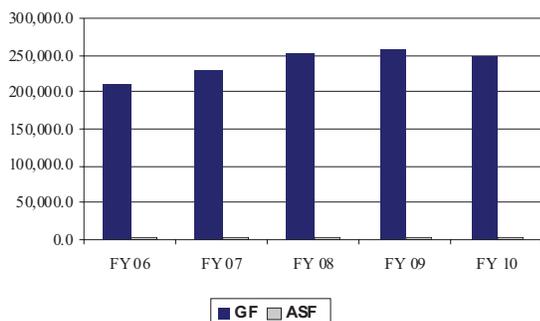
The department continues to develop a system-wide emergency preparedness training initiative to enhance its operational readiness. This system of emergency response capability and decision-making represents a shift in the way resources are deployed in emergency situations.

Within the mission is an overriding objective to increase public safety. Over 90 percent of all offenders incarcerated in Delaware return to their communities

CORRECTION 38-00-00

upon completion of their sentence. The ultimate objective for the department is to make the community safe.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	256,625.4	249,451.4	243,827.7
ASF	3,352.2	4,242.4	4,242.4
TOTAL	259,977.6	253,693.8	248,070.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,608.7	2,600.7	2,554.7
ASF	8.0	8.0	8.0
NSF	--	1.0	1.0
TOTAL	2,616.7	2,609.7	2,563.7

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (46.0) FTEs to reflect complement reductions.
- ◆ Recommend (63.0) Correctional Officer and Probation and Parole Officer training positions authorized in the Operating Bill's Epilogue to reflect complement reductions.
- ◆ Recommend (\$400.0) in Supplies and Materials to reflect a reduction in food services.
- ◆ Recommend (\$1,000.0) in Prisons to reflect a reduction associated with the partial closure of the Multi-Security Building at Sussex Correctional Institution.

CAPITAL BUDGET:

- ◆ Recommend \$3,135.4 for the Maintenance and Restoration program. This funding will be used to maintain agency buildings in their current condition and provide for necessary repairs.
- ◆ Recommend \$2,900.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the Department's backlog of deferred maintenance.
- ◆ Recommend \$4,610.0 for the final phase of the Masonry Restoration Project at the Howard R. Young Correctional Institution. The project has corrected the damage done by water intrusion in façade of the facility.
- ◆ Recommend \$1,600.0 for the design of a new kitchen facility at the Howard R. Young Correctional Institution. The current facility is too small for the number of inmates currently housed at the facility.
- ◆ Recommend \$2,550.0 for a new Employee Development Center and Correctional Emergency Response Team and firearms range. The new facilities will improve the efficiency of the required training for Correctional Officers.

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ADMINISTRATION

38-01-00

MISSION

To provide direction and support to the various units of the department by providing oversight regarding budget and fiscal management, purchasing, offender records, information technology, food services, facilities maintenance and construction, human resources and staff development and training.

KEY OBJECTIVES

- Improve department-wide budgetary and fiscal leadership with a focus on accounting practices, contracts and procurement by promoting fiscal responsibility, accountability and effective management.
- Continue to update the Delaware Automated Correctional System (DACS) for maximum efficiency.
- Provide the most efficient and cost effective services to the offender population while ensuring nutritional standards are met.
- Upgrade the physical plant through continuous maintenance and restoration, addressing deferred maintenance initiatives.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Commissioner, including the executive staff, provides leadership, policy direction, moral guidance, monitoring of operations and support for ongoing activities related to the department's vision, mission and top priorities. Individual units within the Office of the Commissioner include Office of the Deputy Commissioner, Human Resources/Employee Development Center, Internal Affairs, Community Relations and Media Relations.

Human Resources is responsible for the recruitment of staff, employee records management, personnel transactions, pay and benefits, position management and classification, labor relations and employee grievances, employee evaluation and discipline, equal opportunity enforcement and diversity training. Human Resources staff process all new employee paperwork, work with the department's Internal Affairs unit to ensure clearance/background checks are completed and properly documented and organize job fairs for recruitment as necessary.

The Employee Development Center (EDC) is responsible for providing and coordinating all department-wide initial training, re-qualification, program development and assistance to facilities in the development of in-house training efforts and curriculums. EDC is also responsible for the department's Employee Assistance program (EAP).

Management Services includes the Central Business Office, Central Offender Records, Information Technology (IT), Food Services and Maintenance.

The Central Business Office is responsible for payroll processing, accounts payable and receivable, grants management, budget preparation, fiscal year close-out and start-up, purchasing and contract and fleet management.

The Central Offender Records unit is primarily responsible for calculating offenders' sentences and release dates. This unit houses and controls all active and inactive institutional and probation/parole offender records. This unit has the overall responsibility of monitoring sex offender registration and victim notifications for the department as required by the Delaware Code. Central Offender Records is tasked with providing records retention for the department, as well as working closely with IT to ensure the accuracy of information provided for statistical purposes.

IT manages all aspects of the department's information technology resources. IT partners with the Department of Technology and Information (DTI) for many of the department's technology requirements. The department, through IT, contributes to the common computing resources for statewide law enforcement and shares the resources of other agencies that support the department's goals and objectives.

Food Services prepares over 21,000 meals per day for the facilities while ensuring proper and safe food handling by all employees and offender kitchen workers. Ongoing training is provided to institutional kitchen staff in conjunction with EDC and the Food Service Quality Control Administrator. Bids for food and packaged items are advertised on a regular basis to ensure value, quality and competitive pricing. Department of Health and Social Services (DHSS), Division of Public Health (DPH) and National Commission on Correctional Healthcare (NCCHC) accreditation standards are continually met and maintained. Therapeutic dietary needs are prescribed by medical personnel and are prepared by Food Services.

Facilities Maintenance oversees all capital projects, as well as repair and maintenance of department facilities and equipment. Facility Maintenance helps maintain

CORRECTION
38-00-00

regulation requirements in areas, such as storage and use of toxic substances, food sanitation, infirmary requirements and occupational health and safety.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	79,892.8	31,803.8	31,072.5
ASF	340.9	--	--
TOTAL	80,233.7	31,803.8	31,072.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	292.0	305.0	301.0
ASF	--	--	--
NSF	--	--	--
TOTAL	292.0	305.0	301.0

OFFICE OF THE COMMISSIONER
38-01-01

ACTIVITIES

- Provide departmental management and leadership.
- Serve as legislative liaison.
- Coordinate public relations.
- Maintain an active security audit program.
- Manage central research, planning and policy development.
- Provide centralized management for emergency preparedness and training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of random/periodic Internal Affairs rechecks	3,603	2,400	4,200
# of random drug tests of employees (positives in parentheses)	1,225 (2)	2,100	1,280
# of positive media stories generated	25	15	30
# of emergency preparedness exercises completed	*	*	12
# of security audits completed	*	*	12

*New performance measure.

**HUMAN RESOURCES / EMPLOYEE
DEVELOPMENT CENTER**
38-01-02

ACTIVITIES

- Provide applicant and employee services.
- Maintain employee records.
- Coordinate employee labor relations.
- Manage employee benefits and development.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of grievances at Commissioner's level	44	50	75
# of correctional officer recruits graduating from Correctional Employee Initial Training (CEIT)	158	200	150
# of probation officer recruits graduating from Basic Officer Training Course (BOTC)	0	15	10
# of trainee hours in requalification, recertification or other training	98,899	101,099	100,000

MANAGEMENT SERVICES
38-01-10

ACTIVITIES

- Oversee all functions of bureau.
- Provide information and training opportunities to department financial personnel.
- Develop the department's annual budget request and implement authorized budget allocations.
- Maintain and manage the department's SuperCard program.
- Process the department's bi-weekly payroll.
- Manage the department's fleet.
- Provide purchasing and contract management services to department personnel.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of monthly SuperCard reconciliations submitted to Division of Accounting within 30 days	*	*	75
# of employees receiving financial training	12	15	15

*New performance measure.

CORRECTION
38-00-00

CENTRAL OFFENDER RECORDS
38-01-12

ACTIVITIES

- Calculate offender sentences and release dates as court ordered.
- Maintain and control all active and inactive institutional and probation/parole offender files.
- Notify victims as offenders related to their cases are released from custody.
- Coordinate department-wide records retention and archiving policies.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of victim notification letters issued	19,398	5,072	20,400
# of sentences calculated	11,030	9,247	13,700
# of offenders returned on Level IV agreement to return process	59	84	60
% of offenders released in error	*	*	.001

**New performance measure.*

INFORMATION TECHNOLOGY
38-01-14

ACTIVITIES

- Provide information technology support and help desk services for the department.
- Improve DACS by adding new functionality as required to support business practices.
- Support the development and maintenance of web-enabled applications.
- Serve as liaison with Delaware Justice Information System (DELJIS) Board of Managers, Information Resource Managers (IRM) Council, Courts Organized to Serve (COTS) and State Computer Hardware/Software Committee.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of high priority help desk calls resolved within one hour	97	100	100
% of computer up-time for DACS availability 24/7	95	100	100

FOOD SERVICES
38-01-20

ACTIVITIES

- Prepare menus to meet Dietary Reference Intakes (DRI).
- Maintain kitchen facilities to meet American Correctional Association (ACA) Food Safety Guidelines and Delaware's Public Health Sanitation Standards.
- Maintain food supply inventory consistent with population needs.
- Enhance staff development.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% score on quarterly sanitation inspections	94	96	96
% of staff ServSafe certified	97	100	100
\$ per diem cost	5.45	5.63	5.65
\$ per diem cost - food only	3.02	3.04	3.08

FACILITIES MAINTENANCE
38-01-40

ACTIVITIES

- Coordinate the design of major and minor capital improvement projects with contracted architectural/engineering firms.
- Oversee contractors performing work on major and minor capital improvement projects.
- Maintain physical plant systems at all department facilities and some leased facilities.
- Perform groundskeeping and snow removal at all department facilities.
- Oversee inmate work crews performing various repairs and improvements.
- Perform recordkeeping and reporting on environmental issues.
- Ensure continued technical training for all maintenance staff through a variety of programs.

CORRECTION

38-00-00

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of work orders: completed	19,674	25,000	25,000
opened	19,542	25,000	25,000
# of overtime hours	1,602	4,100	4,100
# of facilities maintained	12+	12+	12+
Square footage of facilities maintained (millions)	1.89+	1.89+	1.89+

CORRECTIONAL HEALTHCARE SERVICES

38-02-00

MISSION

To ensure medical, mental health and substance abuse services are delivered to offenders and services meet the quality standards as outlined by the National Commission on Correctional Healthcare (NCCHC), American Correctional Association (ACA) and other professional standards, in the most cost effective manner.

KEY OBJECTIVES

- Ensure every inmate receives medical healthcare in compliance with NCCHC standards.
- Ensure the most appropriate delivery of healthcare services to the offender population through a healthcare contracting process.
- Provide contract monitoring to ensure contract compliance of the healthcare vendor(s) and maintain NCCHC accreditation.
- Ensure that inmates have access to substance abuse program services as needed through a substance abuse contract.
- Provide continuous quality assessment/improvement to ensure offender healthcare services are efficient, productive and cost effective, and state, federal and accreditation standards are continually met and maintained.

BACKGROUND AND ACCOMPLISHMENTS

In 2005, an internal medical unit, comprised of departmental professional medical staff, was created. In Fiscal Year 2010, this unit became the fourth bureau within DOC. This bureau was established to provide oversight to the daily medical and mental health operations of the contracted medical service provider(s) to ensure NCCHC standards are continuously met and maintained; medical and mental healthcare is provided with the utmost professional level in accordance with standard medical practices and laws; and every inmate receives proper and in-depth medical care necessary to ensure good health. This is accomplished through regularly scheduled audits, assuring compliance to medical standards, maintaining state-of-the-art equipment and following NCCHC protocols through monitoring efforts of bureau staff.

CORRECTION
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State government, federal guidelines and accreditation standards through the NCCHC set the protocols and standards for the delivery of offender healthcare and evaluate the care provided throughout the correctional system, including preventive and public health, mental health, primary and secondary medical care and occupational health and safety.

The bureau strives to maintain or improve the health status of the offender population, while providing a safe working and living environment for both offenders and staff. Chronic illnesses, including AIDS, tuberculosis, hepatitis, heart disease and diabetes, continue to be a major focus. Prevention efforts through education and early intervention are maintained, along with aggressive treatment programs for those suffering from these and other illnesses.

The department contracts with a substance abuse provider for various Level IV and V offender treatment and counseling services, as well as after-care programs to facilitate an offender's re-entry into society. These services focus on substance abuse treatment, relapse prevention, recovery efforts, anger management, various therapies, skill training and other services necessary for successful transition back into the community. The bureau oversees the contractual arrangement to provide substance abuse treatment services for approximately 636 Level V beds, approximately 570 Level IV slots and 280 Aftercare slots annually.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	48,009.5	47,412.2
ASF	--	--	--
TOTAL	--	48,009.5	47,412.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	12.0	12.0
ASF	--	--	--
NSF	--	--	--
TOTAL	--	12.0	12.0

MEDICAL TREATMENT AND SERVICES
38-02-01

ACTIVITIES

- Maintain comprehensive healthcare services through a department-wide contract with a medical vendor or vendors.
- Monitor contractual obligations set forth in medical and mental health contracts to include appropriate staffing figures, licensing and credentialing issues of all vendor employees.
- Conduct quarterly audits of intake screening, medication administration, specialty and chronic care, sick call requests and mental health treatment of inmates to ensure vendor compliance with the contract and NCCHC standards.
- Conduct internal audits of inmate medical and mental healthcare pursuant to the guidelines set forth by the bureau.
- Monitor the medical grievance process to ensure it is handled in a timely manner and grievances are appropriately remedied.
- Coordinate immunization of juvenile offenders in department custody by working with DHSS, DPH and all other necessary immunizations for all department offenders.
- Ensure inmates receive a 30-day supply of medication, information about community services and education on treatment and care for HIV/AIDS upon release into the community.
- Provide therapeutic community treatment programs to eligible offenders.
- Provide aftercare services to offenders who have participated in the therapeutic community model.
- Increase awareness of treatment programs throughout the offender population.
- Maintain quality health outcomes through quality assurance (QA) and improve healthcare system through continuous quality improvement (CQI).

CORRECTION

38-00-00

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of intake screenings completed within 24 hours	92	92	95
% of patients receiving formulary medication(s) within 48 hours of provider order, or per provider's order	55	65	75
% of sick calls resolved within 72 hours	61	85	85
% of chronic care patients that are seen every three months or more frequently as determined by the provider's plan	66	75	85
% of occupied beds in substance abuse programs at:			
Level V	85	90	95
Level IV	87	90	95
% of offenders completing Key, CREST, Aftercare continuum (without interruption)	40	56	50
% of offenders successfully graduating from Aftercare	60	55	70

PRISONS

38-04-00

MISSION

To provide overall administrative support to prison facilities, which enforce judicial sanctions for offenders and detentioners in a safe, humane environment. The bureau provides protection for the public with incarceration and rehabilitation programs that address societal and offender needs.

KEY OBJECTIVES

- Use flow down options delineated in the Sentencing Accountability Commission (SENTAC) Policy Manual maximizing Level V bed space availability.
- Use offender assessment, program participation and program completion as system efficiency monitors.
- Maintain security housing units to manage the prison population with stark housing and rigorous programming.

BACKGROUND AND ACCOMPLISHMENTS

The Bureau of Prisons provides administrative support for the four institutions that house the Level V population (detention, jail and prison). On June 30, 2009, the population count was 5,636 offenders.

A cooperative agreement continues with the Public Defender's Office to place attorneys at Howard R. Young Correctional Institution (HRYCI), Delores J. Baylor Women's Correctional Institution (BWCI), James T. Vaughn Correctional Center (JTVCC) and Sussex Correctional Institution (SCI). This agreement is an effort to expedite pre-trial case processing, maximize the use of video/teleconferencing technology and reduce the detention population.

Offender transports for Fiscal Year 2009 decreased by 1,320 or 3.2 percent compared to Fiscal Year 2008. Court activity accounted for 82.7 percent of the Fiscal Year 2009 transports compared to 83.4 percent in the previous year. Institutional staff provided transport for 3,452 off-site medical specialist visits and 766 emergency room visits.

The Young Criminal Offenders program (YCOP) at HRYCI manages the most difficult juvenile offenders. These youth (offenders under 18 years of age) are either found non-amenable in Family Court or are sentenced by Superior Court to the adult system for serious offenses. This program includes a modified Key program,

CORRECTION
38-00-00

education and rigorous discipline. The YCOP program operates a 40-bed unit.

Structured offender work programs provide the opportunity to develop work ethic, transferrable skill sets, marketable employment experience and modest wages. In Fiscal Year 2009, the offender workforce performed a combined total of 1,846,007 hours in work assignments supporting community service projects, food service, maintenance, janitorial, laundry, central supply, commissary and education. The cost avoidance value of these offender work hours using the Fiscal Year 2009 minimum wage rate was \$12.9 million.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	130,196.4	123,741.5	119,760.5
ASF	2,452.5	3,336.9	3,336.9
TOTAL	132,648.9	127,078.4	123,097.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,693.7	1,669.7	1,632.7
ASF	8.0	8.0	8.0
NSF	--	--	--
TOTAL	1,701.7	1,677.7	1,640.7

BUREAU CHIEF - PRISONS
38-04-01

ACTIVITIES

- Conduct employee and offender grievances and appeals.
- Operate the Prison Arts program.
- Participate in the negotiation and administration of labor contracts.
- Provide offender classification and program support.
- Conduct reception diagnostic risk needs assessment.
- Review policy and provide strategic planning.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of good time days lost	255	1,100	275
# of offenders classified to:			
drug treatment programs	703	644	725
work release	371	403	400
supervised custody	217	196	225
# of offenders recommended for sentence modification	25	12	25
# of security/custody level classifications	1,797	1,898	1,850

JAMES T. VAUGHN CORRECTIONAL CENTER
38-04-03

ACTIVITIES

- Provide Level V security and case management for 2,500 male offenders.
- Provide institutional housing and offender care.
- Provide treatment, educational and vocational programs.
- Provide structured offender work programs.
- Offer law library services.
- Maintain K-9 patrol.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and Prison Rape Elimination Act (PREA) training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of inmate work hours:			
community service	17,500	19,300	19,300
food service	305,582	337,000	306,000
maintenance	41,748	48,000	46,000
janitorial	324,480	332,800	332,800
laundry	124,800	124,800	124,800
other*	366,770	360,360	366,770
Total:	1,180,880	1,222,260	1,195,670
\$ cost avoidance at \$7.25 minimum wage (thousands)**	8,443.3	8,861.4	8,668.6
# of escapes	0	0	0

*Other includes barbers, central supply, commissary, clerks, education workers, yard workers, etc.

**Fiscal Year 2009 minimum wage was \$7.15.

CORRECTION
38-00-00

SUSSEX CORRECTIONAL INSTITUTION
38-04-04

ACTIVITIES

- Provide Level V security and case management for 1,200 male offenders.
- Provide institutional housing and offender care.
- Provide treatment, educational and vocational programs.
- Provide structured offender work programs.
- Offer law library services.
- Maintain K-9 patrol.
- Operate Key, Greentree and Boot Camp programs.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and PREA training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of inmate work hours:			
boot camp	7,406	7,500	7,500
food service	96,318	62,000	109,000
maintenance	14,538	18,000	18,000
janitorial	35,769	38,000	38,000
laundry	41,598	30,000	40,000
other*	81,582	70,000	75,000
Total:	277,211	225,500	287,500
\$ cost avoidance at \$7.25 minimum wage (thousands)**	1,982.1	1,634.9	2,084.4
# of escapes	0	0	0

*Other includes barbers, clerks, education workers, yard workers, etc.
**Fiscal Year 2009 minimum wage was \$7.15.

**DELORES J. BAYLOR CORRECTIONAL
INSTITUTION**
38-04-05

ACTIVITIES

- Provide Level V security and case management for 400 female offenders.
- Provide institutional housing and offender care.
- Provide treatment, educational and structured offender work programs.
- Operate Key Village.
- Offer law library services.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and PREA training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of inmate work hours:			
food service	119,653	124,500	106,560
maintenance	6,014	9,500	20,800
janitorial	25,205	28,500	16,900
laundry*	12,238	29,000	3,900
other**	10,339	24,000	33,000
Total:	173,449	215,500	181,160
\$ cost avoidance at \$7.25 minimum wage (thousands)***	1,240.2	1,562.4	1,313.4
# of escapes	0	0	0

*Reduction due to offenders doing their own laundry in housing units.

**Other includes education workers, clerks, cosmetologists, etc.

***Fiscal Year 2009 minimum wage was \$7.15.

**HOWARD R. YOUNG CORRECTIONAL
INSTITUTION**
38-04-06

ACTIVITIES

- Provide Level V security and case management for 1,700 male offenders.
- Provide institutional housing and offender care.
- Provide treatment, educational and structured offender work programs.
- Offer law library services.
- Maintain K-9 patrol.
- Operate Key, New Visions and YCOP programs.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and PREA training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of inmate work hours			
food service	110,004	123,000	123,000
maintenance	7,612	5,700	5,700
janitorial	46,298	25,000	46,300
laundry	8,490	8,500	8,500
total	172,404	162,200	183,500
\$ cost avoidance at \$7.25 minimum wage (thousands)*	1,232.7	1,176.0	1,330.4
# of escapes	0	0	0

*Fiscal Year 2009 minimum wage was \$7.15.

CORRECTION
38-00-00

TRANSPORTATION
38-04-08

ACTIVITIES

- Provide inmate transportation.
- Provide courtroom security.
- Maintain Correctional Emergency Response Teams (CERT).
- Provide K-9 training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of inmates transported	41,693	44,000	42,000
# of CERT missions*	245	200	250
# of canine teams certified to Police Dog Level 1**	25	24	25

**Includes escapee recovery, erroneous release recaptures, drug searches, contraband searches, high-risk transports, funeral honor guard, tactical surveys, weather emergencies, command post drills and hostage drills.*

***25 of 29 authorized K-9 Teams at Police Dog 1 or Passive Alert Narcotic Detection or both; 3 officers are awaiting basic training; 1 vacancy to be filled.*

DELAWARE CORRECTIONAL INDUSTRIES
38-04-09

ACTIVITIES

- Operate garage repair services.
- Offer printing and silk screening services.
- Manufacture garments and provide embroidering services.
- Offer furniture and upholstery repair services.
- Provide pre-cast concrete and construction services.
- Assemble office systems.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of offenders employed	203	250	250
Gross revenue \$ (thousands)	2,477.6	2,943.8	3,075.0
Revenue \$ per inmate employed (thousands)	12.2	11.8	12.3
Average revenue \$ per work order	421	400	418
# of completed work orders	5,888	7,360	7,360

EDUCATION
38-04-11

ACTIVITIES

- Provide academic and life skills programs.
- Provide vocational and trades apprenticeship programs.
- Provide ancillary programs.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of offenders tested to determine education needs*	*	*	1,825
# of offenders enrolled in academic, vocational and life skills	2,145	1,910	2,355
# of GEDs earned	155	75	175
# of high school diplomas earned	83	75	90
# of Certificate of Educational Attainments	1,118	434	1,200
# of vocational certificates	666	306	700
# of life skills completed	278	214	340

**New performance measure.*

CORRECTION

38-00-00

COMMUNITY CORRECTIONS

38-06-00

MISSION

To promote public safety through the effective supervision of offenders placed under community supervision, SENTAC Levels I – IV; to provide supervision, programs and treatment services that promote long-term, self-sufficient, law abiding behavior by offenders; and to support efforts that make victims whole in accordance with Delaware law.

KEY OBJECTIVES

- Maintain and enhance community safety.
- Improve the effectiveness and overall management of the Bureau of Community Corrections by establishing support programs and services for staff and restructuring positions and services to reflect the actual needs.
- Develop initiatives to improve intra- and inter-agency communication, coordination and cooperation for better pre- and post-release supervision of offenders.
- Improve the operation of the bureau through the development of new programs and more efficient use of resources.
- Expand placements in less costly community programs.

BACKGROUND AND ACCOMPLISHMENTS

The bureau supervises offenders released from incarceration or upon direct sentence of a court in work release facilities, a women's treatment center and violation of probation centers. Individual units within the bureau include Bureau Chief - Community Corrections, Probation and Parole, House Arrest, New Castle County Community Corrections, Sussex County Community Corrections and Kent County Community Corrections.

Probation and Parole

There are presently 17,300 individuals under Probation and Parole supervision. Included in this number are 1,300 individuals being supervised under the Interstate Compact Agreement and reside out-of-state, and 150 individuals on pre-trial status and assigned to Probation supervision. This past year, Probation and Parole conducted 16,064 intakes, 15,197 discharges and 18,106 transfers between SENTAC levels. Of the cases that

were discharged, 90 percent were closed, and 10 percent were revoked to Level V.

Probation and Parole implemented classification systems that include the use of the Level of Service Inventory - Revised (LSI-R), the Domestic Violence Matrix and the Static 99 for sex offenders. The use of classification instruments assist in the assignment of cases by helping identify risk of recidivism, the offender and the offender's needs. The assessment helps determine an offender's need for treatment and the appropriate type of treatment needed to help increase the chances of successful completion of supervision and transition to a productive, law-abiding citizen. This year the classification system was validated to ensure scoring is accurate and make any required adjustments.

Probation and Parole continues to be involved with other law enforcement agencies, state agencies and community groups to better serve the public. Probation and Parole continues Safe Streets partnerships with the Delaware State Police, Wilmington Police, Dover Police and New Castle County Police. Probation and Parole also works closely with DHSS, Division of Substance Abuse and Mental Health, Treatment Access Center (TASC) in addressing offender's treatment needs.

House Arrest

The Level IV House Arrest program continues to develop specialized caseloads. Some officers are specifically assigned to supervise sex offenders and re-entry court offenders. When possible, domestic violence, Boot Camp and Key/CREST graduates and mentally ill offenders are also assigned to specific officers for supervision. The House Arrest programs in Kent and Sussex counties have the responsibility of overseeing supervised custody cases.

Violations of the conditions of supervision are most often technical violations rather than new criminal activity. While the number of violations from the House Arrest program grows, the success rate is due to the officers being proactive to technical violations such as offenders missing office appointments, not attending treatment sessions or violating their approved daily schedule. Public safety in the community is enhanced because the offenders are confronted before their behavior leads to criminal activity.

The 24-hour Monitoring Center continues to expand its role and responsibilities. Originally designed to be a central point for computer-generated alerts regarding House Arrest program offenders, it has become a communications center for the statewide Operation Safe Streets (OSS) officers and other probation and parole officers working after normal business hours. The Monitoring Center provides information to the officers

CORRECTION

38-00-00

regarding the status of offenders under supervision, sentencing information and other pertinent data, which enables them to stay in the community instead of returning to the office to manually search for information.

In accordance with the new law requiring all Tier III sex offenders be monitored by GPS tracking equipment, House Arrest is currently enrolling and tracking all Tier III sex offenders assigned to SENTAC Levels I through IV.

NEW CASTLE COUNTY COMMUNITY CORRECTIONS

Plummer Community Correction Center (PCCC)

PCCC continues to provide a full range of custody and treatment services to offenders at Level IV supervision and classified Level V offenders. The Intensive Community Supervision program offers supervision services at the highest level in the community for offenders awaiting bed space at Level IV. This level of supervision is accomplished through three face-to-face meetings per week with a probation officer, curfew checks and monitoring through breathalyzer and drug screening tests.

PCCC also continues to meet the challenge of Level IV supervision through CREST and work release programs to ensure a smoother and safer transition into the community. The CREST program is a therapeutic community-based residential substance abuse treatment program. The CREST population has remained steady in the past year, and the 128 beds allocated for this program remain engaged. Additionally, the center has engaged the service of Survivors of Abuse in Recovery (SOAR) to assist female offenders in the CREST program to deal with the roots of their behavior by confronting the issues of abuse in their lives. Twenty-eight beds are committed to traditional work release beds for female offenders.

DNA testing, victim notification, sex offender registration and offender publications are additional duties handled to ensure requirements of the Delaware Code are met.

PCCC staff actively pursues escapees from its programs. The Escape Apprehension team aggressively researches prior hosts, romantic interests and social contacts in an effort to return these individuals to custody so they can be held accountable to the courts.

New Castle County Women's Work Release/Treatment Center (NCCWWRTC)

The first of its kind, this 88 bed female-only facility opened in October 2005 and focuses on treatment of addiction related issues followed by work release.

Functioning as a Level IV substance abuse treatment program, modeled after existing CREST programs, offenders deal first with their addiction issues in a gender specific environment and, upon completion of this phase of treatment, progress to work release for re-entry into the community. The work release phase allows offenders to save funds and establish safe housing to improve their chances of success and independence.

Webb Community Correction Center (WCCC)

In Fiscal Year 2008, WCCC transferred from a Level V facility under the Bureau of Prisons to a Level IV facility under the Bureau of Community Corrections. As a work release facility, it provides 86 beds for the second phase of the work release program and houses a small number of offenders assigned to community service work crews.

SUSSEX COUNTY COMMUNITY CORRECTIONS

Sussex Violation of Probation Center (SVOP)

SVOP is a military style work camp. Various courts, probation offices and Level I-IV correctional programs use SVOP as a sanction facility. Since January 2001, SVOP receives and releases approximately 8,600 offenders in a 12-month period. These are Level V holds awaiting Level IV placement, direct sentences from various courts or technical probation violators from Probation and Parole offices statewide. In Fiscal Year 2009, offenders at SVOP performed in excess of 155,000 hours of community services to over 130 state agencies and organizations throughout the state.

These services include:

- Grass cutting;
- Vehicle maintenance;
- Farm operations;
- Shrink-wrap recycling;
- Department of Transportation trash program;
- Beach grass planting for the Department of Natural Resources and Environmental Control (DNREC);
- Firewood programs;
- Butcher shop programs;
- Restoration and maintenance of the Prime Hook National Refuge; and
- Partnership with Environmental Concerns, Inc.

Offenders at SVOP are encouraged to apply the community service hours they accumulate to the costs and fines they owe. The resulting total paid toward costs and fines for calendar year 2008 was \$112,000. The

CORRECTION

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financial obligations imposed in sentencing orders are partially satisfied prior to their starting Levels I-III probation.

SVOP now receives all offenders sentenced to serve weekends at Level IV. Many of these offenders are individuals who have committed minor violations or owe child support.

Sussex Work Release Center (SWRC)

SWRC has experienced growth in all aspects of its programs. The work release buildings' current housing capacity is 244 offenders. At present, there are 40 females and 204 males housed at SWRC. Services maintained by SWRC include DNA testing; victim notification; sex offender registration; offender publications; work release; escape/absconder apprehension; employment site checks; monetary collections of court ordered costs, fines, room and board; medical co-pays; and Alcoholics Anonymous and Narcotics Anonymous programs.

The CREST program now encompasses 90 of the 244 beds located in SWRC, of which 18 are dedicated for female offenders. The remaining 154 beds are used for work release offenders, of which 22 are female offenders.

KENT COUNTY COMMUNITY CORRECTIONS

Morris Community Correction Center (MCCC)

MCCC is a 300-bed Level IV male facility located in downtown Dover. Until its expansion and mission change in 1999, the facility was formerly known as the Morris Correctional Institution and housed 92 minimum security, Level V inmates. Today, 250 beds are allocated to the CREST (Central) program, and 50 beds are allocated to a work release-only population. The work release-only population are offenders sentenced by the Court to serve a period of time in work release, as well as Level V offenders classified by the department to participate in the work release program during the last 180 days of their sentence.

In the CREST program, an offender can expect to spend four to six months in the primary/residential phase of the treatment, followed by two to three months in the work release phase of the treatment, before earning a successful completion. Once completed, an offender is generally flowed down to Level III probationary supervision by court-order to participate in the CREST Aftercare program, which is also an operational component of program services at MCCC. Aftercare clients are typically graduates of the Key program and/or CREST program and are required by court order to attend outpatient treatment in conjunction with Probation

and Parole supervision. The program works with clients to address recovery needs through community resources.

Whether a participant in the CREST program or just regular work release, staff work closely with the offenders to develop treatment and release plans to help provide for the offender's successful reentry into the community. Community resources provide additional substance abuse counseling, employment services, shelter and clothing needs and medical and mental health needs in the community during the offender's transition. Offenders are gradually phased out on weekend furloughs to help them re-establish family ties and build a support network upon release.

Accountability to facility rules and regulations, frequent job-site checks, contact with the offenders while out on treatment passes, as well as attention to the offender's treatment plan, are paramount to ensuring public safety. The work of the staff to return offenders who may be unaccountable in the community has resulted in a minimal escape rate. Like the other work release facilities, offenders at MCCC are required to pay weekly towards court costs and fines, as well as room and board.

Central Violation of Probation Center (CVOP)

CVOP is a 250-bed Level IV facility located in Smyrna. Offenders held at the facility are awaiting placement in work release centers, home confinement or are technical violators from Probation and Parole. The facility continues to operate seven offender work crews throughout New Castle and Kent counties. In Fiscal Year 2009, these crews provided services to more than 25 various state agencies and numerous nonprofit and community service organizations. The work crews performed more than 55,000 hours for a savings of \$393,300.

CVOP operates both a Pre-Release program and a Job Search/Employment program for offenders housed at the facility. The Pre-Release program is designed to provide offenders with information necessary to successfully complete Probation and Parole upon their release. Resources on housing, employment, education, training, substance abuse treatment, community reentry programs and other social services are provided. Lessons on planning, stress reduction and understanding the conditions of probation/parole are also covered.

The Job Search/Employment program provides offenders with information needed to successfully gain employment upon release. The program covers job interview skills, applications and resumes. In partnership with the Department of Labor, offenders completing this class are provided with a Federal Bonding Letter, which further enhances their employment upon release.

CORRECTION
38-00-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	46,536.2	45,896.6	45,582.5
ASF	558.8	905.5	905.5
TOTAL	47,095.0	46,802.1	46,488.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	623.0	614.0	609.0
ASF	--	--	--
NSF	--	1.0	1.0
TOTAL	623.0	615.0	610.0

BUREAU CHIEF - COMMUNITY CORRECTIONS
38-06-01

ACTIVITIES

- Provide management support and supervision of bureau sections.
- Plan and direct work of the bureau.
- Monitor compliance with department and bureau policies and procedures.
- Oversee bureau management information needs.
- Oversee offender movement.
- Oversee management of treatment contracts.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of provider compliance with contractual agreements	100	100	100
% of budget units monitored for fiscal accountability	100	100	100
% of bureau policies reviewed	33	33	35
# of grants monitored	9	12	14

PROBATION AND PAROLE
38-06-02

ACTIVITIES

- Supervise probationers and parolees in Levels I, II and III.
- Report probationer and parolee compliance status.
- Oversee probationer and parolee treatment.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Average caseload size:			
Level II	81	75	80
Level III	41	35	40
% of Positive Safe Streets curfew checks	67	70	70
% of cases successfully discharged	75	84	80
% of offenders employed	67	72	70
% of Level 1, Restitution Only cases closed	47	58	50
% of LSI-R's completed on eligible offenders	77	80	80

HOUSE ARREST
38-06-04

ACTIVITIES

- Provide Level IV client supervision services.
- Install and maintain electronic equipment.
- Monitor offenders' activities.
- Respond to violations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of cases closed not returning to prison	90	86	90
# of monitoring units in service:			
standard	225	450	300
cell	74	150	74
GPS	131	150	150

CORRECTION
38-00-00

**NEW CASTLE COUNTY COMMUNITY
CORRECTIONS
38-06-06**

ACTIVITIES

- Provide case management for offenders.
- Operate CREST North Treatment Center.
- Provide intensive supervision of parolees.
- Provide treatment planning/coordination and employment counseling for offenders.
- Supervise certified parole cases.
- Manage collection and disbursement of child support cases.
- Provide federal offender contract administration.
- Provide pre-release treatment and employment planning.
- Operate Aftercare in New Castle County.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of successful releases	85	85	80
% of offenders obtaining employment*	38	100	40
# of community service hours**	20,291	6,000	35,000
\$ savings to public at \$7.25 minimum wage (thousands)***	145.1	43.5	253.8
# of walk-aways	17	32	30

**The work release population increased, and offenders have been referred to more short-term employment.*

***The number of programs being offered to offenders has expanded while still offering them the skills that will aide in their re-entry to the community.*

****Fiscal Year 2009 minimum wage was \$7.15.*

**SUSSEX COUNTY COMMUNITY CORRECTIONS
38-06-07**

ACTIVITIES

- Provide case management for Levels I - V offenders.
- Provide treatment and structured work activities for offenders.
- Supervise parolees.
- Manage collections and disbursements.
- Provide federal offender contract administration.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of successful releases*	41	78	40
% of offenders employed	75	89	80
# of escapes/walk-aways	88	65	80
# of community service hours	155,642	160,000	157,000
\$ savings to public at \$7.25 minimum wage (thousands)**	1,112.8	1,160.0	1,138.3

**Population consists of problematic and high-risk offenders.*

***Fiscal Year 2009 minimum wage was \$7.15.*

**KENT COUNTY COMMUNITY CORRECTIONS
38-06-08**

ACTIVITIES

- Provide case management for Levels I - V offenders.
- Provide treatment and structured work activities for offenders.
- Supervise parolees.
- Manage collections and disbursements.
- Provide federal offender contract administration.
- Operate Kent County supervised custody and 24-hour Monitoring Center.

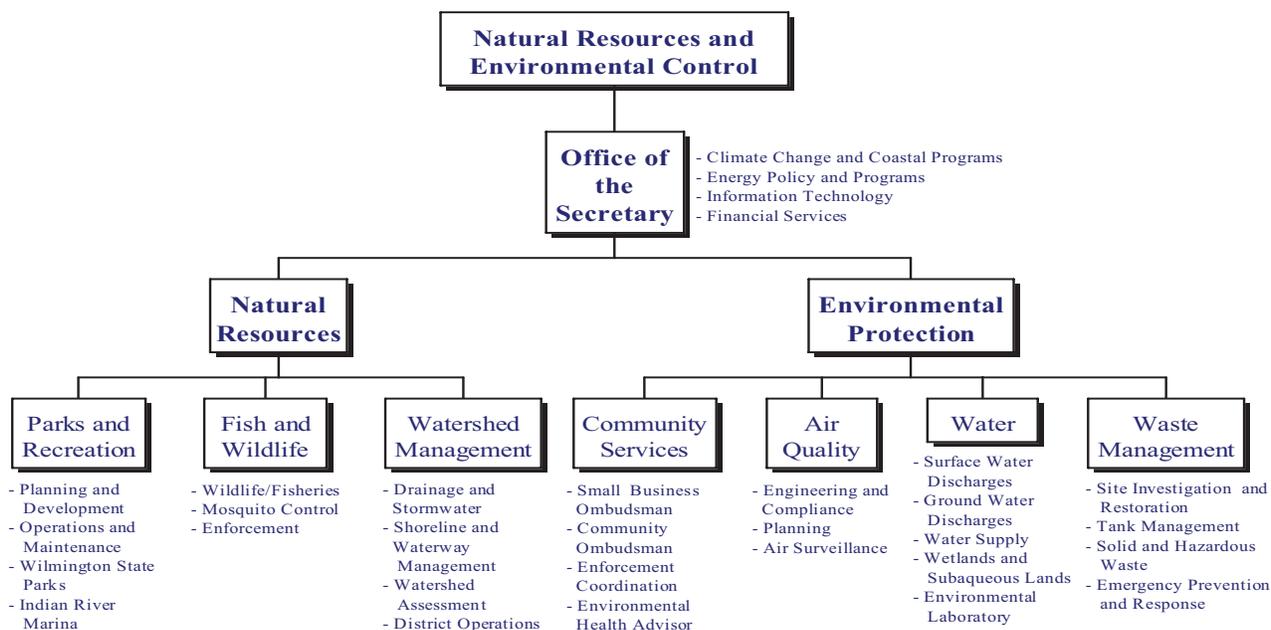
PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of successful releases	56	94	65
% of offenders obtaining employment	79	93	80
# of community service hours	55,009	65,000	63,000
\$ savings to public at \$7.25 minimum wage (thousands)*	393.3	471.3	456.8
# of walk aways	4	3	3

**Fiscal Year 2009 minimum wage was \$7.15.*

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00



MISSION

The mission of the Department of Natural Resources and Environmental Control (DNREC) is to engage all stakeholders to ensure the wise management, conservation and enhancement of the State's natural resources; protect public health and the environment; provide quality outdoor recreation; improve the quality of life; and educate the public on historic, cultural and natural resource use, requirements and issues. The department is also charged with leading energy and climate change policy.

KEY OBJECTIVES

- Promote health and safety by monitoring, maintaining and improving the quality of air, land and water resources, manage populations of mosquitoes and other pests and clean up spills involving hazardous chemicals to enhance the health and well being of Delaware's residents, wildlife and plants.
- Conserve plant and animal resources through protection and management of species populations and their habitats. This effort involves maintenance of biodiversity, harvest allocation of species populations, protection and restoration of ecological functions and educational outreach.

- Promote and provide recreational opportunities allowing Delawareans to enjoy natural resources and open spaces enhancing quality of life. The department strives to provide safe and high quality recreational opportunities while balancing resource protection with resource management and use.
- Broaden commitment to environmental protection and resource conservation by working in partnership with others to develop strategies that integrate economic development, environmental quality and social policy making with broad public involvement. The department strives to create an ethic of stewardship that strongly encourages individuals, institutions, corporations and local governments to take responsibility for the economic, environmental and social consequences of their actions.

PRIORITIES

Transforming DNREC into a model 21st century department - This model better aligns our functions by ensuring efficient service delivery and coordination (air, water and soil/waste), integrating emerging priorities (climate and energy) and modernizing public hearing/permitting processes, so they are transparent, consistent and efficient. It adapts to fiscal realities through realignment and cross-training and improves performance by implementing performance measurement systems that collect and track data on key performance and environmental indicators. The redesign of DNREC

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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will produce a smaller, more efficient government that supports sustainable economic development.

Providing world-class parks/open-space, recreational opportunities and habitat/biodiversity protection - DNREC will implement this priority through expanded land conservation efforts by completing key acquisition and preservation projects, enhancing recreational opportunities and coordinating habitat preservation and ecological restoration efforts. These investments will improve the quality of life for residents, enhance the attractiveness of the State to potential residents and growing companies, improve resident health and well being and provide educational opportunities for youth to become environmental stewards of the future.

Improving public health and environmental outcomes - DNREC will focus on high impact activities to enhance air quality, water quality/supply, soil quality/waste management and habitat/biodiversity protection. These programs will become more efficient, transparent and consistent, creating more economic opportunity by encouraging investment and accelerating responsible economic development. This effort would initially focus on larger facilities to ensure every major facility/project is in regulatory compliance.

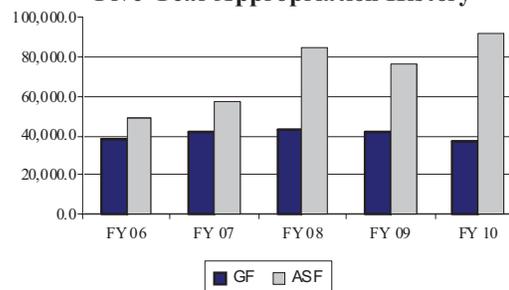
Transitioning Delaware towards a sustainable green economy - DNREC will strive to integrate a climate prosperity strategy into all aspects of departmental and cabinet-wide operations. This also includes:

- Transforming energy and climate policy by implementing the vision of the Sustainable Energy Utility (SEU);
- Further integrating environmental and health externalities into the Integrated Resource Planning process;
- Participating in Regional Greenhouse Gas Initiative (RGGI) and other climate mitigation efforts;
- Developing adaption plans to address rising sea level and other ecological impacts of climate change;
- Supporting offshore wind deployment/production and other opportunities to grow a green economy;
- Taking a leadership role among state agencies and leading by example on energy issues related to energy consumption;
- Involving building operations and fleet management into the planning stages; and
- Promoting sustainable practices through a land use agenda focusing on more sustainable development practices.

The initiatives detailed in the climate prosperity strategy align with administration priorities and serve as a

pathway towards a vibrant and sustainable green economy.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	56,065.6	37,227.2	35,196.7
ASF	46,502.6	91,309.5	90,480.8
TOTAL	102,568.2	128,536.7	125,677.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	398.2	350.1	322.7
ASF	295.2	318.7	304.4
NSF	163.6	159.2	163.9
TOTAL	857.0	828.0	791.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend reorganization from six divisions to three divisions which includes the Office of the Secretary, Division of Natural Resources, and Division of Environmental Protection. The reorganization addresses capacity issues from position eliminations and budget reductions, while increasing coordination and efficiency.
- ◆ Recommend (\$134.1) in Personnel Costs and (16.2) FTEs, (19.7) ASF FTEs, and (1.1) NSF FTEs to reflect complement reductions.
- ◆ Recommend (\$30.0) in Natural Resources to reflect the elimination of casual seasonal funding for Inland Bays Enforcement.
- ◆ Recommend (\$195.6) in Natural Resources to reflect a reduction the deer management program, a five percent reduction in mosquito control spraying, and the eliminations of beaver control, new wildlife

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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habitat enhancement program conservation leases, and phragmites eradication funding.

- ◆ Recommend (\$1,300.0) ASF in Natural Resources to reflect the elimination of dog control funding.

CAPITAL BUDGET:

- ◆ Recommend \$1,500.0 for the Conservation Cost Share program. This cost share program assists landowners by providing funds for the design and installation of systems utilizing best management practices. The intent of the program is to protect water supplies and natural resources while minimizing erosion of farmland and the pollution of wildlife habitat.
- ◆ Recommend \$1,148.7 for the maintenance of tax and public ditches. Program funds are also used to build structures that improve the quality of runoff water and for repairing deteriorated drainage channels in environmentally sensitive areas.
- ◆ Recommend \$1,000.0 to continue the Beach Preservation program. These funds will be used for the cost-share of beach replenishment and general dune maintenance.
- ◆ Recommend \$600.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the department's backlog of deferred maintenance.

OFFICE OF THE SECRETARY

40-01-00

MISSION

To oversee the development and implementation of state environmental, natural resource and recreational policies and programs, promote employee productivity through technology and training, manage the department's financial and human resources, promote quality and continuous improvement of programs, assist other agencies in the promotion of environmentally sound economic development and coordinate policy among the department's divisions.

KEY OBJECTIVES

- Lead the transformation of DNREC into a 21st century department.
- Integrate clean energy programs, including energy efficiency and renewable energy, and climate change mitigation and adaption efforts into Delaware policy and operations.
- Coordinate land use activities with other state agencies and county and municipal governments to preserve open space and minimize impacts to habitat, air and water quality.
- Implement Delaware's Coastal Zone Act and protect and enhance the natural attributes of Delaware's Coastal Zone to maintain and enhance fish and wildlife populations and provide recreational opportunities.
- Engage state, federal and local governments, universities, environmental and citizen groups, private landowners and agricultural and business communities to implement actions for biodiversity conservation and ecosystem protection.
- Increase trust and understanding within DNREC and with its customers.
- Continue the development and implementation of e-government initiatives and the Environmental Navigator to comply with 7 Del. C. § 6014(a).

BACKGROUND AND ACCOMPLISHMENTS

The Information Technology program unit is responsible for the management of the information resources to ensure investments are optimized to benefit the department and its constituents. The main objective of the program unit is to provide information to decision

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

makers who protect human health and environment, manage fish and wildlife and enhance recreational opportunities. To achieve this objective, the program unit developed an integrated information system containing facility, permitting, enforcement, ambient monitoring and natural resource data.

The Public Affairs program unit issues press releases, manages the content of the website, sponsors and participates in Coastal Cleanup, State Fair, Coast Day and other volunteer activities, organizes press events and coordinates responses to media inquiries to promote and explain departmental news, initiatives, events and special projects. Publications include *Outdoor Delaware*, press releases and marketing materials.

The Human Resources program unit is increasing efforts in the areas of workforce development, quality and diversity. The unit is spearheading the development of a DNREC-specific leadership academy and succession-planning program. The unit has promoted required training in the areas of sexual harassment prevention and diversity. The unit participates in resolving workplace issues by revising policies and procedures to meet DNREC's changing needs.

The Energy Office program unit has been renamed Energy Policy and Programs to reflect the broader scope of activities necessary to achieve the key objective for integration of clean energy programs, including energy efficiency and renewable energy into the State's policies.

Two new internal program units have been established. Climate Change and Coastal programs will serve as the key research and policy entity on climate change planning. And, Financial Services reflects a consolidation of the department's financial assistance and financial management groups into a single program unit to improve efficiencies, reduce overhead costs and promote cross training to support the broader array of financial elements for a sustainable green economy.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7,683.4	4,562.7	5,850.2
ASF	2,632.9	18,362.6	20,210.4
TOTAL	10,316.3	22,925.3	26,060.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	44.6	37.6	51.2
ASF	32.8	40.8	59.7
NSF	5.6	4.6	40.1
TOTAL	83.0	83.0	151.0

OFFICE OF THE SECRETARY

40-01-01

ACTIVITIES

- Assist the divisions to meet their human resources, financial, legislative, policy and other needs promptly and accurately.
- Work with the Division of Public Health and key department staff to examine the capabilities for environmental health tracking and prepare an action plan for initiation of a tracking program.
- Develop a new employee orientation and DNREC-specific leadership academy.
- Assess the department's workforce diversity and develop programs.
- Develop and distribute communication products that heighten awareness of environmental issues in communities and suggest opportunities to reduce environmental impacts.
- Sponsor and participate in special events designed to raise the public's environmental awareness, such as the State Fair, Coast Day, Earth Day, Coastal Cleanup and Christina River Cleanup.
- Work with community organizations, homeowner associations and other groups to help them participate in DNREC's programs and address their environmental concerns.

CLIMATE CHANGE AND COASTAL PROGRAMS

40-01-02

ACTIVITIES

- Serve as the key research and policy entity on climate change planning.
- Administer the Coastal Zone statute and provide timely, efficient services to industries seeking permits or status decisions.
- Administer National Oceanic and Atmospheric Administration's (NOAA) grant awards to DNREC for coastal management and Delaware National Estuarine Research Reserve (DNERR).
- Provide grant funding to improve responsiveness to coastal management issues.
- Administer the federal consistency provisions of the Coastal Zone Management Act for Delaware.
- Conduct benthic bottom mapping of the Delaware River and Bay.
- Implement the first phase of the development of a State Sea Level Rise Adaptation plan.

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- Implement the first phase of the master plan for the ecological restoration and facility use of the Blackbird Creek Reserve properties.
- Implement educational programs for public, schools, resource users and decision makers addressing coastal resource issues.
- Implement the national System Wide Monitoring Program (SWMP) for water quality, nutrients and biological parameters.
- Implement the Environmental Cooperative Science Center program with Delaware State University
- Coordinate, through the Preliminary Land Use Service (PLUS) process and the Planners Technical Advisory Committee, the preparation of recommendations concerning local government comprehensive plans, proposed developments and departmental policies regarding land use.
- Assist county and local governments to incorporate environmental and natural resource concerns into their comprehensive plans, ordinance revisions, zoning changes and policy development.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of coastal decision-maker workshops hosted by DNERR	6	6	6
# of school children attending DNERR education programs	2,380	2,000	1,500
# of meeting participants hosted by the DNERR conference facility	2,730	2,000	2,000
# of grants awarded	2	3	3
# of projects reported on for local land use decision makers	143	220	170
# of regulatory advisory service customers	7	8	8
# of Coastal Zone Act: permits issued	2	5	5
status decisions	0	1	1

ENERGY POLICY AND PROGRAMS **40-01-04**

ACTIVITIES

- Provide a central repository and clearinghouse for the collection and dissemination of data and information on energy supply, demand, costs, projections and the environmental impacts of energy generation and use.
- Promote alternative fuels, renewable energy sources, innovative energy technologies and other means of addressing energy demands.

- Promote energy conservation and efficiency as a means to reduce energy consumption in the built environment.
- Administer the Green Energy fund and associated programs.
- Work with the SEU Oversight Board to establish the SEU and manage the contracts required by 29 Del C. § 8059.
- Coordinate with state and federal agencies in the management of energy data, renewable energy generation, energy efficiency and conservation efforts.
- Collaborate with the Office of Management and Budget in energy efficiency and deployment of renewable energy in state facilities.
- Provide assistance to emergency management officials to plan for energy emergencies.
- Conduct the federally-required components of the State Energy Plan grant program awarded by the U.S. Department of Energy.
- Implement the recommendations of the Governor's Energy Advisory Council, as stated in Delaware's Energy plan.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of projects funded through Green Energy fund (GEF)	147	130	130
# of energy related workshops/seminars held	44	12	12
# of energy audits conducted	24	10	10

INFORMATION TECHNOLOGY **40-01-05**

ACTIVITIES

- Maintain the network and provide help desk services for over 850 employees.
- Ensure all software is properly licensed and upgraded as needed.
- Continue the integration of information into the Environmental Navigator and make information available to department staff and the public.
- Continue development of e-government initiatives to allow the public to do business online with the department.
- Continue to implement the Electronic Document Management System.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of public and staff visiting the website daily	203	300	300
# of people subscribing to electronic notification services	22,467	20,000	20,000

FINANCIAL SERVICES

40-01-06

ACTIVITIES

- Provide accurate and responsive budgeting and financial management processes.
- Provide staff support to the Clean Water Advisory Council and provide wastewater engineering and financial planning assistance to communities.
- Provide low-interest water pollution control loans to communities, homeowners and agricultural producers.
- Provide grants to water pollution control loan recipients to make projects affordable as defined by the Clean Water Advisory Council.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
\$ of low interest loans and grants for wastewater projects (millions)	15.0	20.3	25.0
\$ of low interest loans for eligible non-point source expanded use activities (thousands)	300	550	650

DIVISION OF NATURAL RESOURCES

40-03-00

MISSION

To conserve and manage the natural resources of the State, provide safe and enjoyable recreational opportunities to Delawareans and visitors, manage and make available for public use and enjoyment the lands with which it has been entrusted, provide technical, financial and planning assistance to the public for conservation areas and improve the public's understanding and interest in the State's natural resources through information and outreach programs.

KEY OBJECTIVES

- Protect and restore an interconnected system of undeveloped lands.
- Maintain tidal fisheries management.
- Protect, restore and enhance fisheries and wildlife habitat.
- Foster partnerships with private landowners.
- Conserve biodiversity and the integrity of biological function.
- Prevent mosquito-borne diseases.
- Provide wildlife-related recreational opportunities.
- Restore natural functions of streams degraded by development.
- Provide water management technical assistance through the construction of drainage, flood control and water management systems.
- Achieve no-net-loss of recreational and protective beaches and dunes along the publicly accessible, developed portions of the Delaware Bay shore and Atlantic Ocean coast as measured on a three to seven year re-nourishment cycle.
- Assist the Nutrient Management Commission in managing and regulating the generation and application of nutrients to meet load reduction targets established by approved Total Maximum Daily Load (TMDL) and meet or exceed surface water quality standards for nutrients.
- Increase the percentage of waterways meeting water quality standards for swimming and healthy aquatic life.

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- Improve the function and value of coastal and freshwater streams and wetlands for habitat, flood control and water quality enhancements.
- Identify and assess the causes and factors contributing to the sudden dieback of tidal wetland habitats.
- Implement the Delaware Wetlands Conservation Strategy.
- Maintain a system for determining the existence and location of state resource areas, their degree of endangerment, an evaluation of their importance and information related to their natural, historic or open space values.
- Improve the effectiveness of the State's stewardship of plants, animals and their habitats on public lands.
- In conjunction with other public and private land management organizations, undertake special programs to acquire or otherwise permanently protect lands within established state resource areas and other lands identified as having significance according to the procedures of the Delaware Land Protection Act.
- Annually protect 2,000 acres of land through the Open Space program through purchase, donation and conservation easements for parks, wildlife areas, forests, cultural sites and greenways.
- Assist in the addition of park land and outdoor recreation facilities at municipal and county levels through grant assistance.
- Increase preventive maintenance to reduce major rehabilitation expenditures and curb facility deterioration.
- Locate and identify important natural resources on DNREC landholdings and develop resource management plans for parks, nature preserves and wildlife areas.
- Continue creative partnerships with for-profit and nonprofit organizations to provide services and raise funds.

BACKGROUND AND ACCOMPLISHMENTS

This new Division of Natural Resources merges three former divisions: Parks and Recreation, Fish and Wildlife and Soil and Water Conservation. All three former divisions will remain as internal program units. The former Soil and Water Conservation unit has been renamed Watershed Management to reflect an

ecosystem-based focus on high impact activities that will enhance air quality, water quality/supply, soil quality/waste management and habitat/biodiversity protection.

Parks and Recreation has 11 field offices statewide that oversee the operation of 20,330 acres in 16 state parks, the Brandywine Zoo and Baynard Stadium Parks and Recreation. Parks and Recreation also manages 10 nature preserves (3,049 acres), 12 other sites (2,272 acres) outside of the parks and monitors 66 conservation easements, which protect an additional 3,005 acres.

Parks and Recreation operates units containing a variety of landscape and natural resource features from rolling terrain in the uppermost regions of New Castle County to coastal beaches in Sussex County. Cultural and historic resources are protected while a wide variety of recreational facilities are provided for Delawareans and out-of-state visitors.

Fish and Wildlife develops and administers programs to serve the interests of all residents. Fish and Wildlife works with all segments of constituencies to identify their needs and interests in fish and wildlife resources, including observation, study, hunting, fishing and trapping in a humane manner without threatening the continued existence of any species.

Watershed Management assists the conservation districts in tailoring programs to meet the needs of diverse constituents and coordinates statewide non-point source pollution control programs. Watershed Management programs combine research and education, technical assistance, financial incentives and regulation with interagency and private partnerships. Initiatives, such as beach nourishment projects, structural erosion control measures, public dune maintenance and emergency storm repair and cleanup, are carried out to improve protection to shorefront homes, businesses, roads and utilities and enhance the basis of the State's coastal recreation and tourism industry. Watershed Management focuses on restoring the functions and values of streams, drainage ditches, wetlands and riparian corridors. These programs focus expertise and resources on restoration projects to re-establish biological diversity. Watershed Management strives to implement a variety of restoration techniques that accelerate the ecological processes resulting in projects, which replicate natural functioning ecosystems. The efforts of these programs yield positive environmental results that support priority initiatives, such as state wildlife conservation planning, TMDLs, land use planning, land preservation, state resource areas, non-point source pollution and source water protection.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	21,702.4
ASF	--	--	26,523.3
TOTAL	--	--	48,225.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	194.3
ASF	--	--	96.1
NSF	--	--	52.6
TOTAL	--	--	343.0

PARKS AND RECREATION

40-03-02

ACTIVITIES

Planning, Preservation and Development

- Update state resource area maps in consultation with county governments.
- Assist counties or municipalities with inclusion of state resource areas in the conservation element of their respective comprehensive plans.
- Maximize the use of funds and protection methods other than fee simple acquisition to permanently protect statewide priority projects through use of open space criteria and the ranking system adopted by the department.
- Administer the Open Space program for the acquisition of public natural resource lands.
- Coordinate conservation easement protection efforts on private lands.
- Coordinate all real estate issues, including utility easements, use agreements and agriculture easements.
- Administer the Natural Areas program through the Land Preservation Office as defined by law.
- Plan, design, engineer and construct facilities and infrastructure within the park system.
- Administer state and federal grants and provide technical assistance to county and local governments for land acquisition, outdoor recreation facility and trail development.
- Plan and develop the park trail system.
- Coordinate and oversee the Council on Greenways and Trails, Natural Areas Advisory Council and Open Space Council.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of acres that meet the criteria of the Land Protection Act	406	2,000	2,000
# of new miles of multi-use trails in state parks	3.3	3.0	3.0
# of conservation easements that meet the criteria of the Land Protection Act	2	2	2

Operations and Maintenance

- Manage daily operations of 16 state parks, including special revenue generating facilities (Biden Environmental Center, Killen's Pond Water Park, Cauffiel Estate, Judge Morris, Bellevue Hall and Blue Ball Barn).
- Enforce state park rules and regulations and provide for site and visitor safety and security, including a water safety program.
- Manage the retail sales program, including gift shops, campground stores, vending and food concession operations.
- Administer the central reservation system for camping and other visitor services.
- Develop and implement comprehensive natural resource management plans, including wildlife and invasive species issues.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% increase in park and facility revenue	(4.1)	3.0	3.0
% increase of people participating in park programs	0.1	5.0	2.5
# of produced or revised wayside exhibits	29	12	12

Wilmington State Parks

- Manage the Brandywine Zoo and Baynard Stadium, including upgrade of facilities.
- Upgrade standards through comprehensive maintenance and capital improvement plans.
- Provide public interpretive programming and coordinate special events.
- Continue developing relationships with surrounding neighborhood associations and City of Wilmington officials.
- Manage Alapocas Run State Park and the Blue Ball Barn.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% increase of visitors to Brandywine Zoo	2	2	2
# of stadium field events	27	24	24
# of new park program offerings	6	3	3
# of historic monuments/statues restored	1	1	1

Indian River Marina

- Manage and operate the Indian River Marina, including 274 wet slips, 24 transient slips, 156 unit dry stack storage building, full service marine fuel dock, ships store and winter storage services.
- Manage a 12-unit cottage complex; each duplex offers 900-square feet of living space with full amenities overlooking the Indian River Inlet.
- Manage concession operations, including a full service bait and tackle, fish cleaning and head boat operations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% occupancy of wet slips	70	90	90
% occupancy of dry storage	85	97	97

FISH AND WILDLIFE

40-03-03

ACTIVITIES

Wildlife/Fisheries

- Conduct research surveys and inventories of fish, shellfish and wildlife populations.
- Develop fish and wildlife management plans for 15 wildlife management areas, manage 54 freshwater pond and marine fishing access sites and comply with management plans for 25 species or species groups of marine fish and shellfish.
- Monitor, maintain and regulate harvestable fish and wildlife populations.
- Provide technical assistance to landowners and government agencies.
- Administer wildlife management and research, including non-game and endangered species, hunter education training, wildlife recreation and wildlife outreach programs.
- License and monitor the users of fish and wildlife resources.

- Monitor fish for diseases and investigate fish kills as to extent and probable cause.
- Obtain fish for contaminant testing and inform the public of fish consumption advisories.
- Acquire, develop and maintain lands and waters for recreation and conservation.
- Control aquatic and non-indigenous plants and improve fish and wildlife habitat.
- Develop and implement wetland enhancement programs and coordinate and conduct fish, wildlife, acquisition and hunter education and aquatic resource education activities.
- Conduct a trout stocking program in all three counties.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of acres of actively managed wildlife habitat on public lands	8,680	9,136	8,500
# of fisheries management plans complied with	25	25	25
# of hunter education certifications	1,879	1,822	1,900

Mosquito Control

- Monitor mosquito populations and extent of quality-of-life/nuisance problems or mosquito-borne diseases (focus on West Nile Virus and Eastern Equine Encephalitis) and undertake control actions in response to infestations, disease outbreaks or adverse economic impacts.
- Respond to resident complaints about excessive numbers of biting mosquitoes or concerns about actual or suspect mosquito breeding areas.
- Investigate and assess mosquito control efficacy and non-target impacts associated with Open Marsh Water Management (OMWM), impoundment management, mosquito fish stocking or insecticide use (larvicides and adulticides).
- Conduct research surveys and inventories of mosquitoes, fish and wildlife populations.
- Continue implementation of wetland restoration and enhancement projects within the Christina/Delaware River Corridor (Northern Delaware Wetlands Rehabilitation program).
- Interact with the U.S. Fish and Wildlife Service to ensure effective and practicable mosquito control on Delaware's two national wildlife refuges.
- Conduct public education and outreach programs on mosquito control problems and wetlands restoration and management.

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- Coordinate with the Riverfront Development Corporation (RDC) to restore and manage wetlands at the Russell W. Peterson Urban Wildlife Refuge.
- Work with the American Mosquito Control Association (AMCA) to help resolve national mosquito control issues having local impacts.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of acres of coastal marsh mosquito breeding habitat using source reduction techniques	46	100	100
% of nuisance-free nights (June-August)	87	75	75
# of acres of degraded wetlands under the Northern Delaware Wetlands Rehabilitation program restored	0	100	50

Enforcement

- Prevent, investigate and prosecute illegal natural resource activity within the state.
- Provide environmental education opportunities through Boating Safety and Hunter Safety education programs.
- Conduct marine search and rescue operations and statewide marine rescue training for coastal fire departments.
- Manage and administer the state Vessel Registration program.
- Assist the Department of Safety and Homeland Security with activities in the prevention of terrorism.
- Manage the Recreational Boating Safety program by conducting safety equipment inspection boardings, investigating accidents and coordinating boating education volunteers to increase boating safety.
- Enhance response capabilities during critical incidents, such as homeland security threats, maritime operations, woodland search and rescue and other incidents.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of boating safety presentations delivered to the public	62	54	54
# of recreational boating accidents	16	22	22

WATERSHED MANAGEMENT

40-03-04

ACTIVITIES

Drainage and Stormwater

- Conduct environmentally sensitive tax and public ditch planning and provide technical assistance to landowners on surface water management issues.
- Ensure implementation of the State's no-net-loss of wetlands policy in water management projects and continue the development of wetland and stream restoration techniques and concepts in support of DNREC's Ecological Restoration initiative.
- Provide technical assistance to local soil and water conservation districts.
- Provide education and outreach to agricultural and environmental communities to demonstrate the working relationship of drainage, agriculture and wetlands.
- Encourage the establishment of riparian corridors along tax ditch rights-of-way to support the department's Whole Basin initiative, Conservation Reserve Enhancement program (CREP) and the implementation of TMDLs and Pollution Control Strategies (PCS).
- Develop and implement dam safety regulations and dam inspection standards, provide emergency action plans and provide assistance to private dam owners.
- Investigate and implement solutions to the Resource Conservation and Development projects funded through the Capital Improvement Act and Twenty-First Century Fund.
- Provide comprehensive Erosion and Sedimentation (E&S) and Stormwater Management training to the land development community in partnership with other agencies and members of the regulated community.
- Provide financial, technical and compliance assistance to delegated agencies for plan review and field inspection of land development projects.
- Provide sediment and stormwater management field inspection on federal and state funded, non-Department of Transportation construction activities.
- Implement National Pollutant Discharge Elimination System (NPDES) Phase II requirements for stormwater management.
- Provide technical and administrative support to the Delaware Clean Water Council.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of acres of agricultural and residential land receiving drainage, flood protection and water management	555,805	559,805	563,805
# of acres of wetland restoration developed and constructed in marginal agricultural fields and/or adjacent to streams and tax ditches	3.0	5.0	4.5
# of feet of stream restoration projects developed and constructed	1,500	1,500	1,350
# of tons of sediment removed from storm water prior to discharge to water ways	365,776	350,000	350,000
% of total recommendations of the Governor's Surface Water Management Task Force implemented	85	85	85

Shoreline and Waterway Management

- Develop and carry out beach preservation projects to enhance, protect and preserve the recreational and storm protection values of Delaware's beaches.
- Sustain the primary dune and beach system through a regulatory control program that keeps construction off the dunes and beach.
- Improve coastal storm hazard preparedness and mitigation.
- Reduce natural hazard losses through cooperation with the Federal Emergency Management Agency and the Delaware Emergency Management Agency in natural hazard mitigation programs.
- Provide technical assistance to local governments and homeowners to improve beach and dune management.
- Identify sufficient sand sources for beach nourishment work for a 10-year maintenance period.
- Provide assistance to property owners, elected officials at all levels and the media in understanding the complex physical dynamics of beach erosion and storm impacts to aid in pre- and post-coastal storm impact reduction and recovery.
- Operate and maintain a sand bypass facility at Indian River Inlet.
- Conduct repair and maintenance program of publicly-owned coastal dunes.
- Improve and maintain navigational channels statewide.
- Implement a regional sediment management strategy for Rehoboth and Indian River bays to determine where sedimentation will occur and with what

frequency, to improve planning for future dredging and to channel marking needs within state maintained waterways.

- Restore the environmental integrity of state-owned lakes and ponds.
- Monitor erosion rates of beaches and dunes through a comprehensive surveying program.
- Mechanically harvest nuisance marine macro algae in the Inland Bays to maintain water quality, aesthetics and boating access.
- Remove abandoned vessels and derelict structures from the Inland Bays.
- Restore ecologically important areas in Rehoboth Bay.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of constituent complaints concerning improperly marked navigational channels	1	0	0
# of feet in width of a dry sand Atlantic facing beach that is present for summer recreational use, seaward of dunes and structures	100	100	100
# of structures that suffer damage from storms to the parts of the structure that are essential to use for occupation or enterprise	0	0	0
% achievement of eliminating shoals in all authorized channels and maintaining channels for safe navigation	15	11	11
# of tons of macroalgae harvested from the Inland Bays	255	190	190

Watershed Assessment

- Implement the water quality monitoring and assessment program.
- Monitor and assess shellfish harvesting area water quality and inspect shellfish distribution and processing facilities for compliance with National Shellfish Sanitation Program (NSSP) specifications.
- Implement the Federal Beaches Environmental Assessment and Coastal Health Act by monitoring guarded beaches and issuing advisories when unacceptable water quality conditions exist.
- Develop and implement PCSs to meet pollutant load reduction goals established by TMDLs.
- Develop wetland profiles to quantify and qualify their water quality and habitat functions in the Nanticoke River and Inland Bays Watershed.
- Participate in the implementation of the Delaware Wetlands Conservation Strategy.

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- Implement management actions that will protect the public from hazardous algae bloom related events.
- Cooperate with Delaware River Basin Commission, Pennsylvania and New Jersey in developing TMDLs for toxic pollutants for the Delaware Estuary.
- Use genetic techniques to identify the sources of bacteria in the State's waterways.
- Serve as lead for fish contamination assessments and coordinate at state and inter-state levels.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of acres of watersheds with PCSs in place	528,113	528,113	866,778
# of incidences of water-borne disease (swimmer illness)	1	5	5

District Operations

- Direct and administer Clean Water Act Section 319 grant funds for priority water quality assessment and implementation of best management projects.
- Provide technical assistance to other agencies, engineers and consultants, farmers and animal producers, contractors and developers, educators, college professors and university officials.
- Assist the Nutrient Management Commission with the implementation of Nutrient Management regulations and plans.
- Perform assessment and implementation of TMDL activities in the Piedmont, Chesapeake and Inland bays and Delaware Bay basins.
- Administer the Conservation Cost Share program and agricultural component of the State Revolving Loan Fund program in coordination with federal farm bill programs.
- Direct the State's efforts and funding for the U.S. Department of Agriculture CREP.
- Administer the Buried Wood Debris Remediation program and the department's Stream Restoration program.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% reduction of nitrogen loadings in the Chesapeake, Delaware and Inland bays watersheds	6	6	6
# of debris pits remediated	76	25	40

DIVISION OF ENVIRONMENTAL PROTECTION

40-04-00

MISSION

To protect and enhance the quality of Delaware's air and water resources and assure appropriate waste management practices within Delaware by verifying strict compliance with laws and regulations to protect Delaware's precious resources and by working cooperatively with residents and businesses to protect public health, welfare and the environment.

KEY OBJECTIVES

- Increase percentage of facilities in compliance at time of inspection.
- Enhance the fairness, consistency, predictability, deterrence value and efficiency of the DNREC enforcement process.
- Monitor and control the occurrence of environmentally-related exposures and diseases.
- Provide the equitable and adequate allocation of safe surface and ground water supplies.
- Reduce nutrients, bacteria and toxic substances entering the State's waterways through the implementation of TMDLs and PCS.
- Increase the percentage of waterways meeting water quality standards for swimming and healthy aquatic life.
- Reduce exposure to hazardous substances, including carcinogenic substances in the ambient environment.
- Prevent exceedances of air and water quality standards.
- Attain 8-hour ozone standard statewide and Fine Particle (PM_{2.5}) Standards in New Castle County by Calendar Year 2010.
- Maintain monitoring networks to provide representative and accurate data for ambient concentrations of pollutants of concern.
- Promote effective and sustainable cleanup and reuse of Brownfields in conjunction with community land use plans.
- Increase municipal solid waste recycling to 51 percent pursuant to Executive Order 90.

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- Provide timely and appropriate response on a 24-hour basis to resident complaints, environmental emergencies, possible weapons of mass destruction incidents and enforce compliance for other health and safety objectives.
- Protect public health and safety by conducting hazardous materials emergency planning and accidental release prevention and by maintaining an effective emergency response capability.
- Provide outreach and educational opportunities on the Division of Environmental Protection’s mission, programs and decisions.

BACKGROUND AND ACCOMPLISHMENTS

This is a new appropriation unit that merges two former units known as Air and Waste Management and Water Resources. The division is comprised of four internal program units: Community Services, Air Quality, Water and Waste Management.

Community Services is a new internal program unit improving coordination and collaboration among the efforts of the various program ombudsmen, community organizations, enforcement and other partners in environmental public health protection.

Water implements its various regulatory programs, provides technical skills to programs, laboratory services, inspections and educational services and performs applied research. These programs are implemented with a recognition that protecting and enhancing the quality and quantity of Delaware’s waters and wetlands is best achieved through the cooperative efforts between the department and its constituents.

Air Quality monitors and regulates all emissions to the air, issues “permits to construct” and “permits to operate” to air contaminant sources, maintains emission inventories from business and industry, develops the state implementation plan as required by the Clean Air Act, adopts new regulations, supports enforcement of existing regulations and permits and inspects asbestos removal sites. The unit continues to move forward with the Title V Operating Permit program that includes issuance of required permits, operating a Compliance Assurance program and issuing Title V permit renewals.

Waste Management is responsible for ensuring Delaware’s wastes are managed in a manner that protects human health and the environment. The program ensures proper management through a permitting and compliance monitoring program and also through encouragement of waste reduction, re-use and recycling activities. Waste Management has a major role in investigating and

cleaning up hazardous substance release sites that pose a threat to public health, welfare and the environment. Waste Management programs regulate the installation, operation, removal and remediation of tanks storing petroleum and hazardous substances. The primary objectives of the tank programs are the prevention of tank releases and early detection and expedited cleanup of releases that occur. Waste Management provides comprehensive planning and prevention and 24-hour response to time-critical emergency and non-emergency environmental and hazardous materials incidents for the protection of human life, health, safety and the environment.

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	7,644.1
ASF	--	--	43,747.1
TOTAL	--	--	51,391.2

	POSITIONS		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	77.2
ASF	--	--	148.6
NSF	--	--	71.2
TOTAL	--	--	297.0

COMMUNITY SERVICES

40-04-01

ACTIVITIES

Communications

- Perform outreach to areas affected by environmental management issues to improve the division’s ability to communicate with the residents of Delaware.
- Promote communication and collaboration within DNREC and among environmental protection partners.
- Work with community organizations, homeowner associations and other groups to help them participate in DNREC’s programs and address their environmental concerns.

Enforcement

- Enforce federal and state laws and regulations.
- Investigate residents’ complaints and environmental incidents and emergencies on a 24-hour basis.
- Execute training exercises and responses pursuant to the State Emergency Response Team (SERT)

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planning coordination with federal, state and local emergency responders and planning agencies.

- Maintain a database of complaint and incident arrest history from the DNREC 24-hour complaint line.
- Provide environmental enforcement training to other police and first responder agencies within the State.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of pro-active operations conducted	13	22	22
# of public outreach/training sessions conducted	53	44	46
# of pro-active pollution patrol checks	806	800	850
One-hour response to priority complaints	*	*	100
# of Clean Air Act Ombudsman assistance efforts	70	75	75

*New performance measure.

AIR QUALITY

40-04-02

ACTIVITIES

- Monitor or track ambient air quality for all pollutants, especially ozone and fine particulate matter to assess attainment status with National Ambient Air Quality Standards (NAAQS).
- Continue compliance inspections and permitting air contaminant sources pursuant to the Clean Air Act Amendments (CAAA) of 1990 Title V Permitting program.
- Develop state implementation plan revisions as required by the CAAA.
- Provide air toxics monitoring at a minimum of three sites in Delaware.
- Continue to implement value stream mapping recommendations for minor source permitting program to maintain permit issuance time at 90 or fewer days.
- Implement audit procedures for the Automobile Inspection and Maintenance program two-speed idle test and on-board diagnostics tests and evaluate data.
- Initiate planning and implementation efforts to address long-term ozone, fine particulates and regional haze problems.
- Oversee existing motor vehicle exhaust pressure and anti-tampering tests.
- Implement advanced audit procedures for the inspection and maintenance at the high-tech, special purpose inspection lane.

- Work with public and private entities to develop or implement transportation and voluntary control programs, such as Ozone Action Day.
- Implement new procedures and protocol to expedite major enforcement cases.
- Participate in Ozone Transport Commission (OTC), National Association of Clean Air Agencies and Mid-Atlantic Regional Air Management Association activities to take advantage of combined expertise and foster regional and national strategies.
- Promulgate new air regulations required by the CAAA and OTC and annually track point source emission inventories consistent with the CAAA.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of exceedances of Ozone, PM, CO, NO2 and SO2 standards	12	0	0
# of ambient air samples collected	977	1,097	1,097
# of air samples for air toxics*	3,003	1,444	1,444

*DNREC received a grant from the Environmental Protection Agency (EPA) to perform enhanced toxics monitoring for Fiscal Year 2009 and a portion of Fiscal Year 2010.

WATER

40-04-03

ACTIVITIES

Surface Water Discharges

- Use National Pollutant Discharge Elimination System (NPDES) permits to implement PCSs for TMDLs.
- Issue NPDES permits that contain the necessary requirements and conditions (toxic controls, pre-treatment requirements, stormwater, CSO and sludge requirements).
- Issue licenses for wastewater treatment operators and review plans and issue permits for construction of wastewater collection and treatment facilities.
- Conduct compliance inspections for NPDES facilities and CSO systems.
- Assist the Nutrient Management Commission to implement a regulatory program for large animal producing operations.
- Review and approve central wastewater systems for new development.
- Work with the City of Wilmington and EPA to implement their CSO Control plan.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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- Periodically review and update program regulations for point source dischargers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% change in NPDES permit violations	(46)	(10)	(10)
% major individual NPDES permitted facilities inspected annually	*	*	100
% minor individual NPDES permitted facilities inspected annually	*	*	100

*New performance measure.

Groundwater Discharges

- Encourage designers and applicants to incorporate land treatment systems into their wastewater management plans.
- Perform construction and compliance inspections on all large on-site wastewater systems and 75 percent of all small systems.
- Issue large septic and spray permits in compliance with all applicable regulations.
- Issue replacement and repair permits for all known malfunctioning subsurface systems.
- Issue Underground Injection Control (UIC) permits and authorizations in compliance with all applicable regulations.
- Locate and inventory all unauthorized UIC wells, perform inspections and prevent non-compliance.
- Perform state-wide compliance inspections of holding tanks.
- Implement aspects of approved PCSs for TMDL watersheds.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of alternative on-site treatment systems inspected for operational compliance	100	100	100
% of construction inspections for on-site wastewater systems that discharge:			
< 2,500 gallons/day	60	75	75
> 2,500 gallons/day	100	100	100
% of compliance inspections for on-site wastewater systems that discharge more than 2,500 gallons per day	100	100	100
% of statewide compliance inspections on holding tanks	100	100	100

Water Supply

- Provide technical and policy support to the Water Supply Coordinating Council.
- Review and approve allocation and water well permits for public and environmental protection.
- Conduct research and monitor ground water resources.
- Provide assistance to New Castle County for requirements of New Castle County Water Resource Protection Area Ordinance.
- Implement the Source Water Assessment and Protection program under the federal 1996 Safe Drinking Water Act amendments (joint cooperation with the Department of Health and Social Services), including long-term protection strategies for public drinking water supply sources.
- Promote water conservation, wellhead protection and source water protection with public education and cooperative agreements with stakeholders.
- Perform ground water reviews for non-hazardous waste sites.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of one-day turnaround time for domestic well applications	95	95	95
# of water allocation permits issued to reduce backlog of unpermitted projects	24	30	30
% of well permit data entered within 5 days of receipt of information	95	95	95
% of public water systems with source water protection strategies in place	100	100	100
% of public water systems with source water protection strategies substantially implemented	99	100	100

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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Wetlands and Subaqueous Lands

- Maintain an inventory of tidal wetlands, issue wetland permits and issue subaqueous lands permits and leases.
- Review and issue marina construction permits.
- Issue Water Quality Certifications for federal permits.
- Promote wetland, stream channel and riparian restoration.
- Administer a cost-share program to assist waterfront landowners with shoreline stabilization projects using vegetation and other environmentally friendly techniques.
- Support efforts to re-establish fees for commercial and industrial docks and piers on public subaqueous lands.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% requests of shoreline stabilized with soil bioengineering and rip-rap versus bulkheading	97	95	95
% of marinas with approved operations and maintenance plans	43	50	60

Environmental Laboratory

- Perform biological assessments and chemical analyses to ensure the wise management, conservation and enhancement of the State's natural resources and protect public health and the environment.
- Perform microbial source tracking techniques for DNA fingerprint identification of bacteria, protozoa and other organisms in support of the development and implementation of TMDLs, PCSs, permit allocations and regulatory and enforcement actions.
- Operate the Laboratory Information Management System (LIMS) to enhance quality and productivity and facilitate information sharing throughout the department.
- Implement a balanced scorecard performance measure pilot for the department.
- Provide educational initiatives for teachers and youth in schools, colleges and universities and use skills of senior citizens through job shadowing, internships, mentoring, tours and volunteer programs.
- Identify new market opportunities and improve laboratory efficiencies and analytical capabilities to identify and implement cost-effective technologies.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Average turnaround time to complete for each test (days)	4.7	4.6	4.5

WASTE MANAGEMENT 40-04-04

ACTIVITIES

Site Investigation and Restoration

- Oversee remedial investigation, feasibility study, remedial design and action at Hazardous Substance Cleanup Act (HSCA), Voluntary Cleanup program (VCP) and Brownfield sites.
- Provide oversight for the investigation, study, design and clean up of VCP and Brownfield sites consistent with HSCA.
- Assist in facilitating grants, loans and tax credits at Brownfield sites to ensure sites are cleaned up and reused in a safe and productive manner.
- Promote field screening procedures to reduce the number of analytical samples sent to the laboratory for full analysis.
- Work with communities to enhance understanding of the Site Investigation and Remediation Branch (SIRB) programs and the risks posed by SIRB sites.
- Perform eight Brownfield assessments or inspections at sites targeted for redevelopment.
- Enhance and implement the Brownfield inventory and a ranking system to address redevelopment potential and the degree of contamination.
- Screen shallow public drinking water supplies for contaminants as recommended by Delaware's Advisory Council on Cancer Incidence and Mortality.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of acres of Brownfields remediated	*	*	150
% of SIRB sites remediated	*	*	44
Average # of months to complete a Brownfield project	13	13	13
# of proposed and final remediation plans issued	58	21	25
# of enforcement sites initiated	*	*	5

**New performance measure.*

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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Tank Management

- Conduct Underground Storage Tank (UST) and Aboveground Storage Tank (AST) facility compliance assessments, oversee removals and closures, approve design plans and supervise the installation of new systems.
- Administer contracts for sites using state funding to remove orphan USTs and complete site remediation.
- Implement cost savings for sites through pay-for-performance contracting.
- Review vapor recovery (VR) permit applications and oversee testing of VR systems to ensure compliance with the Gasoline VR regulations.
- Reduce the amount of time from identification to closure of Leaking Underground Storage Tank (LUST) sites.
- Continue implementation of risk-based corrective action closure procedures at LUST sites.
- Increase tank inspection frequency, creating a training program for tank owners and operators and establish a delivery prohibition program.
- Increase outreach and inspection activities to educate the UST regulated community, including tank owners, operators, contractors and consultants.
- Commission private insurance boiler inspectors operating within Delaware and monitor their inspections.
- Investigate boiler and pressure vessel accidents.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of LUST sites cleaned up: regulated USTs	81	60	50
unregulated USTs	38	40	35
% of LUST sites remediated: regulated USTs	*	*	91
unregulated USTs	*	*	96
# of new UST releases identified: regulated USTs	*	*	70
unregulated USTs	*	*	30
# of new AST releases identified	*	*	20
% of UST facilities in compliance following inspection activities	70	80	80
# of inspections conducted at UST facilities	*	*	165
# of boiler safety seminars/training - contractor training school	12	10	10

**New performance measure.*

Solid and Hazardous Waste Management

- Regulate the disposal of waste generated in Delaware to prevent adverse impacts to the environment.
- Monitor permitted solid and hazardous waste sites to identify any contaminant releases to the environment.
- Require, oversee and approve corrective actions to remedy any significant adverse impacts resulting from contaminant releases.
- Pursue closure and remediation of unauthorized, illegal or environmentally unacceptable solid and hazardous waste disposal sites.
- Track the transport and disposal of solid and hazardous waste to ensure compliance with environmental regulations.
- Communicate and encourage hazardous waste generators on the reduction of hazardous waste.
- Complete solid and hazardous waste compliance assessments and permitting and implement a multi-media approach where possible.
- Implement the hazardous waste corrective action process.
- Oversee the scrap tire cleanup program.
- Coordinate the activities of RPAC.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of scrap tires cleaned up (tons)	3,513	3,500	3,500
% of municipal solid waste recycled	*	*	35
% of facilities assessed returning to compliance within 180 days	*	*	100
# of tons of waste properly managed under permits	*	*	1,600,000
# of participants in 3R's (reduce, reuse and recycle) educational opportunities	*	*	2,000

**New performance measure.*

Emergency Prevention and Response

- Investigate and respond to residents' complaints and environmental incidents and emergencies as soon as possible and not later than 24 hours.
- Respond to hazardous materials incidents as part of the State emergency response team and the Delaware Emergency Operations plan.
- Participate in emergency planning with federal, state and local emergency management and response agencies.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

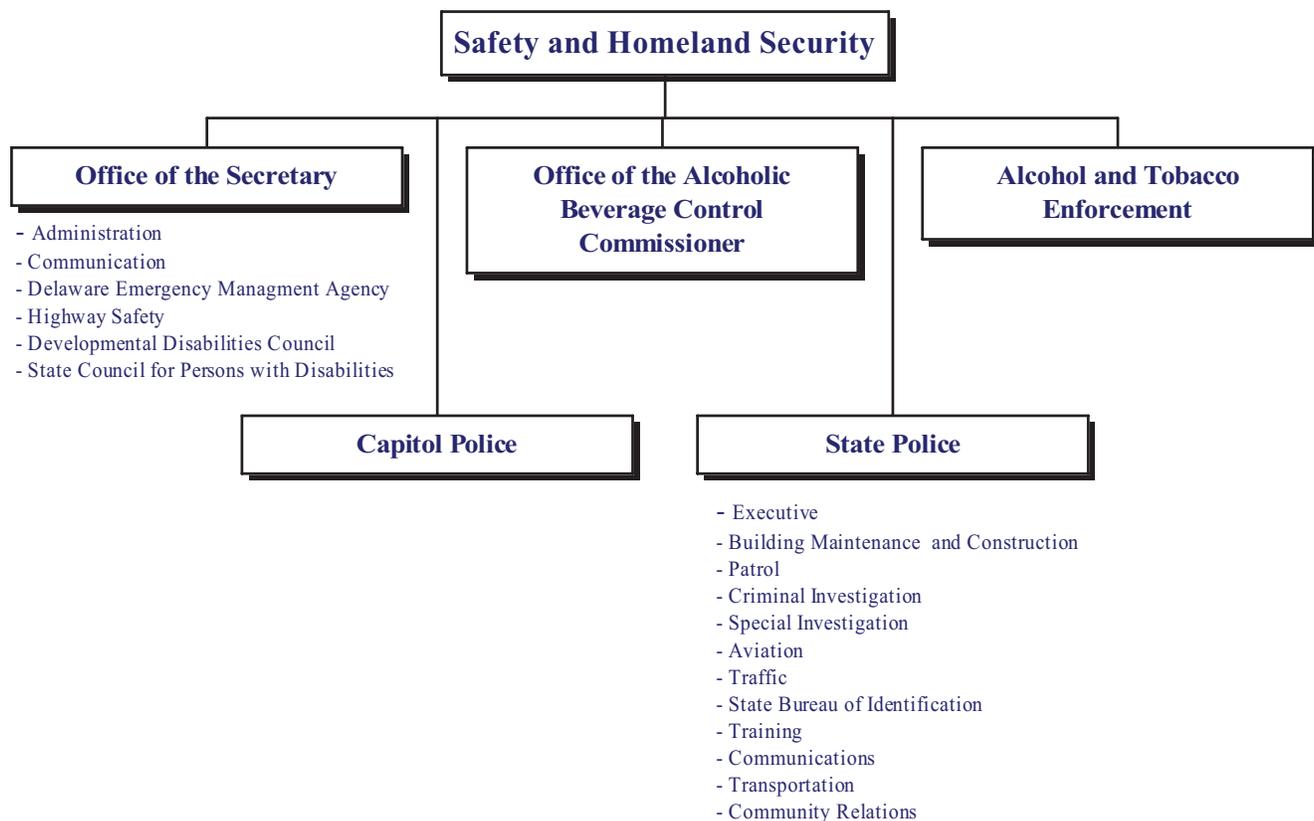
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- Provide emergency response and hazardous materials training to State employees.
- Ensure compliance with annual hazardous chemical inventory and Toxic Release Inventory (TRI) data reporting pursuant to the Emergency Planning and Community Right-to-Know-Act (EPCRA).
- Support State Emergency Response Commission (SERC) operations through collection of EPCRA Tier II hazardous chemical reporting fees and data.
- Analyze TRI data and report data trends.
- Upgrade and maintain response capabilities and activities through the SERC.
- Ensure effective risk management programs at extremely hazardous substance facilities by continuing to conduct compliance inspections, review risk management plans and investigate releases pursuant to the Accidental Release Prevention Regulation.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of emergency responses to incidents	302	320	320
# of Accidental Release program inspections	27	20	24
% of EPCRA electronic reporting	96	95	97

SAFETY AND HOMELAND SECURITY
45-00-00



MISSION

To promote and protect the safety of people and property in Delaware.

KEY OBJECTIVES

- Successful preparation for and response to natural and man-made catastrophes.
 - Ensure federal and state mandates for services are accomplished, including statewide disaster mitigation.
 - Continue to increase disaster response and recovery capabilities.
 - In conjunction with the Federal Emergency Management Agency (FEMA), assist communities in planning to become disaster-resistant communities.
 - In cooperation with the Delaware State Police (DSP), State Fire School, Division of Public Health and local law enforcement agencies, plan, obtain equipment and support the implementation of training for homeland security

- or terrorist related events for the first responder community.
- Prevent crime.
 - Continue to reduce violent crime and Part I crimes within the Delaware State Police service area.
 - Increase intelligence gathering, analysis and dissemination to thwart criminal and terroristic acts.
 - Increase the number of criminal cases solved.
 - Continue training to address growing or emerging crime trends.
- Make the State’s highways safe.
 - Conduct enforcement efforts, education programs and public awareness efforts to increase seatbelt use.
 - Enhance enforcement and public awareness efforts, improve the adjudication process and continue to monitor treatment services aimed at reducing alcohol-related fatalities.
 - Enhance enforcement efforts, public awareness programs and educational efforts focused on

SAFETY AND HOMELAND SECURITY

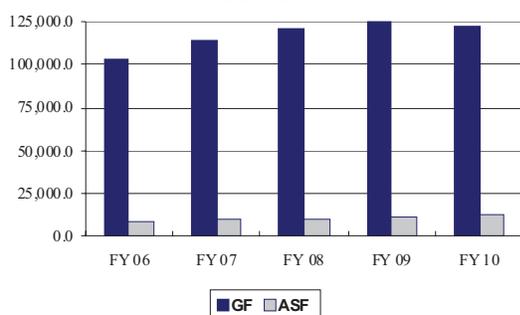
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reducing fatal crashes resulting from aggressive driving behaviors.

- Continue efforts to develop and implement a statewide integrated data collection system.
- Enhance enforcement efforts, public awareness programs and educational efforts aimed at reducing pedestrian fatalities.

- Ensure the safety of state employees and facilities.
 - Increase police and security presence within state facilities.
 - Continue to develop and enhance planning, training and exercises in emergency evacuation and threat procedures.
- Protect the health of residents and youth.
 - Continue enforcing the State Liquor Control Act and the rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
 - Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
 - Produce public educational awareness programs regarding the responsible use of alcoholic beverages and tobacco products.
- Ensure reliable and effective statewide emergency communications capability.
 - Support and maintain the statewide 800 MHz system.
 - Support and maintain the State's conventional radio systems.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	124,196.0	122,397.2	123,004.5
ASF	9,620.8	12,391.7	12,461.9
TOTAL	133,816.8	134,788.9	135,466.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	959.9	954.7	941.9
ASF	69.5	71.7	67.5
NSF	85.6	84.6	95.6
TOTAL	1,115.0	1,111.0	1,105.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend \$583.1 in State Police to fund Trooper step increases.
- ◆ Recommend \$211.7 and 3.0 FTEs in State Police to switch fund positions due to expiring federal grants.
- ◆ Recommend \$85.6 in State Police to fulfill funding obligations for the 2007 Sussex County Memorandum of Understanding.
- ◆ Recommend 5.0 NSF FTEs School Resource Agent in State Police to implement a School Resource Agent pilot program.
- ◆ Recommend (12.0) FTEs and (3.0) ASF FTEs to reflect complement reductions.
- ◆ Recommend (\$91.9) and \$91.9 ASF in Communication to switch fund operating expenditures.

CAPITAL BUDGET:

- ◆ Recommend \$2,195.9 for the third of five lease payments for the twin-engine helicopter delivered in Fiscal Year 2008.
- ◆ Recommend \$600.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the department's backlog of deferred maintenance.

SAFETY AND HOMELAND SECURITY

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OFFICE OF THE SECRETARY 45-01-00

MISSION

To promote safety and homeland security by coordinating and advocating for related policy and resources, as well as serving as a liaison with the Governor's Office, other state and non-state agencies and the community at large.

KEY OBJECTIVES

- Provide departmental leadership in matters of safety and homeland security.
- Provide broad policy and fiscal guidance to the operating divisions.
- Encourage collaborative approaches to problem identification and solving.
- Coordinate policy, administrative and support functions for the department, including budgetary and fiscal activities, public relations, information technology, legislative activities and constituent relations.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Secretary provides:

- Chairmanship for the Delaware Homeland Security Council;
- Chairmanship for the Delaware Emergency Medical Services Oversight Committee;
- Membership to the Diamond State Port Corporation;
- Leadership and coordination of the Law Enforcement Subcommittee of the Domestic Violence Coordinating Council;
- Administration of State Aid to Local Law Enforcement (Grants-in-Aid appropriation);
- Coordination and development of departmental civilian employee training programs;
- Departmental technology coordination and implementation;
- Guidance to division directors;
- Leadership in security development and implementation;
- Leadership in data collection efforts involving traffic stops; and
- Decision-making during emergency response to natural and man-made disasters.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	7,942.3	4,371.4	4,287.2
ASF	997.1	1,670.9	1,762.8
TOTAL	8,939.4	6,042.3	6,050.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	54.1	53.1	50.1
ASF	3.5	3.5	3.5
NSF	40.4	40.4	40.4
TOTAL	98.0	97.0	94.0

ADMINISTRATION 45-01-01

ACTIVITIES

- Provide guidance in policy planning, operational priorities and mission execution.
- Promote community outreach activities and establish partnerships to improve delivery of services.
- Coordinate and execute the department's fiscal activities.
- Provide comprehensive human resource services to the division managers and employees, including training and continuing education opportunities.
- Provide public relations assistance to the divisions and coordinate the department's public relations activities.
- Develop, track and advocate the department's legislative agenda.
- Administer the State Aid to Local Law Enforcement program and related programs.
- Manage the department's information technology program.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of fiscal documents received, reviewed and processed within three days	92	85	85
% of constituent contacts responded to within three days	89	86	86

SAFETY AND HOMELAND SECURITY

45-00-00

COMMUNICATION

45-01-20

MISSION

To promote public safety through the installation, removal, repair, modification and alignment of the State's radio communication systems and electronic equipment, in-shop and at remote locations throughout the state. As resources permit, the division extends its maintenance services to support fire, rescue, ambulance, county and municipal agencies.

KEY OBJECTIVES

- Support and maintain the State's 800 MHz system, radio systems, mobile traffic radar, portable public address systems and sound systems in Legislative Hall, focusing on minimizing customer outages.
- Implement, support and maintain a 700 MHz system, which offers reliable and integrated digital voice and data communications to and from fixed stations and mobile subscriber devices throughout all parts of Delaware.
- Extend services, subject to availability of resources, to municipalities, towns, counties and volunteer fire, rescue and ambulance companies.

BACKGROUND AND ACCOMPLISHMENTS

In addition to maintenance and repairs, the division was instrumental in the installation of the 800 MHz system, microwave systems, mobile data computers, automatic vehicle location and global positioning systems, automatic passenger counters, annunciators, paging systems, radar equipment, variable messaging/speed signs and sound/recorder systems at Legislative Hall.

The division was instrumental in securing funding to enhance the 800 MHz system to provide in-building coverage.

The division assisted municipal police agencies with encryption capabilities.

The division extended its services to provide support for New Castle and Kent counties, Delaware Transit Corporation; the cities of Wilmington, Dover, Smyrna, Milford and Rehoboth Beach and the Delaware Volunteer Firemen's Association.

The division also assisted the cities of Rehoboth, Wilmington and Dover by writing grant applications for interoperable communications equipment.

The division is assisting in the development of the Statewide Communications Interoperability plan (SCIP) in conjunction with the Public Safety Interoperable Communications (PSIC) grant program.

ACTIVITIES

- Repair and maintain over 20,939 pieces of equipment throughout the state, including:
 - Portable and fixed radios;
 - Public address and sound systems;
 - Mobile traffic radar and video systems;
 - 911 computer consoles;
 - Digital microwave systems;
 - Uninterruptible power supplies;
 - System and fault management terminals;
 - Network servers;
 - Mobile data terminals;
 - Automatic vehicle location systems;
 - Passenger counters; and
 - Annunciators and sirens.
- Perform system and fault management for the 800 MHz system.
- Participate in the planning and implementation of radio systems.
- Respond to emergencies affecting communications.
- Manage the 800 MHz users group.
- Manage tower leases.
- Obtain and manage contractual support for:
 - Depot repairs;
 - Electronics and civil engineering;
 - Generator and air conditioner maintenance;
 - Test equipment calibration;
 - Tower climbing and maintenance;
 - Grounds keeping;
 - Software support;
 - Technical assistance and training;
 - Shipment and delivery; and
 - Fire suppression systems.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of statewide 800 MHz portable radio coverage	97	95	97
% of statewide 800 MHz portable radio in-building coverage (critical)	95	95	95

SAFETY AND HOMELAND SECURITY

45-00-00

DELAWARE EMERGENCY MANAGEMENT AGENCY 45-01-30

MISSION

The Delaware Emergency Management Agency (DEMA) is the lead agency for coordination of comprehensive, all-hazard emergency preparedness, training, response, recovery and mitigation services to save lives, protect Delaware's economic base and reduce the impact of emergencies.

KEY OBJECTIVES

- Ensure federal and state mandates for services are accomplished, including statewide disaster mitigation.
- Continue to increase disaster response and recovery capabilities.
- In conjunction with the Federal Emergency Management Agency (FEMA), upgrade the Standard Mitigation plan to an Enhanced Mitigation plan.
- Implement the National Incident Management System (NIMS) and incorporate NIMS into plans, including the Delaware Emergency Operations plan (DEOP) and the State Emergency Response team (SERT).
- Revise DEOP to ensure consistency with the National Response plan (NRP).
- Conduct aggressive outreach program for all-hazards preparedness.

BACKGROUND AND ACCOMPLISHMENTS

DEMA, along with local organizations for emergency management, addresses the possibility of the occurrence of emergencies, including natural, radiological, chemical hazards, terrorism and situations pertaining to civil defense and public peace.

DEMA continues to coordinate and participate in both disaster response and preparedness activities. Agency accomplishments include:

- Improved capability to secure federal disaster declarations and administer federal disaster recovery;
- Completed the revision and publication of DEOP with an all-hazards approach;

- Conducted Emergency Management Assistance Compact (EMAC) training for state and local personnel;
- Maintain the Delaware Emergency Notification System (DENS), a statewide emergency notification system for rapidly notifying the public by telephone in the event of an emergency;
- Developed private-public, as well as state-local partnerships to coordinate information and resources for planning, response and recovery from emergencies;
- Expanded the Natural Hazard Mitigation program to incorporate land use planning on local, state and regional initiatives;
- Maintain Storm Ready status, as recognized by the National Oceanic and Atmospheric Administration (NOAA);
- Supported and maintained a mobile radiation monitoring vehicle for gathering radiological information and electronic relay to the State Emergency Operations Center;
- Oversaw installation of an upgraded nuclear facility siren system in Delaware;
- Administered approximately \$75 million of federal grants, providing equipment, training, exercise and planning activities to over 10,000 emergency response personnel to improve their terrorism preparedness;
- Maintained a database for tracking weapons of mass destruction (WMD) equipment statewide; and
- Established 14 citizen's corps councils in Delaware.

ACTIVITIES

- Revise DEOP to comply with the Incident Command System (ICS) format.
- Plan, train, coordinate and support response efforts of all-hazards homeland security issues, including chemical, biological, explosive, incendiary, radiological, technological and natural or storm-related hazards.
- Implement the creation, staffing and training of a statewide Incident Management Team (IMT) consisting of state and local partners to assist in disaster management anywhere within the state, as well as become deployable under EMAC.
- Review and provide training on DEOP and incorporate the statewide catastrophic emergency plan revision into specific DEOP annexes.

SAFETY AND HOMELAND SECURITY

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- Conduct NIMS/Incident Command System (ICS) training statewide.
- Conduct EMAC training.
- Conduct statewide terrorism preparedness threat, capability and needs assessments for emergency response disciplines.
- Identify and train statewide and multi-discipline incident management teams.
- Develop comprehensive Delaware shelter strategy for community shelters, capable of sheltering general population evacuees, as well as evacuees with medical/special needs, unaccompanied minors and pets.
- Develop an Unaccompanied Children Center plan.
- Develop a new Debris Management plan.
- Revise the State Emergency Response team (SERT) plan to comply with NIMS and incorporate procedures for responding to radiological incidents not associated with commercial nuclear power plants.
- Support evacuation planning for the Delmarva Peninsula.
- Participate in emergency planning for the disabled/special needs communities.
- Participate in Mass Casualty Transport plan development.
- Prepare to activate the Emergency Operations Center (EOC) as the central point of coordination and support for pre-disaster, ongoing and post-disaster recovery activities.
- Prepare to coordinate post-emergency recovery efforts with FEMA.
- Conduct, coordinate and support training initiatives to better prepare responders and support agencies in the delivery of their services during Homeland Security, natural or technological emergencies.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of completed plans within the mandated time period	15	17	17
# of comprehensive annual updates of plans during the required time period	11	11	11
% of plans and procedures exercised and evaluated	70	75	75
# of emergency management jurisdictions in which training and outreach were provided in support of plans	4	4	4

HIGHWAY SAFETY

45-01-40

MISSION

The Office of Highway Safety (OHS) is committed to improving safety and security on Delaware roadways through the administration of federal highway safety funds, development of countermeasures to combat unsafe driving behaviors and collection and analysis of traffic crash data.

Further, OHS promotes public safety through the administration and distribution of federal highway safety funds for a variety of state and local highway safety programs and initiatives. OHS is committed to providing accurate and timely data coupled with quality customer service.

KEY OBJECTIVES

- Conduct enforcement and public awareness initiatives to increase the statewide seat belt use rate.
- Conduct enforcement and public awareness initiatives and continue to monitor alcohol and other drug treatment services to decrease the percentage of impaired driving-related fatalities.
- Conduct enforcement and public awareness initiatives to decrease the percentage of fatal crashes resulting from aggressive driving behaviors.
- Continue to support Traffic Records Coordinating Committee (TRCC) partners' efforts to upgrade existing traffic records systems and efforts to identify additional resources to further aid in accurate, timely and complete data analysis.
- Conduct enforcement and public awareness initiatives to decrease the percentage of pedestrian fatalities.
- Conduct enforcement and public awareness initiatives to decrease the percentage of motorcycle fatalities.

BACKGROUND AND ACCOMPLISHMENTS

OHS coordinates highway safety programming focused on public outreach and education, high visibility enforcement, use of new safety technology and collaboration with various safety and business organizations and other state and local governments. Programming resources are directed to the following identified highway safety priority areas: occupant

SAFETY AND HOMELAND SECURITY

45-00-00

protection, impaired driving, aggressive driving, traffic records, pedestrian safety and motorcycle safety.

OHS advocated for successful passage of the primary seat belt law and upgraded child passenger safety law, allowing law enforcement officers to more effectively enforce existing occupant protection laws. The goals of these laws are to save lives by encouraging more people to consistently use seat belts and child restraint systems. OHS and the department also advocated for successful passage of the .08 blood alcohol concentration (BAC) law, which lowered the legal limit from .10 percent to .08 percent. OHS also partnered with other safety groups in advocating for successful passage of the Graduated Driver Licensing law. The intent of this law is to manage the initial on-road driving experience of teenage novice drivers, a population significantly overrepresented in the nation's traffic crash problem.

In cooperation with the Delaware State Police and other local law enforcement agencies, efforts to increase seat belt and child restraint use include participation in the national Click It or Ticket campaign and implementation of traffic safety checkpoints and car seat safety checks. Additionally, OHS conducts an annual National Highway Traffic Safety Administration (NHTSA) sanctioned statewide observational seat belt use survey to determine statewide usage rates and administers a child safety seat fitting station in each county.

To reduce the incidence of impaired driving, OHS coordinates the State's participation in the NHTSA Region III impaired driving enforcement and public awareness initiative, Checkpoint Strikeforce. Additionally, OHS coordinates DUI-related training opportunities for law enforcement officers, prosecutors and the judiciary and provides traffic-related enforcement equipment for the law enforcement community.

Most recently, OHS coordinated the implementation of the national Drug Recognition Expert (DRE) program in Delaware. After meeting rigorous training requirements, eight state and local law enforcement officers are now certified in drug impaired driving detection.

To address the problem of aggressive driving, OHS coordinates the Stop Aggressive Driving enforcement and public awareness program. Through a data-driven problem identification process, targeted enforcement details are conducted in prevalent aggressive driving-related crash locations throughout the state.

OHS continues to work with many partners, including the Department of Transportation, Delaware State Police, Delaware Justice Information System, Office of Emergency Medical Services and others to upgrade

existing traffic records systems. Current efforts include implementation of an automated crash report, restructuring of pre-hospital care reporting procedures, development and implementation of a Geographical Information System (GIS) based mapping system to assist with identification of high crash locations and use of the restructured DUI electronic tracking system.

ACTIVITIES

- Problem identification, including identification of actual and potential traffic safety hazards and effective counter measures.
- Administration including management of federal highway safety funds, distribution of these funds to state, local and private agencies and preparation of the Annual Highway Safety Plan and Annual Evaluation Report required by NHTSA.
- Monitoring and evaluation, including monitoring legislative initiatives that impact highway safety and evaluating effectiveness of approved highway safety projects.
- Public information and education, including development and coordination of numerous media events and public awareness activities with particular emphasis on the identified priority areas.
- Traffic crash data analysis, including ongoing analysis of traffic crash data and other related highway safety data as a means to measure progress towards desired goals.

PERFORMANCE MEASURES

	CY 2009 Actual	CY 2010 Budget	CY 2011 Gov. Rec.
% of seat belt use	88	90	91
% of alcohol-related fatalities	26	44	42
% of speed-related fatal crashes	23	19	19
% of pedestrian fatalities	8	17	16
% of motorcycle fatalities	8	15	14

**Data is collected on a calendar year basis. CY 2009 Actual reflects available data for the period January through July 2009.*

DEVELOPMENTAL DISABILITIES COUNCIL 45-01-50

MISSION

The mission of the Delaware Developmental Disabilities Council (DDDC) is to promote and embrace inclusion, equality and empowerment for persons with disabilities.

SAFETY AND HOMELAND SECURITY

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KEY OBJECTIVES

- The council will advocate for change and educate communities to be responsive and sensitive to the needs, preferences and choices of all people with developmental disabilities and their families, which will ensure and enhance their participation in life and society through:
 - Holding agencies accountable;
 - Facilitating access to culturally competent services;
 - Educating the public and policy makers; and
 - Funding projects that promote systems change.

BACKGROUND AND ACCOMPLISHMENTS

The Developmental Disabilities Council is authorized by Public Law 106-402 to address the unmet needs of people with developmental disabilities through system-wide advocacy, planning and demonstration projects. In Fiscal Year 2009, there were 15,362 people with developmental disabilities estimated to be living in Delaware.

ACTIVITIES

- **Junior Partners in Policymaking Program:** The program is modeled after the Adult Partners in Policymaking program. Twenty high school students spend a week living and learning at the University of Delaware. They are taught self-advocacy skills, so they can advocate for themselves or a family member who has a disability. On the final day of the program, students go to Legislative Hall and are instructed by a legislator on how to give meaningful and effective testimony to the General Assembly.
- **Employment Project:** Both public and private employment specialists build community relationships, participate in learning opportunities, share resources and create a systemic approach to assisting people with disabilities in obtaining employment.
- **Legislation, Independence through Assistive Technology, Family and Education (LIFE) Conference:** This annual conference is the largest disabilities related conference in the state. It is a multi-agency collaboration that conducts 12 workshops in four main tracks involving disabilities issues. About 500 people attend annually.
- **Public Awareness Campaign:** This project will highlight the outstanding accomplishments of people in Delaware who have disabilities. People with disabilities who have excelled in the areas of employment, education, sports and volunteer

activities will be featured. The purpose is to show the residents of Delaware that people with disabilities can be outstanding contributors to society if given the opportunities with proper supports.

- **Universal Design Website:** This website has been established to educate Delawareans, especially builders, on the benefits of building homes using universal design. The website will also list Delaware builders who can build or remodel homes using universal design. With Delaware's senior citizen population continuing to grow, building using universal design only makes sense. It will also allow people to grow old in their homes or not have to make expensive modifications if they become mobility impaired for any reason.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of Partners in Policy making programs	19	25	20

STATE COUNCIL FOR PERSONS WITH DISABILITIES 45-01-60

MISSION

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

KEY OBJECTIVES

- Monitor implementation of the Medicaid for Workers with Disabilities (MWD) program.
- Advise DMMA on the implementation of the Money Follows the Person (MFTP) program.
- Monitor and advise Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) on amendments and waivers.
- Advocate for increased services and programs for individuals with acquired brain injuries. Monitor the implementation of the Acquired Brain Injury (ABI) waiver.
- Advocate for people with disabilities to have the opportunity to live in safe, affordable housing that is

SAFETY AND HOMELAND SECURITY

45-00-00

accessible and integrated in the community with appropriate support services.

- Advocate for legislation, which exempts polling places from state review for accessibility.
- Advocate for legislation requiring automatic doors at newly constructed businesses and places of public accommodation.

BACKGROUND AND ACCOMPLISHMENTS

SCPD analyzes and promotes state, federal and local legislation, regulations, programs and policies to ensure they effectively meet the needs of persons with disabilities in Delaware. SCPD is a cross disability Council mandated by the Delaware Code. Membership includes state agencies, providers, advocacy organizations, individuals with disabilities and their family members. Council addresses a vast scope of disability related issues including, but not limited to, housing, employment, transportation, workforce, health care and community-based services.

SCPD has being a critical player in the passage of the following pieces of legislation:

- House Bill 30, which mandates a statewide attendant services program;
- House Bill 447, which strengthens accessible parking laws for people with disabilities;
- House Bill 154, which makes it easier to integrate community-based housing for all persons with disabilities and eliminates provisions that are invalid under the Federal Fair Housing Act;
- Senate Bill 121, which provides opportunities for persons with disabilities in state employment service;
- Senate Bill 261, which creates an exception to the Nurse Practices Act and clarifies that competent individuals should be allowed to delegate health care acts to others;
- House Bill 433, which creates a “lemon law” for assistive technology devices;
- House Bill 355, which ensures eligible persons may receive services from the DSAAPD even when those persons are receiving primary case management services from another state agency; and
- House Bill 83, which requires accessible call buttons at gas stations to assist drivers with disabilities with refueling assistance.

SCPD initiated the revamping of the regulations for group homes for people with mental illness and staffed two committees of the Commission on Community Based Alternatives for Individuals with Disabilities. The council has been involved with numerous amendments to

state regulations, policies, programs and other legislation that impacts persons with disabilities and their families.

SCPD was a critical player in the passage of House Bill 165 (adult abuse registry); House Bill 112 (hospital and institution visitation); House Bill 119 (education and 12-month programming); and bills regarding the Delaware Psychiatric Center.

SCPD also houses the state Americans with Disabilities Act (ADA) Coordinator position, which mediates grievances and issues regarding the ADA as it pertains to state agencies. In addition, this position coordinates various trainings on disability related issues. SCPD also houses the Council on Deaf and Hard of Hearing Equality (CODHHE).

ACTIVITIES

- Provide and promote coordination among all State programs, services and plans established for or related to persons with disabilities.
- Review all State policies, plans, programs and activities concerning persons with disabilities to determine whether such policies, programs, plans and activities effectively meet the needs of persons with disabilities.
- Make recommendations to the Governor, General Assembly and all state agencies on ways to improve the administration of services for persons with disabilities and facilitate the implementation of new or expanded programs.
- Propose and promote legislation, regulations and policies to improve the well being of persons with disabilities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of bills, regulations and policies impacted by SCPDs comments	47	50	50
# of bills, regulations and policies reviewed by SCPD	174	175	175
# of trainings for council members and/or staff	4	3	3

SAFETY AND HOMELAND SECURITY

45-00-00

CAPITOL POLICE

45-02-00

MISSION

The Division of Capitol Police is dedicated to the protection of elected and appointed officials, state employees, visitors to state facilities, state facilities and properties as directed by the Secretary of the Department of Safety and Homeland Security through the delivery of professional law enforcement services, using sworn police officers, security officers and civilian staff.

KEY OBJECTIVES

- Increase police and security presence within state facilities serviced by Capitol Police.
- Continue to develop a training program to ensure all required Council on Police Training (COPT) criteria is met.
- Create and maintain a formal record of training for each officer.
- Determine needs and research and obtain training to increase the skills and abilities of the officers that are unique to their assignments.
- Continue to develop and enhance planning, training and exercises in emergency evacuation and threat procedures.

BACKGROUND AND ACCOMPLISHMENTS

Capitol Police, through the deployment of police and security officers throughout the state, provides law enforcement services to the Supreme Court, New Castle County Courthouse, Kent County Courthouse, Kent County Family Court, Sussex County Courthouse, Sussex County Family Court, Sussex County Chancery Court, Carvel State Office Building, Legislative Hall, the Governor's official residence (Woodburn) and over 80 different state facilities in the greater Dover area.

Capitol Police continues to participate, in conjunction with other state agencies, in the development of emergency evacuation plans for state facilities serviced by the agency.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	4,312.6	3,690.1	3,777.7
ASF	74.4	36.0	36.0
TOTAL	4,387.0	3,726.1	3,813.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	67.0	67.0	68.0
ASF	--	--	--
NSF	--	--	--
TOTAL	67.0	67.0	68.0

CAPITOL POLICE

45-02-10

ACTIVITIES

- Conduct foot and vehicle patrols of state properties and facilities.
- Respond to complaints and requests for police service on specific state properties and facilities to investigate potential criminal activity.
- Investigate and prosecute all crimes and incidents that occur on specific state properties to include criminal, traffic, parking and domestic complaints.
- Provide law enforcement services to the Supreme Court, Superior Court, Court of Common Pleas, Family Court and Chancery Court statewide.
- Perform entrance screening for weapons and contraband at Legislative Hall, Tatnall Building, Carvel State Building and the New Castle, Kent and Sussex County Courthouses.
- Provide executive protection for the Executive, Legislative and Judicial branches of state government, as necessary.
- Provide law enforcement services to the Governor's official residence (Woodburn).
- Provide escorts to financial institutions and individuals as requested for the purpose of safeguarding their entry/exit within a specific state facility.
- Provide law enforcement and other related training and certification.
- Provide community policing seminars, CPR/AED and first aid training/certification to state employees as requested.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of community policing seminars offered to state employees	16	15	15
# of weapons/contraband/unauthorized items confiscated	5,693	6,000	6,000

SAFETY AND HOMELAND SECURITY
45-00-00

**OFFICE OF THE ALCOHOLIC BEVERAGE
CONTROL COMMISSIONER**
45-03-00

MISSION

To ensure the health, safety and welfare of the public by regulating the activities of the alcoholic beverage industry while permitting open competition and legal marketing practices that meet the lawful needs and convenience of the consumer.

KEY OBJECTIVES

- Revise and streamline the rules governing the alcoholic beverage industry.
- Develop a strategic plan and operating policies.
- Revise and maintain an updated and accurate file system to enable the prompt and accurate dissemination of information regarding licensees.

BACKGROUND AND ACCOMPLISHMENTS

Delaware has a three-tier system for the sale of alcoholic beverages: suppliers, wholesalers and retailers. The State's control over the business of alcohol consumption, distribution and sale is performed through the licensing and enforcement process. Strict lines between suppliers, wholesalers and retailers exist, so there is no controlling interest among the three.

The Delaware Alcoholic Beverage Control Commission underwent Joint Sunset Committee review from 1998-2000. Pursuant to House Bill 660, a new system for the regulation of the alcoholic beverage industry was established. Effective December 1, 2000, regulation of the industry became the responsibility of the Alcoholic Beverage Control Commissioner, who is appointed by the Governor and confirmed by the Senate. The Commissioner's decisions may be appealed to a three-member Appeals Commission whose members are also appointed by the Governor and confirmed by the Senate.

Pursuant to House Bill 660, enforcement of 4 Del. C. and the rules of the Office of the Alcoholic Beverage Control Commissioner (OABCC) shall remain with the Division of Alcohol and Tobacco Enforcement (DATE) with the Commissioner holding administrative hearings and rendering decisions on these prosecutions.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	467.9	464.7	461.2
ASF	38.8	50.6	50.6
TOTAL	506.7	515.3	511.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
TOTAL	7.0	6.0	6.0

**OFFICE OF THE ALCOHOLIC BEVERAGE
CONTROL COMMISSIONER**
45-03-10

ACTIVITIES

- Licensed alcoholic beverage establishments, which include package stores, taprooms, taverns, restaurants serving alcohol, hotels, clubs, horse racetracks, multi-purpose sports facilities, wholesalers, suppliers, wineries, breweries and gathering licenses for nonprofit organizations.
- With regard to existing licensees, consider and approve or deny requests for transfers and extensions of premises.
- Review license renewals and collect licensing fees.
- Approve the employment of minors, where allowed and appropriate, in a licensed premise.
- Hold administrative hearings for complaints brought by DATE regarding the manner in which licensees conduct their alcoholic beverage establishments, including, but not limited to, sales by licensees of alcoholic beverages to minors.
- Hold administrative hearings to hear protests of applications for licensure and hear complaints by adjoining property owners of the manner in which licensees conduct their business.
- Identify issues regarding alcohol that are important on the national and local levels and assist in addressing these issues.
- Provide administrative support to the Appeals Commission.

SAFETY AND HOMELAND SECURITY
45-00-00

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of new applications prepared to be heard before the Commissioner within 30 days of application	99.3	95.0	97.0
# of applications reviewed	140	150	155

**ALCOHOL AND TOBACCO
ENFORCEMENT**
45-04-00

MISSION

To protect the health, safety and welfare of people in Delaware through the enforcement of liquor and youth access to tobacco laws, while maintaining the highest state of preparedness for responding to threats against homeland security.

KEY OBJECTIVES

- Continue enforcing the State Liquor Control Act and rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
- Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
- Produce public educational awareness programs regarding the responsible use of alcoholic beverages and tobacco products.

BACKGROUND AND ACCOMPLISHMENTS

Effective June 8, 2004, the Division of Alcoholic Beverage Control and Tobacco Enforcement (DABCTE) was renamed the Division of Alcohol and Tobacco Enforcement (DATE). House Bill 275 was enacted to avoid confusion between OABCC and the former DABCTE. Therefore, DATE assumes some of the administrative, ministerial, budgetary and clerical functions for the enforcement of the alcohol laws of 4 Del. C. and youth access to tobacco laws in 11 Del. C.

DATE continues its mission by working with federal agencies and local law enforcement to enforce the prohibitions on the sale of alcohol and tobacco products to minors and has assumed an active role in homeland security. DATE organizes and hosts training designed to assist law enforcement officers to recognize fake, stolen or bootleg items, such as cigarettes, CDs, DVDs and popular apparel. In coordination with the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), DATE increased its emphasis on interdiction of illegal alcohol and tobacco being transported through Delaware.

At the state level, DATE continues to work with the Division of Public Health and Department of Services for Children, Youth and Their Families to continue the implementation of the statewide strategy for compliance with the Federal Synar Amendment.

SAFETY AND HOMELAND SECURITY

45-00-00

In December 1999, the division implemented a zero-tolerance policy on retailers who sold tobacco to youth under age 18. By August 31, 2002, the compliance rate had risen dramatically from 67 to 95 percent and remains there today, which is significantly higher than the target compliance rate (80 percent) mandated by the federal government.

The Rewards program for compliant tobacco retail clerks, in which they receive a pizza coupon when they do not sell tobacco products to the cooperating underage witness (CUW) contributed to Delaware having the highest compliance rate in the nation. DATE also created a website that contains information for the public and online reporting for agents while out in the field. The agents can access the website from mobile data terminals (MDT) in their undercover police vehicles.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	938.6	950.5	822.6
ASF	410.2	687.2	740.6
TOTAL	1,348.8	1,637.7	1,563.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	13.0	13.0	11.0
ASF	6.0	6.0	7.0
NSF	--	--	--
TOTAL	19.0	19.0	18.0

ALCOHOL AND TOBACCO ENFORCEMENT

45-04-10

ACTIVITIES

- Enforce alcohol and tobacco laws and all other public safety laws.
- Develop programs to promote the reduction of alcohol consumption.
- Conduct the CUW program.
- Promote and participate in the Cops-in-Shops program.
- Participate in DUI checkpoints in all counties.
- Lead the Tobacco Enforcement program and cooperate with the Department of Health and Social Services' tobacco compliance activities.
- Administer and conduct alcohol server training.
- Provide security to DEMA during heightened security alerts and during exercises on the campus.
- Maintain web-based tobacco and alcohol database for field agent real-time online reporting.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of compliance with prohibition on sale of alcohol to minors (under 21)	90	84	87
% of compliance with prohibition on sale of tobacco to minors (under 18)	97	96	96
% of complaints investigated and resolved within 30 days	97	96	96
# of servers trained to serve alcohol	8,782	7,725	8,000

SAFETY AND HOMELAND SECURITY

45-00-00

STATE POLICE

45-06-00

MISSION

The Delaware State Police exists to provide citizens and visitors to the State of Delaware with a professional and compassionate police service, including prevention of and response to acts of terrorism.

KEY OBJECTIVES

To directly support the departmental key objectives, the Delaware State Police (DSP) will:

- Continue to reduce violent crimes and Part I crimes within the DSP service area;
- Maintain or reduce complaints investigated per officer, particularly in the fastest growing areas of the state;
- Reduce highway crashes and resultant fatalities and injuries, focusing in particular on curbing identified aggressive driving behaviors;
- Implement and support technology improvements and maintain existing systems, which maximizes officer productivity, enhances data accuracy and collection and facilitates meaningful participation in the nation's homeland security efforts;
- Continue training to address growing or emerging crime trends, including those related to terroristic activities; and
- Recruit and retain a diverse and well-trained workforce.

BACKGROUND AND ACCOMPLISHMENTS

DSP has undertaken or expanded several projects that have directly improved the delivery of services.

- The purchase of a twin-engine helicopter improved medivac capabilities and enhanced ability to deploy specialty units, such as the Special Operations Response Team (SORT) quickly. DSP became heavily involved in hoist and rescue training and is now certified rescue specialists in human external cargo. DSP also engaged in a partnership with the State Fire School to train members of the volunteer fire service throughout the state to be rescue specialists and are developing a Helicopter Emergency Action team (HEAT) with these members. In Fiscal Year 2009, the ongoing training

was completed. The program was expanded to encompass training for DNREC scientists.

- Purchased a Mobile Training Trailer with funds provided by the federal Department of Homeland Security. This modular, stackable structure, with its movable walls, provided first responders and specialty units with real life scenarios for tactical training purposes. The unit is available to every law enforcement agency.
- The Internet Crimes Against Children (ICAC) unit conducted investigations regarding allegations of child sexual exploitation, including child sexual solicitation, possession and distribution of child pornography and all related criminal conduct. The goal of the unit is to increase the effectiveness and the efficiency of investigations and prosecutions and to improve public awareness and prevention of ICAC offenses. In Fiscal Year 2009, DSP procured Operation Fairplay Software from Wyoming State Police. This software allows us to proactively identify criminals who possess and distribute child pornography.
- The Delaware State Police Firing Range, in Fiscal Year 2009, began using Reduced Hazard Ammunition to further reduce the hazardous material footprint and improve environmental conditions for instructors and shooters. It also significantly reduced the operational costs associated with lead abatement and disposal activities.
- Staff completed renovations to the Crime Lab. The renovations allowed separation of the toxicology laboratory from the evidence processing laboratory. The two existing fuming hoods were removed and replaced with one Class II Ty B2 biological safety cabinet/fume hood and one chemical fume hood. The construction also involved the installation of a new air handler specifically designed for laboratory space and the installation of a new triple door evidence refrigerator, installation of a safety shower and the relocation of shelving and countertops. These renovations resulted in a safer and more comfortable work area for both laboratories.
- The department relocated State Bureau of Identification Section to the Blue Hen Corporate Complex, which greatly enhanced the ability to serve the public.

SAFETY AND HOMELAND SECURITY

45-00-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	110,534.6	112,920.5	113,655.8
ASF	8,100.3	9,947.0	9,871.9
TOTAL	118,634.9	122,867.5	123,527.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	818.8	815.6	806.8
ASF	60.0	62.2	57.0
NSF	45.2	44.2	55.2
TOTAL	924.0	922.0	919.0

EXECUTIVE **45-06-01**

ACTIVITIES

- Manage and oversee hiring and management of personnel and associated issues.
- Oversee financial management, policy development and legal affairs.
- Coordinate and develop agency planning.
- Oversee internal affairs and outcomes.
- Perform administrative and executive duties of the department.
- Oversee delivery of computer support and information technology services.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of persons in recruit class	22	25	25
% of minority representation in recruit class	18	25	25

BUILDING MAINTENANCE AND CONSTRUCTION **45-06-02**

ACTIVITIES

- Provide building maintenance and janitorial services.
- Coordinate and administer construction and renovation projects.
- Develop and maintain a formal, long-range Capital Improvement plan.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of minor capital improvement projects performed in-house	5	15	10
# of projects	0	35	5

PATROL **45-06-03**

ACTIVITIES

- Provide primary enforcement of traffic and criminal laws.
- Investigate criminal offenses and traffic crashes.
- Provide initial response to public requests for service.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of complaints handled by patrol officers	135,195	155,000	155,000
# of drivers arrested for traffic charges	89,652	108,000	108,000
# of traffic arrests (charges)	140,831	155,000	155,000
# of DUI arrests	4,017	4,550	4,500

CRIMINAL INVESTIGATION **45-06-04**

ACTIVITIES

- Investigate serious or highly involved criminal complaints.
- Provide polygraph services.
- Provide criminalistic services for many police agencies.
- Investigate all suspicious deaths.
- Provide crime lab services.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of criminal cases investigated	5,048	5,200	5,200
% of cases cleared	66	78	78
# of domestic violence complaints:			
investigated	11,014	11,500	11,500
cleared by arrest	2,716	2,750	2,800
referred to victim services	1,712	2,000	2,000
# of high tech crime cases	358	825	800

SAFETY AND HOMELAND SECURITY

45-00-00

SPECIAL INVESTIGATION

45-06-05

ACTIVITIES

- Conduct undercover drug investigations.
- Investigate organized auto theft activities and dealer fraud.
- Investigate vice-related complaints.
- Investigate white-collar complaints and coordinate asset seizure activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of special investigations:			
auto theft	736	875	850
vice	73	125	125
drug unit	4,110	4,700	4,700
# of special investigation arrests:			
auto theft	104	550	500
vice	73	150	150
drug unit	2,368	6,000	2,500
\$ of drugs seized	4,700,346	3,500,000	4,000,000
\$ of cash seizures	1,160,716	1,100,000	1,300,000

AVIATION

45-06-06

ACTIVITIES

- Provide paramedical treatment.
- Provide Medivac services.
- Enforce traffic laws.
- Support criminal investigative activities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of missions	2,099	3,600	2,500
% of medivac missions	59	58	75

TRAFFIC

45-06-07

ACTIVITIES

- Maintain traffic crash and enforcement data.
- Administer radar and alcohol programs at troop level.

- Oversee federal highway safety and truck enforcement programs.
- Design public information campaigns.
- Evaluate traffic safety efforts.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of investigated crashes	18,178	19,000	19,000
# of investigated injury-producing crashes	3,277	3,600	3,600
# of investigated property damage only crashes	14,901	12,900	15,000
# of drivers arrested in investigated crashes	10,583	12,000	12,000
# of drivers arrested in investigated injury-producing crashes	2,899	3,200	3,200
# of drivers arrested in investigated property damage only crashes	7,684	8,800	8,800
# of investigated hit-and-run crashes	1,795	1,200	1,800
# of investigated animal-related crashes	1,476	500	1,000
# of commercial motor vehicle summons issued	4,757	6,500	6,700

STATE BUREAU OF IDENTIFICATION

45-06-08

ACTIVITIES

- Prepare National Incident Based Reporting System (NIBRS) reports.
- Maintain criminal history record information.
- Provide fingerprint identification services.
- License and regulate private detectives and constables.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of criminal histories requested	37,384	41,000	41,000
Average wait time for a criminal history check (weeks)	2	2	2
# of firearm transactions:			
approved	13,740	11,000	12,500
denied	553	500	550
total	14,293	11,500	13,050

SAFETY AND HOMELAND SECURITY

45-00-00

TRAINING **45-06-09**

ACTIVITIES

- Administer and support Council on Police Training activities.
- Deliver training for DSP and municipal recruits.
- Provide specialized training to DSP officers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of in-service training classes offered	91	200	150
# of students trained	1,384	2,200	2,000
# of recruits trained:			
DSP	22	25	25
non-DSP	35	55	55

COMMUNICATIONS **45-06-10**

ACTIVITIES

- Support and maintain data and audio transmission systems.
- Coordinate telephone systems.
- Maintain the communications message processor.
- Support and administer the Emergency Reporting (911) centers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of calls for service at 911 centers	596,691	475,000	600,000
# of calls dispatched to officers	434,741	375,000	450,000
# of calls teleserved by dispatcher	104,686	118,000	118,000
# of building alarms received	22,998	25,000	25,000
# of officers for whom communications centers are responsible	733	800	800
# of technology problems addressed	3,922	5,000	5,000

TRANSPORTATION **45-06-11**

ACTIVITY

- Provide preventive maintenance and mechanical repairs for all division vehicles.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of vehicles requiring outside contractual repairs	8	40	10
Average repair time including rollout activities (days)	0.3	0.5	0.5

COMMUNITY RELATIONS **45-06-12**

ACTIVITIES

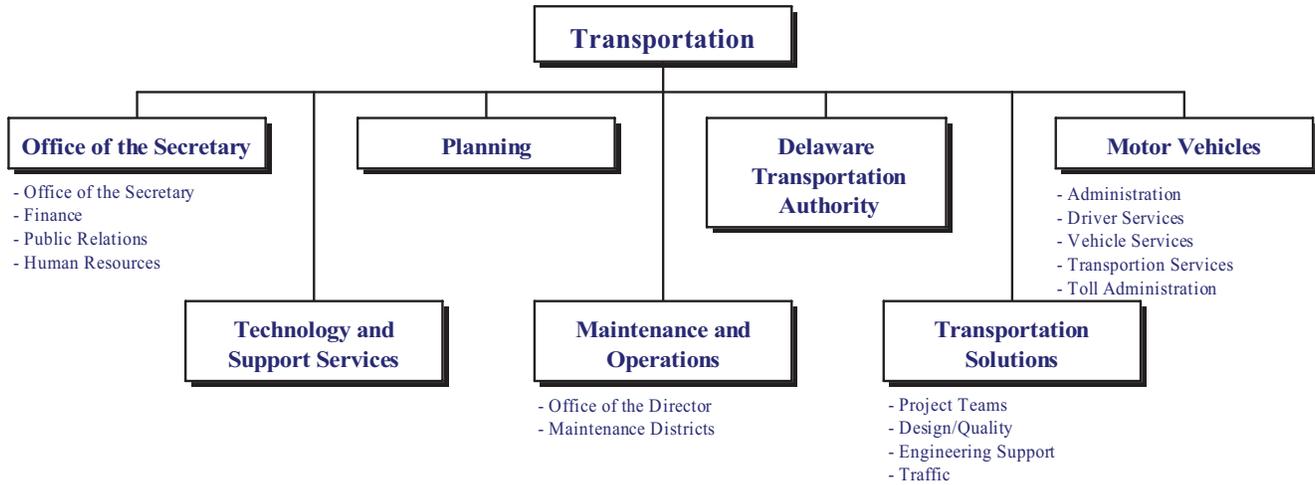
- Provide post-incident referral services enabling follow-up counseling to crime victims.
- Develop and present safety education programs for schools and other community organizations.
- Provide public information through media relations staff.
- Participate in the Strong Communities Initiative for Kent and Sussex counties.
- Provide training for Citizens' Police Academy and a business academy.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of total victim service cases with:			
immediate response	108	290	200
interviews in person	589	950	650
interviews by phone	8,726	6,200	9,000
written correspondence	7,743	10,180	8,500
# of Citizens' Police Academy classes	2	1	2
# of citizens trained	50	20	40

TRANSPORTATION

55-00-00



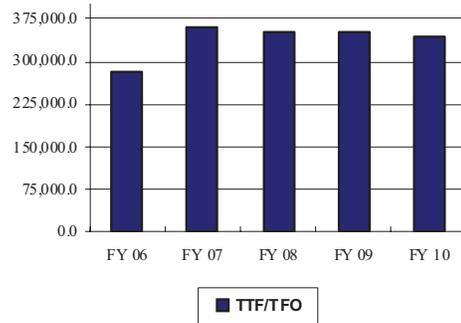
MISSION

The mission of the Department of Transportation (DOT) is to provide a safe, efficient and environmentally sensitive transportation network that offers a variety of convenient, cost-effective mobility opportunities for the movement of people and goods.

KEY OBJECTIVES

- Enhance the quality of life in Delaware's communities by integrating transportation, land use and air quality strategies.
- Preserve and maintain the State's transportation infrastructure.
- Focus efforts on improving safety for our employees and the traveling public.
- Maintain a transportation program that integrates all modes statewide (transit service, bicycle and pedestrian improvement and critical roadway projects).

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	221,106.6	343,875.5	344,282.8
TOTAL	221,106.6	343,875.5	344,282.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	1,578.0	1,562.0	1,509.0
TFC	314.0	306.0	309.0
NSF	2.0	2.0	2.0
TOTAL	1,894.0	1,870.0	1,820.0

TRANSPORTATION

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FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (50.0) TFO FTEs to reflect complement reductions.
- ◆ Recommend (\$1,121.0) TFO in Office of the Secretary to reflect actual personnel expenditures.
- ◆ Recommend (\$483.7) TFO in Toll Administration to reflect a reduction in E-ZPass Customer Service Center hours.
- ◆ Recommend (\$380.0) TFO in Toll Administration to reflect the elimination of casual/seasonal positions associated with reduced service hours at the Smyrna Rest Area.
- ◆ Recommend (\$318.1) TFO in Transportation Solutions to reflect a switch fund of 3.0 FTEs.
- ◆ Recommend (\$302.0) TFO in Maintenance Districts to reflect a reduction in fleet.
- ◆ Recommend (\$231.7) TFO in Traffic to eliminate Motorist Aid program services.
- ◆ Recommend (\$222.0) TFO in Toll Administration to reflect savings from reducing paper statements for E-ZPass customers.
- ◆ Recommend (\$100.0) TFO in Finance to reflect a reduction in operating support provided to the Maritime Exchange for the Delaware River and Bay.
- ◆ Recommend (\$83.0) TFO in Technology and Support Services to reflect a transfer of Help Desk responsibilities to the Department of Technology and Information.
- ◆ Recommend a departmental reorganization which reallocates the Toll Administration unit to Motor Vehicles for efficiencies.

CAPITAL BUDGET:

- ◆ Recommend \$103,118.2 for the Road System. Projects include highway safety improvements in each county as well as paving improvements and bridge maintenance statewide.
- ◆ Recommend \$12,375.0 for Grants and Allocations to support the Community Transportation Fund and to provide grants to municipalities to maintain streets and in meeting other transportation-related needs.

- ◆ Recommend \$8,795.3 for Transit System to support the purchase of vehicles and for improvements to facilities statewide.
- ◆ Recommend \$9,521.0 for Support System for the preservation of transit facilities, technology upgrades and equipment replacement.

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OFFICE OF THE SECRETARY 55-01-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	7,682.6	9,473.4	8,210.2
TOTAL	7,682.6	9,473.4	8,210.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	88.0	87.0	84.0
TFC	--	--	--
NSF	1.0	1.0	1.0
TOTAL	89.0	88.0	85.0

OFFICE OF THE SECRETARY 55-01-01

MISSION

The mission of the Office of the Secretary is to manage the state transportation system through internal and external executive leadership for the department and to represent the Governor where appropriate.

KEY OBJECTIVES

- Provide leadership and direction to the department in support of the statewide Long-Range Transportation plan.
- Enhance working relationships between the department and various external groups, including but not limited to other state agencies, the legislature, municipal governments and civic associations.
- Assist the department in the protection of public assets and recovery of damages to those assets as allowed by law.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Secretary provided leadership and direction for the department. Major accomplishments include:

- **Federal Infrastructure Stimulus Legislation:** The Obama Administration provided an economic stimulus package targeting projects ready for construction. Both the Federal Highway Administration (FHWA) and the Federal Transit

Administration (FTA) participated in the program. Delaware received over \$140 million. Comprehensive oversight and reporting are a large part of the program. To date, over \$60 million has been obligated in FHWA funds and \$18 million in FTA funds;

- **Continuous Improvement Process:** As part of the strategic planning process, DOT identified a need for a continuous improvement process. "Hot teams," or self-managed, problem-solving groups, have been created to evaluate key areas to improve effectiveness and efficiencies;
- **Transit Services:** A long-range plan has been developed to better understand the service areas that could be supported by buses throughout the state. DOT continues to emphasize the need for transit ready land use designs, as well as designs supporting bikes and pedestrians for future service delivery. Paratransit continues to grow, 34 percent over the last five years, requiring significant operating budget increases for the Delaware Transit Corporation (DTC); and
- **Environmental Stewardship:** Through quarterly joint agency meetings between DOT and the Department of Natural Resources and Environmental Control (DNREC), information sharing has been evaluated within senior level management on the interrelationships between state environmental resources and transportation system. This effort provides opportunities to pursue cost saving measures that are mutually beneficial to both agencies.

ACTIVITIES

- Coordinate the development and implementation of the State's transportation policy/plan.
- Provide counsel and other legal services.
- Pursue and recover claims to DOT.
- Develop strategic measures and policies which improve DOT.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of Freedom of Information Act responses within 10 days	93	95	95

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FINANCE **55-01-02**

MISSION

To ensure proper financial management of department resources through comprehensive oversight, providing training opportunities to staff and serving as a resource to the department.

KEY OBJECTIVES

- Serve as steward of the department's financial functions and systems, financial statement preparations and federal, state and department independent audit processes.
- Develop and manage the operating and capital budgets, including federal transportation appropriations and grants that support goals and other key departmental objectives.
- Collect receivables in a timely and efficient manner.
- Process payables through a variety of sources maximizing the use of the statewide procurement card and automated clearinghouse (ACH) transactions.

BACKGROUND AND ACCOMPLISHMENTS

Finance is the support division responsible for developing and managing the department's six-year Capital Transportation program and annual operating and capital budgets. In addition, ensuring fiscal resources are available to meet the department's goals and objectives. Finance is responsible for managing the Transportation Trust Fund, analyzing the fiscal impact of internal and external rules, regulations and policies and pursuing federal and alternate fiscal resources for the department.

Major accomplishments include:

- Led the successful sale of \$223.2 million in bonds;
- Created the first electronic six-year Capital Transportation plan for use by federal agencies, planning organizations and the public;
- Enhanced and consolidated overall financial processing activities; and
- Enhanced operating expenditure reporting requirements to facilitate more comprehensive projections and cost containment opportunities.

ACTIVITIES

- Provide day-to-day fiscal management.
- Coordinate the development of the department's strategic plan, Capital Transportation program and annual operating and capital budgets.
- Acquire and obligate federal funds.
- Manage the Transportation Trust Fund.
- Issue debt to meet capital needs.
- Coordinate an independent audit.
- Reconcile accounting transactions between Delaware Financial Management System (DFMS) and Budget Accounting Central Information System (BACIS).
- Audit, enter, approve and process all accounting documents.
- Participate in department-wide and statewide financial/accounting identification, upgrade, implementation and training.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Department bond rating	AA+	AA+	AA+
% pay as you go revenue	43.5	42.1	50.0
Debt service coverage ratio	3.34	3.05	2.96

PUBLIC RELATIONS **55-01-03**

MISSION

The mission of Public Relations is to support the department's programs and policies by developing and executing programs and services, including coordination and response to resident, media and legislative requests, implementation of a proactive communication program to inform the public of department policies, projects and programs and provide training, technical assistance and support services for department personnel in the area of media relations and customer service.

KEY OBJECTIVES

- Educate and inform the public and media on important transportation issues.
- Inform internal and external customers through media releases, briefings, strategic communication plans, outreach campaigns, mailings and events.
- Bring awareness of the department's projects, programs, policies and initiatives to members of the

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General Assembly through briefings, correspondence and communications.

- Improve and enhance coordination to counties, local governments, civic/business organizations and others as needed through outreach campaigns.
- Continue to promote the department's workshops, public hearings, projects and programs.

BACKGROUND AND ACCOMPLISHMENTS

Public Relations is responsible for the development, coordination and implementation of all legislative, community and media communication for the department. The numbers below reflect this office's success in delivering information in an efficient and transparent manner.

In Fiscal Year 2009, Public Relations:

- Issued 324 news releases;
- Responded to 800 media contacts;
- Managed 35 public workshops and resident-working groups on various transportation projects;
- Answered approximately 12,000 phone calls and 13,468 e-mails from residents; and
- Conducted nationally recognized Residential Speeding and Workzone Safety campaigns.

ACTIVITIES

- Convey accessible, responsive and efficient (ARE) messages to department employees and the public.
- Develop and implement a variety of outreach initiatives targeting elected and municipal officials, the general public and civic/community groups.
- Develop internal and external strategic communication plans for divisions and sections.
- Communicate regularly with employees about important news through the preparation of quarterly employee newsletters.
- Communicate with municipal and county administrators, chambers of commerce, tourism groups, the Delaware League of Local Governments and others regarding department projects, programs and policies.
- Research and respond to telephone calls, e-mails and other written correspondence from elected officials, the public or the media.
- Meet regularly with internal sections, project managers and divisions to discuss important programs and projects.

- Prepare and disseminate an outreach strategy for projects and initiatives.
- Assist with and participate in working groups for large capital projects.
- Manage the department's public workshops and hearings, including advertisement, site selection, mailings and message.
- Provide photographic, video and graphics services for projects, programs and policies for the department and its consultants, as well as for the Governor's Office, other state agencies and special events.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of participants attending public workshops and hearings	1,221	800	800
% of responses to inquiries within 10 working days	96	95	95

HUMAN RESOURCES

55-01-04

MISSION

The mission of Human Resources is to recruit, develop and retain a diverse, highly qualified workforce and to ensure equity and fairness in all aspects of employment.

KEY OBJECTIVES

- Continue to develop the department's Occupational Safety program to include on-site safety inspections, task/trend analyses and evaluations and occupational-safety curriculum to reduce the number and severity of incidents.
- Continue to broaden and expand the recruitment program with a focus on functional areas within the department.
- Continue to provide outreach to appropriate schools and universities, advertisers and job fairs and establish business partnerships to support this effort.
- Continue to build and expand an aggressive affirmative action plan that identifies under-representation of minorities and females in the respective Equal Employment Opportunity (EEO) job categories to achieve a workforce reflective of the relevant labor market.
- Foster a workplace environment that is conducive to diversity.

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BACKGROUND AND ACCOMPLISHMENTS

Human Resources coordinates activities required to support all aspects of staffing including recruitment, hiring, training, recognition, labor and employee relations, classification, compensation, benefits administration and workplace diversity.

Major accomplishments include:

- Provided 3,112 training sessions to 70 percent of the department's total merit population for a total of 1,217 employees;
- Provided both the 10-hour Occupational Safety and Health Administration (OSHA) Roadway Construction Training, as well as the American Road and Transportation Builders Association (ARTBA) training to over 145 employees;
- Provided forklift training and certified four department employees as instructors, who will train approximately 175 employees;
- Provided approximately 300 employees with the CPR, AED and First Aid training;
- Continued to market, attract, recruit and hire entry-level civil engineers to keep pace with current and projected vacancies. Recruitment efforts added 11 new engineers, bringing the total of new engineers to 67 over the past four fiscal years. Of the 11 new engineers, six were female, which accounts for the most female engineers hired in a single year in the history of DOT. In the five years prior to Fiscal Year 2005, the department hired 10 new engineers;
- Reduced the average time to report a workers' compensation claim from 8.2 days in Fiscal Year 2007 to 2.2 days in Fiscal Year 2009; and
- Revised the Diversity/Sensitivity training to provide a comprehensive overview addressing diversity, sexual harassment prevention and respectful behavior in the workplace.

ACTIVITIES

- Improve recruiting and training for the workforce to ensure compliance with all federal and state workplace laws.
- Enhance safety awareness for all employees to maximize and refine safety practices to reduce the number, severity and cost of work-related incidents.
- Administer the department's benefits package.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of staff attending at least one training session	70	75	75
% of investigation reports completed on all significant incidents within 14 days of completing the investigation	50	60	60

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TECHNOLOGY AND SUPPORT SERVICES 55-02-01

MISSION

To provide a timely and accurate operating support network that will assist the department in the pursuit of its goals.

KEY OBJECTIVES

- Support the Governor's initiative for economic development as it relates to the growth of small and minority businesses.
- Explore opportunities to implement e-government initiatives to improve service for the business community.
- Ensure the support needs of the department are met in the areas of facilities management, contract administration and auditing.
- Ensure departmental compliance with the Federal Highway Administration's (FHWA) Civil Rights requirements and programs.
- Develop and implement the technology required to support the department's ongoing business goals.
- Provide a secure, reliable and fully integrated telecommunications network in support of the department's vision to ensure the safe and efficient movement of people and goods.

BACKGROUND AND ACCOMPLISHMENTS

Technology and Support Services is responsible for contract administration, including compliance with federal Civil Rights requirements, auditing and other administrative services in accordance with state and federal laws and regulations, as well as the provision of technology services for the department (including the coordination of information technology activities with external agency personnel).

In Fiscal Year 2009, Technology and Support Services:

- Executed 98 competitively bid contracts;
- Signed 33 consultant agreements;
- Approved 27 Disadvantaged Business Enterprise (DBE) applications;
- Added information to the department's website about American Recovery and Reinvestment Act (ARRA) projects and implemented a web-based

application to gather data from contractors and create monthly federal reports;

- Completed 41 final cost audits (over \$94 million), conducted 423 pre-award audits (over \$133 million), conducted 211 (over \$209 million) limited reviews and risk assessments and issued 66 overhead reports for professional services;
- Published press releases and information about awarded projects and public workshops using Twitter feeds and published the Division of Motor Vehicles (DMV) wait times on a mobile website;
- Added new features to the department's website, including DMV registration renewal notification, vanity tag reservations, handicapped placard renewals, DMV Teen Driving site and subdivision plan review calendar; and
- Implemented systems to assist DMV in verifying vehicle titles and personal identity.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	19,064.7	19,204.6	19,239.7
TOTAL	19,064.7	19,204.6	19,239.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	94.0	94.0	90.0
TFC	--	--	--
NSF	--	--	--
TOTAL	94.0	94.0	90.0

ACTIVITIES

- Maintain and manage departmental competitive bidding and professional service procurement process.
- Manage compliance with FHWA Civil Rights regulations on construction projects.
- Participate with the Office of Minority and Women Business Enterprise to expand the use of small businesses contracting within the department.
- Identify opportunities for web applications to support audit, contract administration and support services transactions.
- Coordinate department facilities maintenance and support the department's administrative infrastructure with material and supply.

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- Maintain a central supply point to accommodate the department's requirements for office and other critical supplies.
- Provide uninterrupted mail/courier service in the immediate Dover area and outlying districts.
- Provide a program integrity function through proactive and reactive investigative programs to detect incidents of fraud, waste and abuse in the department.
- Provide training for municipalities on the proper use and accounting of Community Transportation Funds.
- Research, develop, implement and maintain department information systems in conformance with the Information Technology plan and established state and departmental technology standards.
- Develop and implement a strategic plan to increase computer application availability by implementing redundancy and automatic failover devices and plans for critical systems.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of disadvantaged businesses employed on DOT contracts/agreements	31	25	20
% of help desk calls resolved within three working days	90	92	94
% of critical computer applications available	85	86	88

PLANNING

55-03-01

MISSION

To provide comprehensive transportation planning and development coordination and real estate services to address the mobility needs of Delaware residents, businesses and visitors to the State.

KEY OBJECTIVES

- Work with customers to create plans that result in a comprehensive system of transportation options in coordination with state policies and local government comprehensive plans.
- Provide transportation information and advice to local governments with land use decision-making responsibilities to help coordinate zoning, subdivision and annexation decisions among state agencies, counties and municipalities.
- Acquire real estate needed for protecting and improving the state's transportation system.
- Support the state's efforts to discover and solve transportation problems by collecting, analyzing, summarizing and publishing transportation related data in both tabular and graphic form that is also geographically enabled.

BACKGROUND AND ACCOMPLISHMENTS

Planning works to address the mobility needs of Delaware residents, as well as visitors, through the systematic identification and definition of transportation problems within Delaware and, where appropriate, with counterparts in adjoining states to solve transportation problems that are regional in nature. Planning strives to provide its customers with the opportunity to use all transportation modes in a manner consistent with the state policies, county and local comprehensive plans and the wishes of affected communities within the bounds of fiscal and environmental constraints.

Planning is involved with local governments and other state agencies in making decisions about prospective changes in land use. This includes providing technical analysis and advice regarding proposed policies and standards, comprehensive plans, zoning and re-zoning, site plans and entrance (driveway) permits.

Planning also supports the department through data and real estate services. Data services involve the collection, storage, quality control, analysis and publication of

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various data items, including traffic volumes, accident statistics, roadway information and other transportation systems and user characteristics.

Real estate services include transportation related appraisal, acquisition and relocation activities to include the management and disposal of the land resources required to accommodate the State's transportation system improvements.

Planning develops and continually refines transportation strategies for maintaining conformity with federal air quality standards and undertakes community-based transportation plans, such as the Eden Hill Farm Master plan and Southern New Castle County Master Transportation plan. Planning also develops and maintains long-range transportation plans for the State and Sussex County and develops and maintains statewide programs, such as the Safe Routes to School program.

Planning is in a multi-year effort to improve the data quality and accessibility of the traffic count program, update the technology used in mapping and Geographic Information System (GIS)-based information systems and automate the Highway Performance Monitoring System (HPMS) process. In addition, Planning worked with Technology and Support Services, Traffic and Safety and Homeland Security, State Police to automate the department's accident reporting system.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	6,341.3	6,340.6	6,304.3
TOTAL	6,341.3	6,340.6	6,304.3

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	68.0	63.0	61.0
TFC	27.0	26.0	26.0
NSF	--	--	--
TOTAL	95.0	89.0	87.0

ACTIVITIES

- Work in partnership with local governments through the Transportation Enhancements program on transportation-related projects that enhance communities.
- Work in partnership with elementary and middle schools to implement the Safe Routes to School programs.

- Manage the State Scenic and Historic Highway program.
- Measure the volume and flow of traffic through the transportation system to find problems and provide information to other department staff responsible for solving those problems.
- Provide real estate services to include appraisals, acquisitions, relocations and property management for all transportation projects.
- Provide travel demand forecasting services to the department, other state agencies and metropolitan planning organizations as needed to discover problems and evaluate alternative solutions.
- Provide technical assistance to the state, department and metropolitan planning organizations to ensure programs conform to the requirements of Federal Air Quality regulations and standards.
- Conduct and/or review support facilities reports, traffic impact studies, site plans and entrance plans to assist counties and municipalities, as they decide whether to approve a proposed new development.
- Provide Sussex County with technical assistance equal to that provided to Kent and New Castle counties through their respective metropolitan planning organizations.
- Increase the public's understanding of the Statewide Transportation plan and its purpose in building, operating and maintaining the State's roads, bridges, bikeways, sidewalks, bus and train systems, airports and water ports over the next 20 years.
- Partner with the Delaware State Police to implement the State's federally mandated Commercial Vehicle Size and Weight Enforcement program.
- Implement commercial vehicle information systems to assist in improving the efficiency and operations of DMV, Motor Fuel Tax and private industry.
- Provide the public with information about the transportation system including maps, key facts and other geographically-based representations of data.
- Conduct safety inspections of all public use airports in Delaware and identify and remove obstructions to safe flights from public use airports.
- Participate with other state agencies in the Preliminary Land Use Survey (PLUS) process to review, comment on and coordinate new development proposals.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of preliminary traffic impact studies reviewed within 20 days of receipt	100	90	90
% of subdivision plans reviewed within 60 days of receipt	99	100	100
% of properties needed for projects that are cleared by the plans, specifications and estimates date	95	95	95

MAINTENANCE AND OPERATIONS

55-04-00

MISSION

The mission of Maintenance and Operations (M&O) is to maintain and operate a convenient, safe, efficient, cost-effective and environmentally sensitive highway system for the movement of people and goods on behalf of commercial, recreational and personal customers.

KEY OBJECTIVES

- Develop an equipment replacement plan to meet operational needs and manage equipment to achieve expected life cycle performance.
- Manage the Community Transportation Fund (CTF), ensuring requests are estimated, responded to and funded in an appropriate timeframe.
- Perform inspections on bridge and overhead sign structures, according to the updated Inspection Program Frequency guidelines.
- Maintain the Paving and Rehabilitation program to keep our highway system rated at above 85 percent fair or better rating for all roads.

BACKGROUND AND ACCOMPLISHMENTS

M&O is responsible for the daily operation and maintenance of Delaware's multi-modal transportation network within established levels of service. This responsibility includes maintaining traffic markings, signs, highway lighting, roadways through re-paving, bridges, drainage, vegetation, sweeping and landscaping.

Major accomplishments include:

- Conducted mower safety training for all equipment operators, supervisors and other employees responsible for equipment maintenance (over 500 people);
- Continued to equip all snow removal fleet with ground speed controls to ensure consistent application of salt, reducing the quantity used during storm events;
- Resurfaced 273.58 lane miles under the Paving and Rehabilitation program and converted 122.68 lane miles from a tar and chip surface to a hot mix surface;

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- Treated 439.96 lane miles using tar and chip application as part of the Surface Treatment program;
- Treated 86.62 lane miles using micro surfacing technology under the Paving and Rehabilitation program;
- Continued programs to enhance roadway markings and raised pavement markings (RPMs) on major routes statewide to enhance driver safety, especially under poor driving conditions;
- Continued to upgrade overhead signs with Type IX reflective sign sheeting;
- Performed 718 routine bridge inspections, 29 fracture critical bridges inspections, 27 underwater inspections and 23 low clearance bridge inspections;
- Performed 140 sign structure inspections, six high mast light inspections and 40 cantilevered traffic signal structure inspections;
- Replaced 11 structurally deficient pipe culverts;
- Conducted numerous specialized training sessions with legislators, legislative assistants and municipality personnel to promote a clear understanding of program rules and state guidelines regarding CTFs;
- Inspected over 6,000 storm sewer structures for drainage and water quality issues and maintained 13 failed stormwater Best Management Practices;
- Completed guardrail inventory to assist with roadside vegetation management and identify areas where herbicide application can be reduced or eliminated; and
- Developed an Integrated Roadside Vegetation Management (IRVM) manual to promote sustainable native vegetation to reduce maintenance costs, preserve the road surface, promote safety and reduce pesticide application.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	75,816.9	80,643.2	61,982.8
TOTAL	75,816.9	80,643.2	61,982.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	887.0	883.0	734.0
TFC	41.0	41.0	41.0
NSF	--	--	--
TOTAL	928.0	924.0	775.0

OFFICE OF THE DIRECTOR

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ACTIVITIES

- Identify and manage fiscal resources necessary to support the needs of M&O by providing analytical evaluations and planning support.
- Offer appropriate resource center training opportunities to promote safety for equipment operators and mechanics and provide career advancement opportunities to work more effectively.
- Update and maintain the Certification Tracking application and certification manual for all equipment operators.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of equipment exceeding age and/or usage parameters	10.1	10.0	10.0

MAINTENANCE DISTRICTS

55-04-70

ACTIVITIES

- Maintain an incident response plan that ensures the removal of snow/ice and wind/flooding hazards in a reasonable time frame.
- Provide pothole-patching, highway seal (joints and cracks), short overlay patching, bump removal, sweeping and material management by digging, hauling and stockpiling materials.
- Maintain roadside vegetation in an acceptable manner to be aesthetically pleasing, while not creating line-of-site obstacles for the motoring public.
- Manage the pavement network by evaluating and prioritizing needed improvements to the system.
- Manage, implement and maintain the National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System (MS4).

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- Maintain state-owned sidewalks, right-of-way fences, guardrails and picnic areas.
- Manage the sign program to prioritize and complete sign replacement.
- Manage the markings program by marking all hard surfaced roads with an annual average daily traffic (AADT) of 1,000 vehicles or greater semi-annually. Effective June 2009, centerline striping will be placed on all asphalt roads that have an ADT of 500 or more vehicles per day.
- Maintain rumble strips on limited access roadways to improve driver safety awareness.
- Manage drainage maintenance issues including closed and open drainage systems.
- Manage overhead highway lighting to provide adequate safety for identified locations.
- Manage outdoor advertising activities along the right-of-way statewide.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of time snowfall of 4" or greater removed within 24 hours after end of storm	100	100	100
% of time wind and flood cleanup occurs within 48 hours	100	100	100
% of CTF requests for estimates processed within 20 business days	91	85	85

DELAWARE TRANSPORTATION AUTHORITY

55-06-01

MISSION

The mission of DTC is to design and provide the highest quality public transportation services that satisfy the needs of the customer and the community.

KEY OBJECTIVES

- Improve efficiency of paratransit and fixed route services.
- Maximize statewide ridership by implementing an equitable fare structure for bus and train service.
- Define and develop bus and train services that meet community needs in an environmentally friendly way.
- Maintain 95 percent on-time performance rate for fixed route and 90 percent for paratransit services.
- Maintain data integrity through audit processes, educate end users, implement new audits and use enhanced functionality of PeopleSoft Human Resources Management System (HRMS).
- Continue Succession Planning project concentrating on leadership and other critical positions to identify competencies, gaps that exist and develop strategies for addressing leadership development.
- Maintain quality of diversity within DTC workforce.
- Provide training programs to meet the needs of current and projected staff within the defined Employee Development and Performance Plans.
- Review the Workforce Development Plan documenting workforce needs necessary for DTC to address strategic alignment and workforce assessment, talent management and workforce planning governance.
- Increase safety awareness through the new Driver Enrichment program in an effort to reduce preventable accidents.
- Develop and maintain a contingency fleet to provide additional transit vehicles to meet the growing passenger trip demand due to the high cost of energy.

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BACKGROUND AND ACCOMPLISHMENTS

DTC operates the public transit system and manages public transport assets within Delaware, including bus service along fixed routes throughout the state (DART First State), specialized paratransit services for disabled and elderly patrons, as well as dialysis patients and rail commuter services. DTC also coordinates the Ride-sharing program that promotes carpooling and other non-single occupancy vehicle (SOV) modes of transportation. DTC supports transportation programs for the statewide Jobs Access Reverse Commute (JARC) project.

Recent accomplishments include the following:

- Expanded express and local services to match emerging transit demands in Southern New Castle County;
- Continued seasonal weekend round-trip bus service from Wilmington to the Rehoboth Park and Ride from Memorial Day to Labor Day;
- Continue the Ozone Action program with the Transportation Management Association (TMA) of Delaware to encourage more people to ride transit;
- Continued the JARC grant initiative, including reverse commute to suburban worksites, late-night hotel shuttle, Harrington-Dover shuttle and the Delmar shuttle;
- Initiated Automated Voice Recognition system allowing paratransit riders to make and adjust reservations without waiting to speak to reservations staff;
- Contracted with an agency to provide New Freedom transportation grant for disabled persons. Services extend beyond regular DART paratransit and are available in off-hours and weekend time periods;
- Completed final design of a Wilmington to Newark Commuter Rail Improvement project that will install a third track west of Wilmington, develop a regional rail/intermodal station in Newark and purchase four electrical rail cars for future SEPTA service in Newark;
- Continued the successful Operation Lifesaver Outreach program, promoting safety around freight railroads to high school and University of Delaware students;
- Awarded 13 vehicles to churches and nonprofit agencies statewide to provide supplemental

transportation to the elderly and disabled community;

- Received the Special Technology Project award for the Statewide replacement of DART Fixed Route fareboxes and related data systems;
- Conducted facilities inspections of all DTC facilities with an OSHA compliance rate of 96 percent;
- Conducted the Vigil Vanguard Driver Training System to enhance bus operator training and overall route review process;
- Developed and trained 362 firefighters statewide on Hybrid Bus fire safety training;
- Increased the number of buses equipped with bus video surveillance to a total of 73 percent;
- Implemented automated drivers license feed from DMV to DTC Human Resources PeopleSoft system providing quick, accurate employee drivers' license checks;
- Through a joint project with Amtrak, began a \$34 million restoration and renovation of the Wilmington Train Station;
- Completed the design and advertised for construction a six-bay maintenance building for the Mid-County facility to be funded by ARRA; and
- Began construction of 102 parking space expansion of the SR 299 Park and Ride between Middletown and Odessa to be funded by ARRA.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	71,553.0	198,820.2	202,633.2
TOTAL	71,553.0	198,820.2	202,633.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	3.0	1.0	1.0
TFC	--	--	--
NSF	--	--	--
TOTAL	3.0	1.0	1.0

ACTIVITIES

- Market transit to increase ridership on all modes.
- Purchase vehicles with advanced technologies that reduce fuel consumption, emissions and vibration.
- Market programs that encourage new residents in Delaware to ride transit.

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- Support transportation expos at employer sites to encourage transit use.
- Respond to and address service requests, complaints and suggestions in a prompt, fair and thorough manner.
- Design and/or enhance internal programs and protocols to support employee retention strategies.
- Maintain and/or improve the quality and diversity of the workforce through effective recruitment, hiring, promotion and retention programs.
- Monitor accident statistics for trend indicators and improvement.
- Design and promote expanded wellness initiatives including exercise, nutrition and weight management.
- Continue to develop the Interviewing Guide for new supervisors and managers to enhance their skills in interviewing, which strengthens the quality of employees and our retention rate. This program also serves as a refresher for current supervisors and managers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Statewide annual ridership (millions)	11.2	11.0	11.0
% on-time fixed route	94	95	95
% on-time paratransit	91	90	90
% system-wide recovery ratio	13.4	15.8	15.8
# of accidents per 100,000 miles	3.1	3.0	3.0
% vacancy rate	5	5	5

TRANSPORTATION SOLUTIONS 55-08-00

MISSION

The mission of Transportation Solutions is to develop and construct safe, efficient and environmentally-sensitive engineering projects to meet identified transportation needs as guided by the Statewide Long-Range Transportation plan.

KEY OBJECTIVES

- Efficiently manage the delivery of the Capital Transportation program.
- Consistently deliver high-quality projects from concept through construction and ensure projects are completed as scheduled.
- Maximize operational efficiency of the transportation infrastructure by effectively using DelTRAC technology (video cameras, signal system coordination, etc.).
- Continue to design and manage the rehabilitation and replacement of all bridges determined as structurally deficient according to federal rating criteria.
- Comply with all Americans with Disabilities Act (ADA) standards relating to curb ramps.
- Maintain a consistent testing environment to ensure all hot mix meets quality standards.
- Maintain traffic control devices statewide to ensure efficient and timely response to all incidences.

BACKGROUND AND ACCOMPLISHMENTS

Transportation Solutions coordinates all activities required to prepare plans and construct transportation projects involving the roadway network, bridges, transportation facilities, railroad crossings, traffic control devices and toll roads including the quality assurance and control responsibilities for both development and construction.

Significant accomplishments in Fiscal Year 2009 included:

- Advertised 74 percent of the projects as scheduled;
- Awarded over \$132.3 million for 99 construction contracts;

TRANSPORTATION

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- Met the June 29, 2009, deadline to obligate at least 50 percent of the \$85.2 million in the Transportation Enhancement and Flex funding category provided by ARRA;
- Won awards for the Glenville Wetlands Mitigation Bank project and Fox Point State Park Expansion, including the 2009 Governors Team Excellence Award and the 2009 Federal Highway Administration (FHWA) Environmental Excellence Award;
- Won the Northeastern Association of State Transportation Officials (NASTO) Regional America's Transportation Award for the I-95 Mainline Widening project;
- Completed I-95 Fifth Lane Widening project;
- Started construction on Saint Anne's Church Road and bridge over railroad tracks; continued widening of existing US 301 in Middletown;
- Continued construction on SR 141 from Kirkwood Highway to Faulkland Road;
- Completed Phase I of the Summit Bridge Improvements;
- Started construction of the SR 1 at SR 9 Grade Separated Intersection project;
- Completed construction of the US 13 at Walnut Shade Road safety improvement project;
- Completed construction of the SR 8 and Salisbury Road Intersection safety improvement project;
- Completed construction of the SR 1, Third Lane, Rehoboth Canal to Five Points project;
- Completed construction on the Harrington Truck Route project;
- Continued right of way acquisitions on SR 26 projects;
- Completed the construction of the SR 1A, Church Street and Rehoboth Avenue intersection improvements;
- Obtained FHWA approval of the Record of Decision (ROD) for the US 301 re-alignment project, which is the final step in the environmental process and allows design and right of way acquisition to move forward;
- Completed construction of the US 301 Weigh Station;

- Awarded and began construction for the design – build contract for the Indian River Inlet Bridge project;
- Completed construction of Wooddale Covered Bridge and rehabilitation of Ashland Covered Bridge;
- Completed the design of the first two bridges with spread footings on mechanically stabilized earth MSE Walls Bridge 1-503 and North Frederica overpass;
- Developed and conducted the department's first Virtual Public workshop, which will reduce operating costs for many projects in the future;
- Held annual winter workshops, to disseminate information to designers, construction inspectors, contractors and consultant personnel;
- Was successful in having the Move Over Law revised to incorporate department personnel;
- Began implementation and installation of countdown pedestrian signals and audible pedestrian signals;
- Completed a statewide study of all moveable bridges and rail crossing/traffic preemptions and developed prioritized lists of improvements; and
- Implemented a Positive Protection Policy to improve safety of work zones and for the motoring public.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	11,367.8	11,418.0	11,032.4
TOTAL	11,367.8	11,418.0	11,032.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	134.0	132.0	128.0
TFC	246.0	239.0	242.0
NSF	--	--	--
TOTAL	380.0	371.0	370.0

TRANSPORTATION

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PROJECT TEAMS **55-08-10**

ACTIVITIES

- Define and solve transportation problems in a way that meets community transportation needs.
- Prepare all roadways, safety improvements, paving programs, corridor and area-wide concept and construction plans in a context-sensitive manner, including ADA compliance.
- Manage the department's construction program, including daily field inspections of contractors' work to ensure on time delivery of completed roadway improvements within the established project budgets.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of projects advertised as scheduled	74	90	90
% of construction projects completed on time as contracted	85	90	90
% of construction projects completed with less than ten percent overruns	82	90	90

DESIGN/QUALITY **55-08-20**

ACTIVITIES

- Define and solve transportation problems to meet community transportation needs.
- Prepare safe, efficient and reliable bridge designs and construction plans in a context-sensitive manner to improve the quality of the State's bridge inventory.
- Provide technical support to the other department sections/agencies, as needed for the development and approval of right-of-way plans and town agreements.
- Assure compliance with sediment and storm water regulations on all department construction projects.
- Prepare specifications and special provisions for all contracts.
- Package and quality check all plans, specifications and estimates to enable advertisement on schedule.
- Bring quality and uniformity in design and construction practices throughout the department.

- Improve the safety and rideability of the State's railroad at-grade crossings.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of bridges rated structurally sufficient	97	95	95
# of curb ramps reconstructed per year to ADA standards	500	100	100

ENGINEERING SUPPORT **55-08-30**

ACTIVITIES

- Coordinate cultural resource, environmental permitting and wetland mitigation compliance processes.
- Coordinate all utility relocations resulting from department projects.
- Ensure acceptable material quality and construction performance through inspection and verification.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of environmental documents completed as scheduled	100	90	90
% of utility documents completed as scheduled	100	90	90
% of hot mix meeting acceptable quality standards*	81	80	80

*Based on construction season.

TRAFFIC **55-08-40**

ACTIVITIES

- Design, construct, operate and maintain traffic signals to reduce excessive delays, increase intersection capacity and improve pedestrian and vehicle safety.
- Recommend safety improvements at documented high frequency accident locations and areas of public concern.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of critical signal maintenance calls responded to and corrected in 24 hours	94	100	100

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MOTOR VEHICLES

55-11-00

MISSION

Motor Vehicles strives to be a national leader by promoting courteous and efficient service to the public while protecting Delaware residents by establishing the validity of licensed drivers and ensuring safe and non-polluting vehicles are operated on Delaware roadways.

KEY OBJECTIVES

- Issue secure and accurate driver license and identification cards. DMV must ensure those individuals obtaining Delaware credentials are representing their identity accurately, are in the country legally, meet all the requirements for obtaining driving privileges and have demonstrated their Delaware residency.
- Ensure problem drivers are remediated according to state and federal guidelines.
- Maintain a commercial driver license program that is compliant with federal law.
- Inspect and register vehicles in accordance with state regulations.
- Maintain an investigative unit to manage licensed vehicle dealer activities to ensure customer protection.
- Manage the International Registration plan and International Fuel Tax Agreement in accordance with federal requirements.
- Optimize fuel tax revenue collection from licensed fuel distributors and suppliers.
- Operate the State's toll roads, bridges and ferry.

BACKGROUND AND ACCOMPLISHMENTS

DMV continues to be one of the most visible state agencies serving nearly 840,000 vehicles and over 625,000 drivers, conducting approximately 1.5 million transactions, receiving almost 600,000 telephone calls and collecting approximately \$240 million in revenue annually.

DMV's website has been redesigned to allow easier customer access. The site has become one of the most visited state websites, averaging approximately 3.1 million hits each month.

Some of the division's major accomplishments were:

- DMV won three American Association of Motor Vehicle Administrators (AAMVA) awards for customer service excellence: The Region I Agency Customer Service Excellence Award for the division's efforts in promoting online services, the Region I Team Customer Service Excellence Award for the new DMV newsletter, DMV News and Views and the International Team Customer Service Excellence Award for the division's charity drive that raised over \$8,000 for the Walter Reed Army Medical Center;
- Implemented the United States Department of Homeland Security's Systematic Alien Verification for Entitlements (SAVE) program to limit the driver license expiration date for temporary foreign nationals to the length of time the individual is authorized to be in the United States;
- Continued to expand the number of services offered online. Among the new services are viewing branch wait times, a fee calculator, centennial plate sales, vanity plate search and reservations, handicap placard renewals, organ donor participation requests, sample driver license exams and interactive forms and manuals;
- Used credit card devices to enable customers to register to vote, change their political party affiliations and make address changes electronically. This is known as the E-Signature process. The system also captures the individuals' signature when they approve the registration process or the changes they have made and then sends the information electronically to the Department of Elections;
- Added three new languages on the automated driver license written test equipment. The division now has its written test in English, Spanish, Creole, Chinese and Korean;
- Installed a new Document Verification System (DVS), which enables frontline staff to authenticate various documents presented by driver license and identification card applicants. The system also allows the division to scan and store the customers' source documents in a secure database for future reference if needed;
- Implemented the social security online verification (SSOLV) system, which prevents individuals with fraudulent social security cards from obtaining a Delaware driver license or ID card;
- Worked with retail fuel station operators to ensure call button devices were installed at retail fuel

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station facilities. These buttons are designed to provide motorists with disabilities the ability to request refueling assistance for their vehicles;

- Implemented an internal audit program, which reviews the division's cash handling and revenue collection operations to ensure consistency and adherence to the highest accounting standards;
- Established and led a Teen Driver Task Force aimed at developing new ways of keeping teen drivers safe while behind the wheel. The task force created and launched a new interactive Teen Driving website, the Teen Driver Alert program and raised awareness of and participation in the Graduated Driver License Parent Orientation program;
- Upgraded Dover Toll Plaza's Violation Enforcement System to capture front images, which increases revenues and decreases image void rates;
- Collected just over \$4.3 million through the toll violation enforcement system, an increase of more than \$427,000 over Fiscal Year 2008;
- Increased toll revenues by more than \$8.6 million, while reducing operating expenses by more than \$283,000;
- Instituted new process for the counting and depositing of cash that saves approximately \$25,000 per month in armored car service costs; and
- Added 10,757 new E-ZPass accounts for a growth increase of 7.54 percent. Also issued 16,023 new transponders.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
TFO	17,530.3	17,975.5	34,880.2
TOTAL	17,530.3	17,975.5	34,880.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
TFO	304.0	302.0	411.0
TFC	--	--	--
NSF	1.0	1.0	1.0
TOTAL	305.0	303.0	412.0

ADMINISTRATION

55-11-10

ACTIVITIES

- Coordinate and direct division operations.
- Coordinate and direct planning, fiscal, personnel, purchasing, training and information technology functions.
- Prepare and propose legislation, as necessary, to maintain uniformity with nationwide trends in driver licensing and vehicle registration.
- Administer and conduct the Motorcycle Transportation Program (MTP).

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of DMV customers waiting less than 20 minutes	84	68	80
Training sessions on DMV data privacy laws, rules and regulations	*	*	2
New online services	*	*	10
Increase enrollment in basic motorcycle safety training	*	1,618	1,780

**New performance measure.*

DRIVER SERVICES

55-11-20

ACTIVITIES

- Issue and control driver's licenses for all classes of vehicles.
- Issue photo identification (ID) cards.
- Ensure issuances, denials, suspensions, revocations and reinstatements of driving privileges are carried out according to the mandates of Delaware law.
- Provide all driver license and ID card applicants the opportunity to register to vote.
- Conduct administrative hearings for Driving Under the Influence (DUI) and other cases in which driving privileges have been lost.
- Administer Delaware's Commercial Drivers License (CDL) program to ensure federal compliance.
- Administer a medical program responsible for ensuring driver license holders are medically qualified to safely operate a motor vehicle.
- Protect residents from identity theft by validating every applicant's legal presence and identity through the Systematic Alien Verification for Entitlements

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(SAVE) system, Social Security Online Verification (SSOLV) system and facial recognition technology.

- Conduct knowledge, skills and road tests designed to evaluate a driver's ability to safely operate a motor vehicle.
- Manage the Teen Driver Alert program for young drivers and parents of young drivers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days wait time for CDL road tests	3.4	3.8	3.8
Medical community outreach seminars conducted	*	*	2
Hits on teen driver website	*	*	1,000,000

**New performance measure.*

VEHICLE SERVICES **55-11-30**

ACTIVITIES

- Research vehicle background for DMV investigators, law enforcement, courts, insurance companies, state agencies and municipalities.
- Register and title all vehicles and mobile homes.
- Inspect and test vehicles for compliance with state and federal safety and emissions standards.
- Inspect all public carriers (taxis and limos) and school buses twice per year.
- Verify vehicle identification numbers for out-of-state vehicles coming into Delaware.
- Confirm existence of valid insurance for all motor vehicles.
- License vehicle dealerships after conducting inspections of facilities.
- Conduct suspension hearings on dealers found in violation of 21 Del. C.
- Issue temporary tags and dealer reassignment forms to dealers upon request and monitor use for compliance with laws.
- Approve and control all self-inspection fleet vehicle accounts.
- Provide prompt turnaround to dealer for tags, titles and registrations for vehicles sold by such dealers.
- Issue special permits authorizing the disposal of junk vehicles.
- Provide certified vehicle records for customers, courts, law firms, state agencies and municipalities.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days turnaround time in dealer section	1.9	3.0	3.0

TRANSPORTATION SERVICES **55-11-50**

ACTIVITIES

- Provide effective safeguarding of Transportation Trust Fund revenues by auditing motor fuel/special fund (MF/SF) licensees on a routine basis.
- Administer MF/SF daily operations, International Registration Plan (IRP), Internationalized Fuel Tax Agreement (IFTA), Office of Retail Gasoline Sales, Office of Public Carrier Regulation (taxicabs, limousines, buses, trolleys and fixed-route carriers), the Dyed Fuel Inspection program and the Oversize/Overweight Permit program.
- Comply with federal mandates by performing audits of IFTA taxes and IRP registration fees collected.
- Ensure protection of the motoring public by conducting compliance visits on all retail fuel stations once per fiscal year and by randomly testing motor fuel distributed through those stations.
- Ensure protection of public carrier customers by performing inspections of taxicabs, limousines, buses, trolleys and fixed-route carriers and inspecting the records and facilities maintained by the public carriers operating these vehicles.
- Perform on-highway inspections of motor carrier class vehicles to ensure proper IRP/IFTA credentials and oversize/overweight permits and to ensure illegal red-dyed (non-taxed) off-highway fuel is not being used in licensed motor vehicles.
- Ensure maximization of revenue collection efforts by using audit personnel to perform compliance investigation activities.

TRANSPORTATION

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% annual audit rate for Tier I and II MF/SF licenses	24.6	20.3	33.0
% of retail stations inspected**	100	100	0
# of compliance investigations performed	5,616	5,000	5,000
Public carrier training sessions conducted	*	*	4
% increase of licensed public carriers	*	*	5
# of IRP audits	*	*	55

**New performance measure.*

***Retail stations will be transferred to the Department of Agriculture in Fiscal Year 2011.*

TOLL ADMINISTRATION

55-11-60

KEY OBJECTIVE

- Operate the department's toll facilities in a safe and efficient manner.

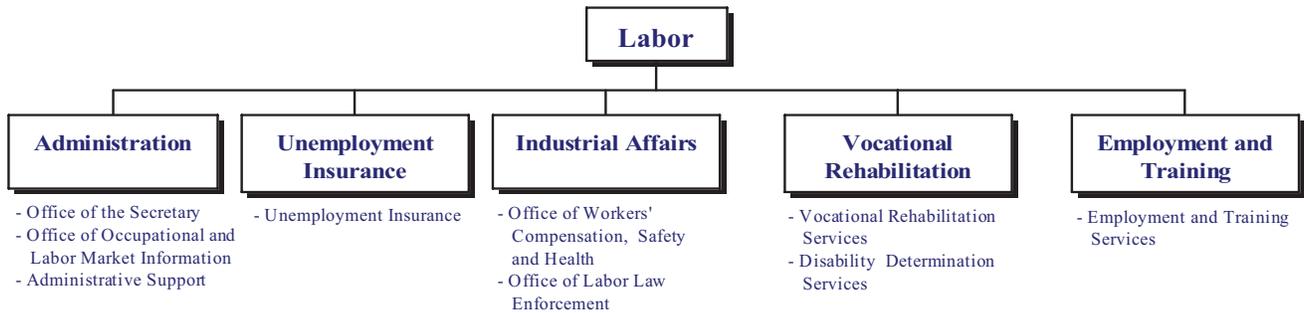
ACTIVITIES

- Monitor and analyze the operations of the Violations Processing and Customer Service centers.
- Continue to increase E-ZPass use at each plaza to reduce traffic delays.
- Conduct audits of cash and E-Pass transactions to ensure appropriate collection processes.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of toll receipt collection and deposit accuracy	99.9	99.9	99.9
% of ETC market use:			
I-95	56.4	58.2	60.0
SR 1-Dover	62.9	64.3	65.7
SR 1-Biddles	64.6	65.7	66.8
% of readable images captured for toll violation enforcement	93	94	95

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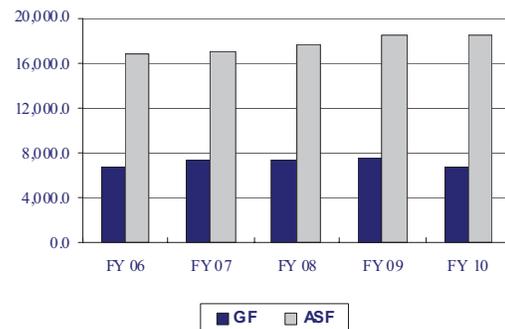
MISSION

Connecting people to jobs, resources, monetary benefits, workplace protections and labor market information to promote financial independence, workplace justice and a strong economy.

KEY OBJECTIVES

- Develop and maintain a skilled labor force sufficient in number and quality to meet the expanding needs of industries and attract new industries.
- Facilitate the transition to and maintenance of economic stability for those clients temporarily in need of services.
- Continue to serve as an active partner with other state agencies and organizations to create a statewide system of accessible, effective social and economic services.
- Expand customer service options by providing more technologically developed services.
- Provide a well-managed, diverse, family-friendly and customer-oriented department.
- Continue to be a source of leadership, information and resources on issues and trends affecting the workforce and the workplace.
- Work creatively and collaboratively for solutions to foreseeable and unexpected changes in the economy and the workforce.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7,360.0	6,749.8	6,565.3
ASF	16,343.6	18,479.8	18,509.6
TOTAL	23,703.6	25,229.6	25,074.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	36.9	32.2	29.7
ASF	100.7	100.3	97.3
NSF	369.4	349.5	352.0
TOTAL	507.0	482.0	479.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$146.5) in Personnel Costs and (2.5) FTEs and 2.5 NSF FTEs to switch fund positions to federal funds.
- ◆ Recommend (3.0) ASF FTEs to reflect complement reductions.

LABOR

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ADMINISTRATION

60-01-00

MISSION

To provide leadership, policy direction, sound management and administrative support to ensure optimum internal and external service delivery to customers.

To provide concise and applicable analyses of Delaware's economic, demographic, occupational and industrial labor market areas in serving as a labor market information clearinghouse.

KEY OBJECTIVES

- Continue to ensure the labor market information provided to our customers is accurate and current.
- Continue initiatives to create a culture within the department that promotes and values creativity, collaboration, diversity, employee recognition, family-friendly policies, teamwork, professionalism and respect.
- Increase the visibility of the department's services through a strong public relations and marketing campaign.
- Continue to use management information systems, such as the department's web and intranet sites, e-government services and videoconferencing, to support effective communications.

BACKGROUND AND ACCOMPLISHMENTS

The Administration unit consists of the Office of the Secretary, Occupational and Labor Market Information (OOLMI) and Administrative Support.

The department made a concerted effort to maintain and improve customer service both internally and externally as part of its commitment for continuous quality improvement. Initiatives identified over the past year included:

- Continuing to address feedback from staff on how to make the department a better place to work;
- Taking a leadership role in working with other agencies on behalf of mutual constituents; and
- Retaining and developing skilled staff to provide quality customer service on a timely basis and reduce the department's vacancy rate.

The Office of Administrative Support includes the Information Technology Management (ITM) unit. ITM provides operational support to divisions with mainframe applications and shared applications and resources. ITM is responsible for the maintenance and support of all production file servers, phone system and network infrastructure. ITM completed the network infrastructure upgrade and implemented a department-wide phone system. In addition, ITM consolidated all of the department's production servers onto a virtual fileserver solution and storage area network. The new production servers are now located at the Department of Technology and Information data center, providing a cost effective disaster recovery solution.

The Financial Management and Support Services Management units are responsible for ensuring daily business operations are supported in the most efficient and cost effective manner.

OOLMI has continued to be a primary source of information about labor market conditions. The office produces analytical and statistical reports on the industrial and occupational structure of the labor market, including supply-demand analysis and employment projections. OOLMI has a website that provides instant access to all analyses, data and publications, effectively allowing customers to create their own information products. OOLMI publishes the *Delaware Career Compass* annually. This publication, now available in its 17th edition, serves as a leading educational guide to thousands of Delaware students and job seekers. The *Delaware Career Compass* is a valuable resource to those in need of critical advice and information when planning their employment future.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	612.5	552.5	390.6
ASF	2,520.9	3,039.9	3,058.9
TOTAL	3,133.4	3,592.4	3,449.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	6.8	3.8	1.3
ASF	27.7	28.7	28.7
NSF	12.5	10.5	13.0
TOTAL	47.0	43.0	43.0

LABOR
60-00-00

OFFICE OF THE SECRETARY
60-01-10

ACTIVITIES

- Manage the department and provide leadership for the delivery of services.
- Maintain a responsive and positive relationship with constituents, advisory councils and other citizen groups.
- Ensure effective coordination with divisions within the department and with the Governor's Office, other cabinet agencies, the legislature and federal agencies.
- Manage and coordinate the department's legislative program and public relations program.
- Coordinate the development and management of the department's budget.
- Ensure accuracy of all fiscal-related functions, including accounts receivable and payable, fund and revenue management, expenditure tracking and the coordination of audits.
- Provide warehouse, purchasing and mail services.
- Manage all human resources related activities.

OFFICE OF OCCUPATIONAL AND LABOR
MARKET INFORMATION
60-01-20

ACTIVITIES

- Translate raw labor market data into concise analyses of workforce, employment, economic and demographic changes.
- Provide federally mandated and funded reports for the U.S. Bureau of Labor Statistics as part of a national economic reporting network.
- Provide career and labor market information at the state and county levels on a regular basis.
- Use e-government to facilitate customer access to occupational and labor market information.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of usable employer responses to the annual industry and business demographics survey	75	80	80
% of jobs represented on occupational employment statistics survey responses	65	78	80

ADMINISTRATIVE SUPPORT
60-01-40

ACTIVITIES

- Provide information technology leadership to the department in all activities, including mainframe operations and applications, database management, telecommunications, client/server support and the development of an annual information technology plan.
- Provide building-related services, such as lease negotiations, facility planning, space allotment and security services.
- Provide graphics and printing support for all operations, including the daily processing and local printing of unemployment insurance checks.
- Provide fleet and inventory management services.

LABOR 60-00-00

UNEMPLOYMENT INSURANCE 60-06-00

MISSION

To assist in the promotion of statewide economic stability and vitality by providing temporary, partial income maintenance to workers who become unemployed through no fault of their own and by making referrals of unemployed workers to re-employment services.

To ensure adequate funding for the payment of unemployment benefits through the collection of employer taxes.

To contribute to the development of an adequate workforce by collecting a statewide training tax from employers to provide funds for the training of dislocated workers, school-to-work transition, industrial training and other training initiatives.

KEY OBJECTIVES

- Exceed federal performance criteria for first payment timeliness of 87 percent for Unemployment Insurance (UI) claims.
- Exceed federal performance criteria for timeliness of establishing new employer tax accounts of 70 percent.
- Maintain a UI Trust Fund capable of supporting more than 12 months of benefit payments at the highest level historically experienced.
- Provide UI program services via e-government and telecommunications options in addition to in-person services available at four accessible office locations statewide.

BACKGROUND AND ACCOMPLISHMENTS

For over 70 years, the UI system has been one of the nation's most important social insurance programs. This system provides prompt, partial wage replacement to unemployed workers through the payment of UI benefits. The UI system serves the business community during periods of economic downturn by pumping UI Trust Fund reserves into the economy. An average of 35,038 unemployed Delawareans collected unemployment benefits annually over the past three fiscal years. During this three-year period, \$384.1 million in regular state UI benefits were paid, an average of \$128.1 million per year. In Fiscal Year 2009, \$173.1 million in regular state UI benefits were paid compared

to \$108.3 million in Fiscal Year 2008, an increase of 60 percent.

Delaware's UI Trust Fund balance is shrinking due to increased demand. As of the end of Fiscal Year 2009, the fund balance was \$80.1 million as compared to \$166.7 million at the end of Fiscal Year 2008 and \$193.2 million at the end of Fiscal Year 2007. The fund was ranked twenty-fourth strongest in the nation by the U.S. Department of Labor, down from a ranking of twenty-third at the end of Fiscal Year 2008 and a ranking of twentieth at the end of Fiscal Year 2007. Over the past four years, several action steps have been taken in an effort to increase the UI Trust Fund balance. First, the enactment of House Bill 419 in June 2006 removed the cap on increases in the state experience factor (SEF) and increased the SEF range from 1-50 to 1-80. The calculation of the SEF is now its actual calculated level, instead of having any increase in the SEF limited by a cap based on the balance in the UI Trust Fund. The SEF determines what line on the UI tax rate schedule is used in a given calendar year for employer UI tax rate determination. Second, the enactment of House Bill 144 in June 2007 increased the taxable wage base for employer tax purposes from \$8,500 to \$10,500 effective January 1, 2008, marking the first increase in the taxable wage base in 20 years. Finally, the enactment of House Bill 170 in July 2009 liberalized some unemployment eligibility requirements effective January 3, 2010, but resulted in the UI Trust Fund receiving \$21,868,398 in UI Modernization Incentive Funds from the American Reinvestment and Recovery Act (ARRA) in July 2009.

The division has an established track record of being proactive in its efforts to provide customer-friendly, efficient service as described in the examples below:

- Providing UI program information for employers and unemployed workers, as well as downloadable forms for employers on the division's web page;
- Providing claimants with *Your Guide to UI Benefits* at the time an initial claim is filed, which is available on the division's web page;
- Providing employers with the *UI Handbook for Employers* upon registration, which is also available on the division's web page;
- Designating subject matter experts to serve on the department's Rapid Response team to provide information and services to employers and workers going through a downsizing or closing process;
- Providing a UI information hotline that is accessible 24-hours per day, seven days per week enabling individuals to obtain information about how to file a claim for UI benefits, where to file a claim and, if

LABOR 60-00-00

already collecting benefits, the status of their UI check;

- Implementing and continuing to enhance an automated certification system (ACS) component to the UI benefits system that reduced the processing time of weekly claims by 50 percent, increased first payment timeliness and facilitated staff access to claim information when responding to UI claimant inquiries;
- Implementing and enhancing an automated claims adjudication system that increased processing time for non-monetary determinations; and
- Providing employers the option to register with the division online.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	384.3	470.6	470.6
TOTAL	384.3	470.6	470.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	--	--	--
ASF	4.0	4.0	4.0
NSF	134.0	130.0	130.0
TOTAL	138.0	134.0	134.0

UNEMPLOYMENT INSURANCE 60-06-01

ACTIVITIES

- Provide UI benefits to Delaware workers who become unemployed through no fault of their own.
- Assess and collect UI and training program taxes, and bill and collect UI benefit payment reimbursements from non-assessed employers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of UI claims first payments made timely	93.5	94.0	94.0
% of new employer tax accounts established timely	82.0	83.0	83.5
# of months of benefits in UI Trust Fund*	4.01	0.00	0.00

*Assumes an outstanding UI trust fund loan from the federal government in Fiscal Years 2010 and 2011.

INDUSTRIAL AFFAIRS 60-07-00

MISSION

To promote and develop the welfare of wage earners to improve their working conditions and advance their opportunities for profitable employment by providing partial income maintenance to injured workers and their families, enforcing labor standards laws, civil rights laws and apprenticeship laws and identifying workplace hazards and collecting data about workplace injuries, illnesses and fatalities.

KEY OBJECTIVES

- Manage the discrimination case backlog over the next three years, so the average number of days to resolve a discrimination complaint remains below 505 days.
- Continue encouraging participation in the discrimination alternative dispute resolution methods, including mediation, to promote expedient, cost effective case resolutions.
- Continue implementing discrimination case streamlining measures without sacrificing the quality of core services.
- Maintain the average amount of time to resolve labor standards cases at 30 days per year over the next three years.
- Increase the number of prevailing wage inspections on state-funded construction projects by 15 percent over the next three years.
- Continue proactive enforcement of labor standards, provide educational speaking engagements and train the Child Labor Work Permit Issuing Officers in school districts.
- Continue safeguarding the welfare of apprentices by certifying, monitoring and enforcing apprenticeship programs, laws and standards and promoting apprenticeship to women, minorities and young people.
- Continue encouraging participation in the workers' compensation mediation system in lieu of a formal hearing before the Industrial Accident Board (IAB), allowing for an expedient, cost effective disputed case resolution.

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- Continue working with the Health Care Advisory Panel (HCAP) to further develop the workers' compensation medical cost containment system.
- Increase total attendance at safety and health training sessions by 10 percent each year for the next three years.
- Increase the awareness of labor standards, employment discrimination laws and safety and health regulations by increasing outreach efforts statewide.
- Increase the availability of the division's laws, rules, regulations and forms on the Internet to provide customers with easy, constant access to information.

BACKGROUND AND ACCOMPLISHMENTS

The Office of Workers' Compensation (OWC) administers and enforces the State's workers' compensation law, which provides benefits to eligible workers who suffer work-related injuries or illnesses. IAB sits as a quasi-judicial court system for disputed workers' compensation cases.

The number of worker's compensation petitions continues to increase. The office created a system for the mediation of cases that allows for hearing officers to hear cases without the need of a formal hearing. Having hearing officers, as well as IAB, hear disputed cases has helped the division reduce case processing time.

HCAP along with the OWC continues to meet and develop rules and regulations regarding the medical cost containment system, which is available to the public on the department's website. In its first full fiscal year, the OWC medical component certified over 2,400 workers' compensation health care providers, assisted over 1,800 stakeholders, processed 148 utilization review (UR) requests and contributed to the increase in workers' compensation petitions due to the new UR appeal process.

During Fiscal Year 2009, the Office of Occupational Safety and Health Consultation and Statistics (OSHCS), provided free consultations to assist small businesses in voluntarily complying with the 432 federal Occupational Safety and Health Administration (OSHA) standards and conducted 309 consultations during which they identified 360 serious hazards. These consultations helped to protect over 10,022 employees.

OSHCS has partnered with the Department of Health and Social Services (DHSS), Division of Public Health to conduct site assessments of state and local government agencies to ensure all Delawareans have safe workplaces.

OSHCS provided the 10-hour Occupational Safety and Health Training Course in General Safety and Health to 58 students from the Delaware Skills Center (DSC). Among other classes, DSC provides adult vocational technical training for careers in the HVAC, building maintenance, construction, electric and welding fields. After the students complete our two-day course, they receive a U.S. Department of Labor card certifying they received safety training. This card is a condition for employment for those entering industrial careers.

OSHCS uses statistical data to target high injury rate industries, such as health care and construction. Those companies are sent general safety and health information related to their industry, and the office offers them one-on-one confidential consulting sessions. Staff are going to the business sites to market services. In addition, to assist in decreasing the number of workplace injuries and illnesses, OSHCS is upgrading the consultation website to disseminate up-to-date information and increase the number of training seminars and on-site sessions, particularly in high hazard industries.

The Office of Labor Law Enforcement (OLLE) enforces 21 laws, including laws pertaining to wage and hour, child labor, prevailing wage, employment and apprenticeship.

The Wage and Hour section of the Office of Labor Law Enforcement handled 791 cases in Fiscal Year 2009 compared to 555 for Fiscal Year 2008. The section collected \$185,660.27 in unpaid wages owed to Delaware workers in Fiscal Year 2009.

The Prevailing Wage section of the Office of Labor Law Enforcement handled 398 cases in Fiscal Year 2009, compared to 403 cases in Fiscal Year 2008. During Fiscal Year 2009, the section collected \$323,680.52 (107 cases) in prevailing wages owed to mechanics and laborers working on state-funded construction projects compared to \$308,162.14 (134 cases) in Fiscal Year 2008. The section also conducted 615 on-site inspections in Fiscal Year 2009 compared to 661 in Fiscal Year 2008.

During Fiscal Year 2009, the Apprenticeship section monitored approximately 386 sponsors and their respective 1,174 apprentices. This compares to 459 sponsors and 1,526 apprentices in Fiscal Year 2008. Journey papers were awarded to 168 individuals who completed their apprenticeship programs in Fiscal Year 2009.

The Office of Labor Law Enforcement serviced over 2,844 walk-in clients throughout the three locations in Fiscal Year 2009. The Office was awarded over

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\$55,151.92 in judgments and negotiated over \$10,685.98 in settlements for employees who worked in Delaware.

The Office of Discrimination investigates, mediates and conciliates state and federal employment discrimination charges in partnership with the U.S. Equal Employment Opportunity Commission. The office also conducts outreach activities for employer groups, students and workers. In Fiscal Year 2009, we received 728 charges, an increase of 17 percent over the previous year. The office also assisted 3,364 walk-in customers, an increase of 26 percent over the previous year. By continuing to streamline our process and vigorously identifying cases for early resolution techniques, such as mediation and targeted case tracking, we were able to resolve 613 charges. We collected \$676,592, which went directly to Delaware workers, and saved Delaware businesses significant litigation costs.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	769.5	456.5	450.8
ASF	11,306.1	11,490.7	11,497.7
TOTAL	12,075.6	11,947.2	11,948.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7.0	7.0	7.0
ASF	59.0	58.0	55.0
NSF	9.0	8.0	8.0
TOTAL	75.0	73.0	70.0

OFFICE OF WORKERS' COMPENSATION/SAFETY/HEALTH 60-07-01

ACTIVITIES

- Enforce and administer Delaware's workers' compensation law.
- Compensate eligible individuals for work time lost as a result of job-related injuries.
- Collect the self-insurance tax, second injury assessment and administrative assessment.
- Provide private sector employees with assistance in identifying and guidance in abating safety and health hazards in the workplace.
- Establish ongoing safety and health programs as a means of primary injury prevention for small and medium-sized, high-hazard industries.
- Collect, analyze and disseminate statistics on work-related injuries, illnesses and fatalities.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days from petition filed to award mailed*	227	200	160
# of days from hearing to decision	19.37	16.00	14.00
# of safety and health consultation visits	309	250	250

*Increase due to number of petitions and hearings held in Fiscal Year 2009.

OFFICE OF LABOR LAW ENFORCEMENT 60-07-02

ACTIVITIES

- Enforce 21 state labor standards laws, the State Apprentices Law and regulate activity under the National Apprenticeship Act in conjunction with the U.S. Department of Labor.
- Enforcement of Workplace Fraud Act to administer remedies and civil penalties against employers who knowingly misclassify an employee as an independent contractor when an employee/employer relationship exists.
- Enforce labor standards laws through investigation of claims filed and enforcement of statutory remedies.
- Establish state prevailing wage rates for public works projects and ensure compliance with prevailing wage rates on all public works projects.
- Certify and monitor apprenticeship programs according to standards established by the U.S. Department of Labor.
- Provide technical assistance to employers and employees by providing information relating to labor standards and apprenticeship laws.
- Administer a statewide issuing officers program for child labor work permits to ensure compliance with the child labor law.
- Plan outreach/education and pro-active enforcement activities pertaining to the Clean Indoor Air Act.
- Enforce six state and federal employment discrimination laws through mediation, investigation and conciliation of charges in cooperation with the U.S. Equal Employment Opportunity Commission.
- Provide educational outreach programs to employees, employers and high school students.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days to resolve wage and hour payment	21.7	30.0	30.0
# of days to resolve prevailing wage claims	47.9	90.0	90.0
# of days to resolve discrimination claims*	205	234	505

*Increase due to number of claims filed.

VOCATIONAL REHABILITATION 60-08-00

MISSION

To provide opportunities and resources to individuals with disabilities leading to success in employment and independent living.

KEY OBJECTIVES

- Enable 907 individuals with disabilities to achieve success in employment by providing guidance and counseling, vocational rehabilitation services, education and job training.
- Increase the number of students with disabilities successfully employed with the Division of Vocational Rehabilitation (DVR) support.
- Increase the number of individuals with mental illness who find employment through the Evidence Based program by 10 percent over the next two years.
- Adjudicate 100 percent of the claims for Social Security disability benefits filed in Delaware within federal program guidelines.
- Provide independent living services to 115 individuals with disabilities and achieve 64 successful outcomes.

BACKGROUND AND ACCOMPLISHMENTS

DVR provides services leading to employment for individuals with disabilities. DVR also administers Disability Determination Services (DDS), which determines eligibility for federal Social Security disability benefits available to individuals with disabilities unable to work.

	FFY 2009 Actual	FFY 2010 Budget	FFY 2011 Estimated
Employment outcomes	906	907	908
Annualized earnings (millions)	16.5	16.5	16.6
# of clients served	6,300	6,200	6,100

In the past two years, DVR experienced a 36 percent increase in the number of individuals with disabilities seeking DVR assistance to prepare for employment. Individuals with the most significant disabilities continue to receive services without delay. An average cost of \$4,000 in services and training is required to assist an individual with a disability to prepare for and achieve their employment goal.

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The DVR Transition program provides vocational rehabilitation services, training opportunities and job placement for Delaware high school seniors. DVR transition counselors are present in all Delaware high schools, providing career counseling and developing individual plans for skill training, college and employment.

DVR and Delaware Technical and Community College (DTCC) joined together to create a supported education program to provide students with learning disabilities the tools to succeed in college. The program provides individual guidance, group workshops, training and tutoring to students enabling them to succeed in DTCC education and training programs. This initiative is operating at all DTCC campuses.

DVR and DHSS, Division for Services for Developmental Disabilities (DDDS) collaborate to provide supported employment services to high school seniors with developmental disabilities. The Early Start to Supported Employment program enrolls seniors with developmental disabilities into DVR and DDDS programs and gets them connected to community services and employment before they graduate from high school.

DVR and DHSS, Division of Substance Abuse and Mental Health (DSAMH) created a partnership with community mental health service providers to create a jobs program for people with serious mental illness. The program follows evidence-based practices that provide rapid access to job search, provides employment supports and integrates them with mental health treatment. More than 100 individuals with severe mental illness found employment through this program last year.

The Independent Living (IL) program in Delaware provides assistive technology goods and services that enable people with disabilities to live independently in the community. The program will serve 100 individuals and achieve 65 independent living outcomes this year. DVR also collaborates with DHSS, Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) and Medicaid Assistance (DMMA) to provide technical assistance and project management for home modifications that enable their clients with disabilities to leave institutional facilities and live in the community. This program coordination helps to maximize efficiencies and serve more eligible individuals with disabilities.

DDS evaluates and adjudicates all claims filed in Delaware for federal Social Security Disability benefits (Supplemental Security Income and Social Security Disability Income). The Social Security Administration (SSA) projects a 40 percent increase in the number of

claims filed nationally from 2002 to 2010. In Fiscal Year 2010, SSA is projecting a 20 percent increase in receipts.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	2,977.7	2,948.7	2,948.5
ASF	734.3	873.2	873.2
TOTAL	3,712.0	3,821.9	3,821.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	2.0	2.0	2.0
ASF	6.0	5.6	5.6
NSF	136.0	129.4	129.4
TOTAL	144.0	137.0	137.0

VOCATIONAL REHABILITATION SERVICES 60-08-10

ACTIVITIES

- Provide assessment, guidance and counseling, technology, education and training, vocational rehabilitation and job placement for individuals with disabilities that lead to employment in the community.
- Develop and implement employment plans for individuals with disabilities that build individual strengths, interests and choices.
- Provide supported employment services statewide for individuals with the most significant disabilities enabling them to work in the community.
- Provide career transition services to all Delaware public high school seniors.
- Provide independent living services to individuals with disabilities to support community inclusion.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of clients rehabilitated and employed	906	900	900
\$ average weekly wage (hundreds)	305	311	317
# of transition students successfully employed	327	330	333
\$ of savings in public assistance (thousands)	200,000	190,000	190,000

LABOR
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DISABILITY DETERMINATION SERVICES
60-08-20

ACTIVITIES

- Adjudicate Social Security Disability applications under Titles II and XV of the Social Security Act, as amended, using a new Electronic Claims Analysis Tool (eCAT).
- Perform Continuous Disability Reviews (CDR) of previously allowed disability claims in a new electronic format.
- Provide due process reviews for unsuccessful claimants who file an appeal of their determination.
- Expedite the decision-making process of terminally/chronically ill claimants through the new Quick Disability Determination (QDD) process.

PERFORMANCE MEASURES

	FY2009 Actual	FY2010 Budget	FY2011 Gov. Rec.
% of budgeted workload completed	97.1	98.1	99.1
% of accuracy rates from federal quality review	95	95	95

EMPLOYMENT AND TRAINING
60-09-00

MISSION

To provide services enabling employers and job seekers to make informed employment and training choices leading to employment.

KEY OBJECTIVES

- Place 64 percent of customers in a job that yields an average earnings of \$11,200 during the second and third quarters following program exit and provide follow up services to customers to retain employment at a rate of 77 percent.
- Enhance and implement a broad range of services to employers.
- Streamline the one-stop integrated service delivery system and coordinate the division's services with other workforce development programs through seamless service delivery to customers.
- Use the Mobile One-Stop to target outreach services to special needs populations and remote areas of the state not currently served by a local one-stop office.
- Enhance e-government services to job seekers and employers through staff facilitated services in one-stop career centers and via the Internet.
- Provide case management to customers to maximize their employment potential through occupational skills training or intensive job search workshops leading to employment in high demand, high growth occupations that pay livable wages.
- Review all one-stop offices for best practices for service delivery.

BACKGROUND AND ACCOMPLISHMENTS

The Division of Employment and Training (DET) operates a statewide labor exchange system serving both employers and job seekers. DET administers federal and state-funded employment services and training programs for individuals who have barriers to employment as a result of job dislocation or other socioeconomic factors.

The four local offices are the cornerstones of the State's One-Stop Career Center system. The resource rooms provide customers with staff-facilitated service. In addition, customers are offered help with their job search or are provided case management and/or training services for rapid re-entry into the workforce. The

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centers provide flexibility and a service level path. Depending on the needs of the customer, services range from self-directed job search to staff-supported services.

Last year, the division provided a variety of one-stop employment and training services to over 55,000 customers through job search assistance, vocational skills training programs, school-to-work training programs, summer youth employment, re-employment services and employer services. In addition, thousands of other customers used self-help services in the resource rooms.

The Mobile One-Stop van is a valuable resource used to provide employment services to job seekers and assist employers with a rapid response vehicle for downsizings. The flexibility of the Mobile One-Stop provides the employment services of the State to various community gatherings, rural areas, ex-offender outreach programs and educational testing sites.

To enhance e-government services to job seekers and employers through job matching and information services, the division's Delaware JobLink system provides access to a full range of workforce development information about job openings, training opportunities, support services, labor market information, occupational trends and a web-based resume talent bank from any site with access to the Internet.

DET plays a significant role in the implementation and administration of the work/retention components of Delaware's Temporary Assistance for Needy Families program. Since October 1999, over 9,402 full-time job placements and 5,647 part-time placements have occurred. The average full-time placement earned approximately \$8.71 per hour and part-time placements averaged \$7.93 per hour.

Under the Workforce Investment Act (WIA), DET is required to provide transitional assistance services to job seekers who work for a company laying off 50 or more workers. Taking a proactive approach, DET provides services to smaller lay-off groups at the employer's request.

In Fiscal Year 2009, Delaware JobLink, DET's web-based job and talent bank, was redesigned to take advantage of advances in website design tools and software.

In Fiscal Year 2009, the division received a National Emergency Grant (NEG) to provide intensive and targeted re-employment services to the workers affected by the closures of the Chrysler and General Motors automobile assembly plants. Our strategies, activities and services to re-employ the workers are as follows:

- Identify sectors the State is working to expand and the skills necessary to support firms in those sectors;
- Use labor market information analysis and potential ARRA projects to prioritize and focus training programs;
- Conduct outreach activities leveraging communication channels strengthened during initial rapid response meetings, including meetings held with suppliers and dealers;
- Conduct comprehensive assessments to provide workers with information on their skill sets;
- Provide career planning and coaching;
- Conduct intensive job search workshops followed by the creation of job clubs;
- Bring training providers together in training fairs;
- Fund on-the-job and customized training to strengthen new and existing firms in targeted sectors;
- Negotiate with targeted training and education providers to provide credit-bearing courses at times, locations, and through channels most convenient for the affected workers;
- Provide supports to affected workers, including financial planning; and
- Structure accountability to include a follow-up component.

Due to the dramatic and continuing downturn in the economy, the division received \$7.3 million in ARRA funds.

WIA Adult and WIA Dislocated Worker funds will be used to fund intensive workshops to help workers adjust to the crisis of job loss. These workshops will focus on instilling "hope," as well as assist individuals in understanding the marketable skills they possess. Funds will be used to support class size training for occupations with demand. These funds will assist contractors to update training curriculums to prepare trainees for the jobs of the future and "retrofit" already skilled workers for those jobs. We will work with the Delaware Economic and Development Office (DEDO) to find opportunities for the affected workers. Most of our formula Adult and Dislocated Worker funds are used to fund Individual Training Accounts (ITA), which is the method of providing training required by law.

	FUNDING		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3,000.3	2,792.1	2,775.4
ASF	1,398.0	2,605.4	2,609.2
TOTAL	4,398.3	5,397.5	5,384.6

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POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	21.1	19.4	19.4
ASF	4.0	4.0	4.0
NSF	77.9	71.6	71.6
TOTAL	103.0	95.0	95.0

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of job seekers entered employment rate	55	64	64
% of job seekers employment retention rate	79	77	77

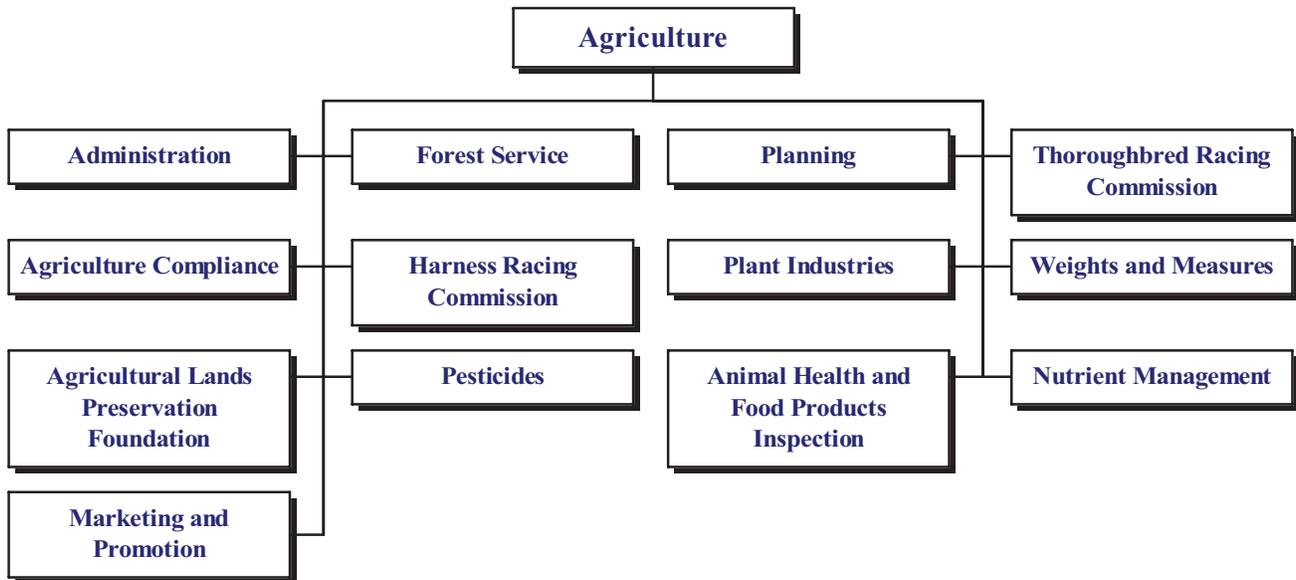
EMPLOYMENT AND TRAINING SERVICES *60-09-20*

ACTIVITIES

- Administer labor exchange services in Delaware.
- Provide the public with access to local, state, regional and national job opportunities.
- Match employer job order requirements with applicant skills and abilities.
- Assess applicant aptitudes, skills, education and training background, job readiness or training needs.
- Assist small or expanding businesses through the referral of employment applicants or other services in cooperation with the DEDO.
- Provide special services to veterans, migrant and seasonal farm workers, displaced homemakers, UI recipients, people transitioning from prison to work and foreign born workers.
- Provide special services to employers and workers dislocated by plant closings or staff reductions through a rapid response team organized through the federal Dislocated Workers program.
- Co-administer with the Workforce Investment Board training programs for economically disadvantaged individuals by providing fiscal and operational management, planning, contract negotiation, monitoring, evaluation and technical assistance.
- Administer the work and case management component of Delaware's welfare reform program in cooperation with DEDO and the DHSS.
- Administer the Summer Youth Employment program.
- Provide case management and intensive job search activities to affected workers of companies that are closing or have a significant reduction in force.
- Provide case management and intensive job search support to clients whose jobs were lost to foreign competition and clients who were a part of a massive industry lay-off.

AGRICULTURE

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MISSION

To sustain and promote the viability of food, fiber and agricultural industries in Delaware through quality services that protect and enhance the environment, health and welfare of the general public.

KEY OBJECTIVES

The Department of Agriculture works to ensure the most efficient use of limited resources to carry out mandated responsibilities that include, but are not limited to:

- Maintain same-day response to all human, animal and plant health emergencies;
- Reduce residues, pathogens and contaminants in the food supply and reduce the risk of food-borne illness due to intentional sabotage of the food supply;
- Increase participation in land management and conservation programs to support the Purchase of Development Rights (PDR) programs for forest and cropland;
- Identify and support new opportunities for expanding sales of Delaware’s agricultural commodities and value-added products;
- Support Delaware’s agricultural producers and producer organizations;
- Ensure the integrity of Delaware agricultural products through zero tolerance of quarantine pests and diseases for interstate and international certification;
- Increase the number and diversity of people participating in agricultural education, information and training programs;
- Develop and implement nutrient management practices that protect ground and surface water, while maintaining a viable agricultural industry;
- Collect data and direct policies that protect the State’s natural resources and environment from adverse effects;
- Facilitate research by state institutions and private interests;
- Maintain agricultural productivity and natural resources preservation by assisting land owners in controlling noxious weeds and non-native invasive plant species;
- Continue to streamline operations and reorganize functional components within the department to better serve the agricultural community and general public;
- Identify and use alternate funding sources in support of the department’s mission and goals;
- Strengthen programmatic relationships with the Department of Safety and Homeland Security

AGRICULTURE

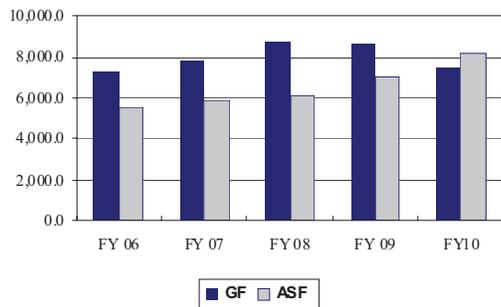
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(DSHS), Delaware Emergency Management Agency (DEMA) and Division of Public Health (DPH) in support of emergency response efforts;

- Promote and ensure the integrity of the horse racing industry;
- Ensure the integrity of weights and measures statewide in support of fair commerce for Delaware consumers;
- Ensure the safe and appropriate use of pesticides and herbicides;
- Ensure the accurate labeling and nutrient content of feed and fertilizer; and
- Conserve, protect and enhance Delaware's forests through education, management and professional assistance.

- ◆ Recommend (\$25.6) in Plant Pest Survey and Control to reduce gypsy moth survey work.
- ◆ Recommend (\$48.5) in Information, Education and Certification to reduce contract funding.
- ◆ Recommend (\$9.5) in Laurel Auction, (\$5.0) in Wildlife Damage Control, and (\$20.0) in Cooperative Advertising to reflect the elimination of pass through programs in the Operating Bill.
- ◆ Recommend (\$46.2) ASF in Personnel Costs, (\$10.0) ASF in Travel, and (\$75.0) ASF in Research and Development to reflect projected expenditures.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7,954.4	7,535.8	7,344.9
ASF	5,851.5	8,205.5	8,074.3
TOTAL	13,805.9	15,741.3	15,419.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	91.8	90.8	82.8
ASF	40.0	45.0	44.0
NSF	15.2	15.2	15.2
TOTAL	147.0	151.0	142.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$97.3) in Personnel Costs and (8.0) FTEs and (1.0) ASF FTE to reflect complement reductions.

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AGRICULTURE

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BACKGROUND AND ACCOMPLISHMENTS

Administration

The Office of the Secretary serves as the contact point between the largest industry in the state - agriculture - and state government. The Secretary of Agriculture represents the agricultural community and related sectors of the economy in all facets of state government. Under the direction of the Office of the Secretary, the department conducts an aggressive program to inform the public of both contributions made by the agricultural community and services provided by the department to consumers. The department has an “educate before we regulate” policy. The department continues to enhance communication with the regulated community to obtain full compliance with the laws, rules and regulations enforced by the department before moving to administrative or criminal procedures.

The Office of the Secretary also provides the Secretary of Agriculture with administrative support in addition to the personnel and fiscal services necessary to operate the department. The Information and Education group provides outreach functions to the agricultural community, including expansion of educational programs and other communications from the department.

Agriculture Compliance

Agriculture Compliance regulates a variety of products under the authority of the Delaware Code, specifically the Delaware Commercial Feed Law; Delaware Commercial Fertilizer and Soil Conditioner Law; Delaware Agricultural Liming Materials Act; Frozen Sweetened Products Law; and Milk, Cream and Other Milk Products Law. Most of these laws require the registration of the above products before being offered for sale. These laws also ensure manufacturers label their products with accurate, non-misleading information to ensure consumers are able to make well-informed decisions about the products they buy. The laws authorize the inspection and testing of products to ensure nutrient claims are accurate. Laboratory services are provided to Delaware farmers for testing animal and poultry manure, feed and fertilizer for nutrient content.

Forest Service

Forests, both rural and urban, are a vital state resource, providing numerous benefits to all Delawareans. Delaware’s rural forests comprise approximately 30 percent

(375,000 acres) of the state, approximately 85 percent of which are privately owned. Delaware’s forests face many challenges, including fragmentation by development, wildfire, insects and disease, poor management techniques and non-native (invasive) species.

The mission of the Forest Service is to conserve, protect and enhance Delaware’s forests through education, management and professional assistance. The Forest Conservation program helps landowners and communities improve their forest resources through education and technical assistance. The Forest Protection program strives to protect and improve forest health through wildfire prevention and suppression, watershed protection and forest health monitoring activities. The Forestry Education program educates and informs residents about the importance of forests through the management of three state forests, educational programs for children and adults and two state forest education centers.

Harness Racing Commission

The Secretary of Agriculture shall promulgate rules and regulations relating to the establishment of the Delaware Harness Racing Commission (DHRC) as a unit. DHRC is the body charged with regulating and providing stewardship to and for the sport and business of harness racing within Delaware.

A primary objective of the DHRC is to protect the public interest in pari-mutuel wagering contests and all aspects leading up to and following the conclusion of those races. DHRC has jurisdiction over all associations conducting and licensees participating in harness racing.

DHRC provides the opportunity for growth and regulatory oversight to the Delaware Standardbred Fund. By providing fairness and a level field of competition through objective standards, DHRC strives to ensure due process in administrative matters, respond to public concerns and provide information regarding the industry and DHRC operations.

Pesticides

Pesticides has authority under the Delaware Pesticide Law and Federal Insecticide, Fungicide and Rodenticide Act to regulate the sale and use of pesticides in the state.

Pesticides emphasizes education and offers a comprehensive pesticide applicator certification and training program. The educational program is complemented by an ongoing compliance assistance and enforcement program of inspections and sampling at the various levels of pesticide distribution and use.

AGRICULTURE

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The section administers a groundwater protection program to ensure the use of pesticides is not degrading ground/drinking water quality. The centerpiece of the program is a statewide shallow groundwater monitoring network comprised of over 60 domestic and agricultural wells and 108 dedicated monitoring wells owned by the State. The section also monitors the depth of the water table to help predict water supply for domestic and agricultural use.

Planning

Planning is a technical enterprise within the department that includes land use planning, operational planning, agricultural land preservation, forestland and computer operations. Combining farmland preservation and planning coordination has helped stem the loss of farmland and forestland in Delaware.

Plant Industries

Plant Industries is the plant and plant pest regulatory enforcement authority. Its principal mission is to protect agriculture, the environment and residents from the damaging effects of plant and honeybee pests and noxious weeds while facilitating domestic and international trade of plants, plant products, grain, seed and agricultural commodities.

Plant Industries has the authority to quarantine certain products, plants and/or pests as necessary to carry out the task of preventing the spread of economically or environmentally harmful pests. Plant Industries also works in cooperation with the U.S. Department of Agriculture (USDA) Plant Protection and Quarantine and University of Delaware Cooperative Extension Service to conduct surveys for non-native pests and pests of export significance.

Plant Industries is also responsible for the Gypsy Moth Suppression program, a cooperative program with the USDA Forest Service to help landowners deal with impacts caused by gypsy moths and the Apiary Inspection program, which requires beekeepers to annually register their colonies and their location.

The Seed Laboratory certifies granaries, trains and licenses grain inspectors, provides seed testing services to farmers, collects and tests official seed samples, ensures the labeling conforms to the Seed Law and conducts the Seed Certification program.

Animal Health and Food Products Inspection

Animal Health and Food Products Inspection is charged with preventing the introduction and spread of contagious and infectious diseases into and within the animal and poultry population of the state. This is

accomplished by maintaining a diagnostic laboratory, as well as cooperating with the poultry diagnostic laboratory of the University of Delaware. Section personnel respond to reports of actual or potential disease problems from veterinarians and owners of livestock, poultry and pets. Personnel visit sites, such as farms, dairies and livestock auctions, to collect biological specimens for analysis and diagnosis of disease. In most instances, staff informs the veterinarian or owner of the animal's diagnosis, control and/or treatment for the disease. However, when certain serious and highly contagious diseases are diagnosed, the State Veterinarian, through the authority of the Secretary of Agriculture, may quarantine or even destroy the animal, herd or flock to prevent the spread of that disease to other premises. Additionally, the section administers a Spay/Neuter program for dogs and cats.

Delaware is a member of the Federal-State Cooperative Inspection program. The State Meat and Poultry Inspection program maintains standards that are at least equal to the federal inspection program. The program ensures the safety and security of Delaware's meat, poultry and processed egg products to safeguard public health. This section protects consumers by using a science-based inspection system, employing recall effectiveness checks and increasing product testing through the pathogen reduction program.

Delaware also works with the USDA in cooperative grading agreements with state departments of agriculture and other agencies. Under these federal-state agreements, the licensed graders perform work throughout the state at point of origin and retail outlets grading various commodities. The Agricultural Marketing Service establishes basic grading policies and procedures. The grade standards describe the quality requirements for each grade of a commodity, giving the industry a common language for selling and buying.

Thoroughbred Racing Commission

The Delaware Thoroughbred Racing Commission (DTRC) regulates and oversees the sport of Thoroughbred and Arabian racing in the state. Its primary objectives and principles are to protect, preserve and promote agriculture and horse racing. This is accomplished through efforts to prevent and eliminate corrupt practices; ensure fairness in decisions affecting licensees and patrons; ensure due process in administrative proceedings; facilitate the promulgation of rules and regulations that allow the racing association and horsemen to remain competitive with surrounding jurisdictions; and provide information concerning the industry and DTRC operations. DTRC is responsible for ensuring the State and the betting public receive fair

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percentages of the waging dollar by overseeing periodic accounting audits.

Weights and Measures

This section is responsible for regulating all commercial transactions involving weighing and measuring, regulating all devices used commercially to determine weight, measure or count and enforcing Delaware Packaging and Labeling Regulations. Major activities of this section include inspection of retail packages, gas pumps, fuel oil and propane meters, scales, grain moisture meters, point of sale scanning systems, parking meters and other timing devices. This section provides both in-house and off-site training to businesses and service technicians. The Voluntary Serviceperson Registration program has enrolled almost 300 technicians, helping to ensure a high degree of confidence in the accuracy of weighing and measuring devices used in Delaware.

Nutrient Management

Pursuant to provisions of the 1972 Clean Water Act, the Delaware Department of Natural Resources and Environmental Control (DNREC) and the U.S. Environmental Protection Agency (EPA) signed a memorandum of understanding (MOU), which set forth a plan to restore the quality of Delaware's impaired waters to achieve federal water quality standards. The MOU requires the development and implementation of programs to reduce non-point source water pollution. Studies indicate that excess nutrient loading of surface lands has a negative impact on the quality of both surface and groundwater.

The Nutrient Management Law (3 Del. C. § 2200 et. al.) created the Delaware Nutrient Management Commission and Nutrient Management program. The program regulates activities involving the generation, handling and application of fertilizer nutrients, including animal manure. The program administers nutrient certifications, planning, reimbursement, poultry litter relocation, farm audits, complaint resolution, concentrated animal feeding operation permitting and environmental stewardship recognition.

Agricultural Lands Preservation Foundation

Since March 1996, the Delaware Agricultural Lands Preservation Foundation has enrolled 150,223 acres and 1,025 farms in agricultural preservation districts and district expansions in Delaware. Over 1,500 different families and organizations (titleholders) own these lands.

With expenditures to date of \$158.3 million, 564 properties with over 95,604 acres have been permanently

protected through the PDR program. These acres of permanently preserved agricultural land account for 16 percent of the total land in farms and 7 percent of the state's total land area. This is the highest percentage of land area preserved through agricultural PDR in the nation. Preservation partnerships have been formed with all three counties and the federal government. Currently, there are 136 farms encompassing 12,948 acres pending development rights purchase.

Marketing and Promotion

The department is tasked with enhancing the economic viability of agriculture in Delaware. This section develops and implements a marketing strategy for Delaware's agricultural products and services. The section also serves various commodity boards, which increases the diversification of agriculture, promotes Delaware's agricultural products branding, recruits agricultural support businesses and markets agricultural products and services locally, regionally, nationally and internationally.

ADMINISTRATION

65-01-01

ACTIVITIES

- Oversee all aspects of plant and animal emergency response plans and activities.
- Represent agriculture on councils and committees addressing natural resource projects.
- Oversee the department's budget development, presentation and administration, as well as personnel management.
- Develop, present and provide information for various legislative initiatives that affect agriculture in Delaware.
- Provide direction and leadership to the department and seek input from the agricultural community in policy development.
- Serve Delaware farmers and agribusinesses with leadership and education in the areas of marketing and promotion to increase the sales and value of their products.
- Identify and capture grant and alternate funding opportunities.
- Promote both the department and the agricultural community, as well as inform the general public.
- Partner with the Delaware Economic Development Office, USDA, other state departments of agriculture and private industry to identify barriers in the promotion and marketing of agricultural

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products and offer solutions to remove those barriers.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
\$ of specialty crop grant funding (thousands)	*	*	226
\$ of emergency response grant funding (thousands)	*	*	400

*New performance measure.

AGRICULTURE COMPLIANCE

65-01-02

ACTIVITIES

- Register agricultural products.
- Collect samples from the Delaware market place for laboratory analysis.
- Issue violations and withdrawal from distribution orders for non-registered products, mislabeled products and nutrient deficiencies/excessives.
- License milk dealers who purchase milk from dairy farms across the state for employees who pick-up, measure and test milk from dairy farms for payment purposes.
- Test fertilizer and feed samples submitted by the general public for nutrient content and contaminants.
- Test animal manures submitted by the general public for nutrient content.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of days turnaround time from sample collection to final reports:			
official samples	89	50	50
submitted samples	14	10	10
submitted manure samples	14	10	10

FOREST SERVICE

65-01-04

ACTIVITIES

- Improve Delaware's forests by providing technical and financial assistance to landowners for activities, such as reforestation, timber stand improvement, forest management plans and timber harvests.

- Reduce the impacts of wildfire through wildfire prevention education programs and firefighting training in wildland fire suppression techniques.
- Improve Delaware's urban forest resources by providing technical assistance to communities, civic associations, developers, planners and homeowners, as well as financial assistance through the Community Forestry Grant program.
- Maintain and, where possible, improve forest health by diagnosing forest pest infestations, provide treatment advice and monitor forest pests through aerial and ground surveys.
- Educate Delawareans about the importance of forests and forest management by demonstrating proper forestry techniques at the three state forests, offer educational opportunities at the state forest education centers and provide educational programs to the public.
- Protect water quality during forest management operations by educating loggers and landowners about forestry best management practices and monitoring forestry operations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of timber harvests on non-industrial privately-owned lands which follow a forest management plan (FY 2009 harvest approx. 2,615 acres)	36	40	43
% of towns and cities recognized by the National Arbor Day Foundation as tree city USA communities (57 communities)	30	35	40
% of volunteer fire companies that participate in wildfire suppression education programs (61 companies)	52	60	67
% of public and private elementary schools that participate in Forest Service educational programs (233 schools)	60	62	65

HARNESS RACING COMMISSION

65-01-05

ACTIVITIES

- Accredit the Harness Racing Commission's Presiding Judge, Associate Judge and three alternate associate judges through a national racing accreditation organization.

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- Provide oversight of approximately 3,630 annual racing events for the purpose of pari-mutuel wagering during the harness racing seasons at Dover Downs and Harrington Raceway.
- Ensure honesty and integrity in the running of races by collecting post-race urine and blood and pre-race blood samples from equine contestants out of each race.
- License annually, fingerprint periodically and review background information to ensure participants in the industry are not a risk to the integrity of the sport.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% accreditation of commission's judges	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	3,871	5,600	5,600
# of racing participants licensed	2,597	2,450	2,450

PESTICIDES **65-01-06**

ACTIVITIES

- Administer a licensing program for commercial pesticide applicators.
- Provide certification and training for restricted use pesticide users.
- Issue permits to dealers of restricted use pesticides sold in Delaware.
- Register pesticide products sold or distributed in Delaware.
- Investigate complaints of pesticide use/misuse.
- Use large public events to educate consumers and homeowners on food safety, integrated pest management, ground and drinking-water protection and safe urban pesticide use.
- Collect and recycle high-density polyethylene pesticide containers.
- Provide compliance assistance to the regulated community and, as necessary, prosecute violations of state and federal pesticide statutes.
- Monitor and assess groundwater to ensure pesticide use does not degrade ground/drinking water quality.
- Cooperate with other state and local agencies on broad water quality and quantity issues.
- Provide laboratory services for testing of animal, plant soil and other matrices where injury or contamination from pesticides is suspected.

- Protect consumers by inspecting termite pre-treatment applications and treatments subject to the requirements set forth in the Delaware Pesticide Rules and Regulations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of sample analysis related to priority incidents	38	50	50
# of pesticide containers recycled	27,440	30,000	40,000
% of actionable inspections	22	14	14
# of pesticide applicators certified	2,642	2,600	2,600

PLANNING **65-01-07**

ACTIVITIES

- Review all land consumption development projects, including road improvements in Delaware, assess the impacts to agriculture and advocate for mitigation of negative impacts.
- Provide strategic planning consultation to the department.
- Provide reliable, current agricultural statistics and analysis to a variety of customers.

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of zoning and subdivision proposals reviewed affecting agriculture	100	100	100

PLANT INDUSTRIES **65-01-08**

ACTIVITIES

- Assist and cooperate with USDA Plant Protection and Quarantine regarding export certification of plants and plant products.
- Process permits for the interstate movement of plant pests.
- Inspect fields and facilities for agricultural biotechnology permits.
- Facilitate post-entry quarantine inspections.
- Process permits for the interstate movement of soil.
- Enforce federal and state quarantines.

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- Administer and conduct the Cooperative Agricultural Pest Survey program.
- License and inspect all nursery businesses and conduct certification inspections for nursery stock shipped interstate or for export.
- Detect and control noxious weed infestations through the implementation of compliance agreements.
- Provide specialized spray equipment to the public for the application of herbicides.
- Maintain grain inspection standards for all certified granaries and provide training to inspectors.
- Operate the Seed Certification program and test all types of seed offered for sale to determine compliance with the Seed Law.
- Register and inspect all honeybee colonies and promote the beekeeping industry.
- Maintain cooperative programs with Pennsylvania, Maryland and New Jersey to research and implement strategies to deal with the parasitic mite syndrome affecting honeybees.
- Administer the Gypsy Moth Survey and Suppression program while maintaining the infrastructure during low-level population cycles, ensuring preparation for any new outbreaks.
- Provide ongoing public education activities for all Plant Industries programs.
- Develop and administer integrated pest control programs for invasive pest species.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of certified acres inspected	7,500	8,000	7,500
% of businesses inspected for Seed Law compliance	70	85	70
% of retail nursery locations inspected	32	37	35
% of acres infested with noxious weeds treated or under a control program	65	68	65
# of registered bee colonies inspected	1,200	1,440	1,220
% of reviewed regulatory permits meeting requirements and reviewed within 10 days	94	100	95
# of key pests in statewide survey	7	5	5

ANIMAL HEALTH AND FOOD PRODUCTS INSPECTION

65-01-09

ACTIVITIES

- Prevent the spread of infectious and contagious diseases, including those transmitted from animals to people and ensure the safety of the general public by accepting suspect animals, recording all pertinent information and collecting proper specimens for the accurate diagnosis of diseases (rabies, West Nile Virus, encephalitis, psittacosis, etc.).
- Protect the health status of the poultry industry by collecting avian influenza monitoring samples at live poultry auctions and backyard flocks.
- Assist Delmarva broiler companies in placing healthier and less contaminated baby chicks in the field by collecting and completing hatchery sanitation samples.
- Provide competent diagnostic services for the detection of animal and poultry diseases by performing diagnostic procedures.
- Inspect meat and poultry and submit samples for laboratory analysis.
- Conduct systematic statewide monitoring of businesses in food marketing and distribution of both domestic and imported products for freshness, adulteration and labeling.
- Conduct statewide commodity grading at product point of origin.
- Provide food service safety training programs.
- Provide and market spay/neuter services and collect rabies surcharge fees.

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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of human exposure rabies specimens with same-day turnaround time	100	100	100
# of interactive encounters with state, federal or industry groups aimed at the prevention of controlled diseases (thousands)	19	20	20
# of samples through informative hatchery sanitation program (thousands)	26	6.5	26
# of spay/neuter procedures performed	1,131	4,000	2,500
# of Coggins tests performed	3,437	4,000	4,300
Food inspected, grade verified (millions):			
Grade A poultry (lbs)	646	646	646
Grade A eggs (dozens)	0.2	0.2	0.2
fruits and vegetables (lbs)	1	1	1
Retail shell egg graded inspection (approximately 450 stores):			
# of inspections	273	140	200
# of violations	3	3	3
# of food services safety training programs/ interactive encounters with various groups	10	11	11
Meat and poultry products:			
lbs. inspected (millions)	5.7	5.8	5.9
lbs. condemned (thousands)	45.3	45.4	45.5
Compliance enforcement-trucking companies, retail stores and state agencies:			
# of reviews	501	600	625
lbs. of product condemned	995	1,050	1,100

THOROUGHBRED RACING COMMISSION **65-01-10**

ACTIVITIES

- Receive accreditation of the Thoroughbred Racing Commission's three full-time racing stewards through the Racing Officials Accreditation program.
- Oversight of approximately 1,110 annual racing events in the state.
- Maintain the highest standards in the Forensic Equine Drug Testing programs.
- Collect post-race urine and blood samples from equine contestants out of each race plus designated samples.

- Collect out of competition testing (OCT) samples from horses for the official laboratory to detect the presence or use of blood doping agents.
- Perform background inquiries through criminal history checks and racing sources of information.
- License annually, fingerprint applicants periodically and review background information to ensure participants in the industry are not a risk to the integrity of the sport.
- Conduct administrative investigations regarding rule violations.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% accreditation of commission's stewards	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	5,868	5,500	5,500
# of pre-race blood gas samples collected to determine metabolic alkalosis	*	*	1,300
# of equine samples collected and tested for blood doping agents pursuant to OCT program	*	*	140
# of applicants licensed	6,654	5,000	5,000

**New performance measure.*

WEIGHTS AND MEASURES **65-01-11**

ACTIVITIES

- Conduct inspections of gasoline, diesel and kerosene pumps; small and medium commercial scales commonly found in supermarkets or medium scales used for livestock and feed; large capacity commercial scales; and commercial home delivery fuel oil and propane trucks to ensure compliance with national standards.
- Inspect consumer packages for compliance with net weight, measure, count, labeling regulations and computerized scanning devices for accuracy.
- Inspect grain moisture meters used to determine the value of grain sold and purchased in the state.
- Inspect a statistical sampling of various timing devices in the state, including parking meters, laundromats, car washes and air pumps.
- Respond to consumers who register a complaint concerning possible violation of the Weights and Measures Law, a questionable marketing practice or an incorrect device within 24 hours.

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- Administer the Delaware Voluntary Serviceman Registration program for approved servicemen that demonstrate proficiency in their field and fulfill program requirements.
- Provide resources and materials to consumers and businesses to increase awareness of weights and measures issues.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of consumer complaints	82	90	90
# of small/large scales tested	3,695	4,000	4,300
# rejected	212	240	260
# of truck scales tested	267	280	280
# rejected	24	25	25
# of petroleum meters tested	9,668	10,000	12,000
# rejected	1,071	1,100	1,150
# of vehicle tank meters tested	362	365	368
# rejected	22	22	22
# of moisture meters tested	68	68	68
# rejected	2	2	2
# of DSP enforcement scales tested	20	24	26
# rejected	6	2	0
# of timing devices tested	0	500	500
# rejected	0	0	0
# of package lots tested	4,355	5,500	6,000
# of rejected lots	544	600	650
# of price verifications performed	194	250	300
# of failed inspections	78	100	120
# of technicians registered	222	225	228
# of licensed weighmasters	*	*	970
# of gas samples checked	*	*	1,500
# of rejected samples	*	*	15

*New performance measure.

NUTRIENT MANAGEMENT 65-01-12

ACTIVITIES

- Promote alternative use practices for excess nutrients generated in Delaware by developing and implementing incentive and market-based programs.
- Institute a program to develop and fund nutrient management plans according to law and program standards.
- Provide nutrient handlers with initial and continuing educational opportunities to implement nutrient management certification requirements.
- Implement the State's National Pollutant Discharge Elimination System Permitting program for concentrated animal feeding operations (CAFO) in cooperation with DNREC and according to the Clean Water Act and federal regulations.

- Develop and implement demonstration projects within the farm community for best management practices.
- Audit nutrient management activities to instill legal compliance and high quality services.
- Respond to informal and formal complaints against nutrient management practices.
- Recognize environmental stewards within the agricultural community with the cooperation and financial support of the agri-businesses and poultry companies.
- Facilitate and actively fund research projects according to priorities that will balance science-based policy development with modern and responsible nutrient management practices.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Poultry litter-manure relocated within Delaware for land application (tons)	20,107	20,000	20,000
Poultry litter-manure exported from Delaware for land application (tons)	19,396	20,000	20,000
Poultry litter-manure relocated to an alternative use project (tons)	45,146	40,000	40,000
% of cropland and nutrient applied land managed under a current plan developed by a certified consultant	95	100	100
Acres managed under an updated nutrient management plan	86,243	100,000	100,000
# of nutrient consultants	99	100	100
# of commercial handlers	64	50	50
# of private applicators	1,149	1,200	1,200
# of nutrient generators	450	500	500
# of nutrient management farm audits	23	25	25
# of constituent complaints: received	26	40	40
resolved	25	40	40
# of CAFO permits*	348	365	365

*Increase due to new EPA requirements.

AGRICULTURAL LANDS PRESERVATION FOUNDATION 65-01-13

ACTIVITY

- Operate the Farmland Preservation program of agriculture districts and the purchase of development rights.

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PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Acres of prime farmland permanently preserved	4,446	1,500	3,000

MARKETING AND PROMOTION
65-01-14

ACTIVITIES

- Implement an agricultural marketing plan that channels Delaware agricultural products to local, regional, national and international markets.
- Contact and visit wholesale purchasers and regional outlets to increase market penetration for Delaware products.
- Increase name recognition of Delaware agricultural products regionally and nationally.
- Direct and coordinate the activities of department buildings located at the Delaware State Fair grounds.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of new agricultural business operations	*	*	1
\$ of gross receipts for Delaware farmers markets (thousands)	*	*	1,500

**New performance measure.*

ELECTIONS

70-00-00

Elections



MISSION

The mission of the Department of Elections is to provide a standardized, secure and accurate election system for the residents of Delaware. The department strives to provide residents with the information access and structure needed to participate, as well as access to fair and accurate campaign finance reports.

KEY OBJECTIVES

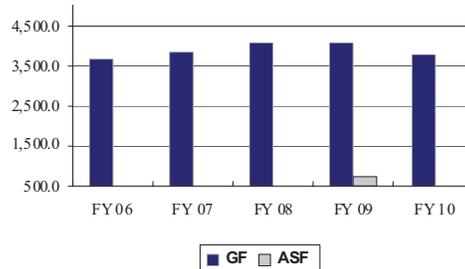
- Ensure the standard administration of Delaware election laws.
- Use technology to improve services to Delaware residents here and abroad.
- Conduct elections for Delaware residents from presidential primaries to school and municipal elections.
- Accurately track and post campaign finance reports.

BACKGROUND AND ACCOMPLISHMENTS

The Department of Elections has led the nation in developing the first statewide electronic voting system. Elections have been successfully conducted on all regional levels. In addition, voting machines have audio modules, which make them accessible to persons with visual disabilities.

Delaware successfully maintained a statewide voter registration database long before it became a federal mandate.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	5,935.8	3,801.8	3,743.1
ASF	538.3	--	--
TOTAL	6,474.1	3,801.8	3,743.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	48.0	44.0	43.0
ASF	--	--	--
NSF	2.0	--	--
TOTAL	50.0	44.0	43.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend one-time funding of \$2,952.9 in the Office of Management and Budget's contingency for costs associated with conducting primary and general elections.

ELECTIONS

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COMMISSIONER OF ELECTIONS **70-01-01**

MISSION

The Office of the Commissioner of Elections coordinates statewide activities and standardizes election policies and practices. The office also oversees campaign finance reporting and federal programs, including the Help America Vote Act (HAVA).

KEY OBJECTIVES

- Maintain a statewide voter registration system.
- Use technology to improve the efficiency our mission.
- Coordinate with the each county's election office to conduct all mandated elections.
- Educate and assist municipalities in the conduct of their elections.
- Accurately track and post campaign finance reports.

BACKGROUND AND ACCOMPLISHMENTS

The office provides services to all residents as required by state and federal laws to ensure uniform access to the electoral process.

Campaign finance reporting is available through our online program, Campaign Finance Information System, providing 24/7 availability.

The office provides training and support to state agencies that are mandated by National Voter Registration Act to conduct voter registration. Training and support are also provided to the third party registration groups.

The office participates in Student/Parent Mock Election, in cooperation with the Departments of State, Education, Technology and Information and the League of Women Voters.

The office consistently updates its website and offers residents a Polling Place Locator, Provisional Ballot Locator, Online Voter Registration and Electronic Signature Registration, in conjunction with Division of Motor Vehicles (DMV).

The Commissioner administers the HAVA funding as the Chief State Election Official. The act mandates federal standards for voting machines, voter registration and access for Delaware voters. These funds have been used to upgrade voting machines, make polling places accessible and use technology to improve processes.

Delaware received national recognition for the Electronic Signature project, which uses technology to create a seamless, paperless connection between DMV and the Department of Elections.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	1,480.4	1,013.5	980.8
ASF	--	--	--
TOTAL	1,480.4	1,013.5	980.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	15.0	14.0	13.0
ASF	--	--	--
NSF	2.0	--	--
TOTAL	17.0	14.0	13.0

ACTIVITIES

- Administer the Organized Voter Registrar program, which involves training voter registrars throughout the State.
- Administer HAVA, which sets guidelines for election improvements.
- Collaborate with the Departments of Election in each county to ensure uniformity.
- Maintain the statewide voter registration file.
- Collect and report unofficial results of presidential primaries, state primaries, general and special elections in a timely manner.
- Provide support and assistance to candidates and committees regarding campaign finance laws.
- Work with other state agencies to ensure accuracy regarding the restoration of felon voting rights.
- Implement programs and systems that enable access to information during non-business hours.
- Support municipalities regarding election and campaign finance laws.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of candidate committees	1,947	2,300	2,100
# of requests for campaign finance assistance	2,740	3,000	4,000
# of referenda elections	10	10	10
# of school board elections	16	16	16

ELECTIONS

70-00-00

NEW CASTLE COUNTY DEPARTMENT OF ELECTIONS
70-02-01

MISSION

The Department of Elections for New Castle County serves the residents of New Castle County by registering voters and conducting elections in accordance with state and federal laws.

KEY OBJECTIVES

- Consistently provide quality service to all customers.
- Register all eligible permanent residents of the State of Delaware who submit a complete and accurate voter registration application to vote.
- Remove ineligible voters from the voter registration database as appropriate.
- Conduct all elections in an efficient and impartial manner as mandated by 14 and 15 Del. C.
- Educate the public regarding the elections process and the use of the State’s electronic voting machine.
- Enhance efficiency by streamlining operational procedures.

BACKGROUND AND ACCOMPLISHMENTS

The department operates under the provisions of 15 Del. C. and various federal laws. Policies and procedures have been developed and implemented to comply with these mandates.

Key issues facing the department include:

- Election officers who do not follow policies and practices;
- Polling place accessibility for those with limited mobility;
- The increasing use of the Federal Mail Application and subsequent administrative requirements;
- Streamlining labor-intensive processes while adhering to legal mandates; and
- Maintenance of electronic voting machine fleet.

The department is addressing these issues by:

- Broadening public outreach in recruitment of election officers;

- Continuing to enhance and improve the election officer training program;
- Partnering with the Commissioner of Elections to implement improvements to the elections process;
- Using technological advances and staff-initiated innovations to improve efficiency; and
- Examining opportunities to reduce costs in a challenging fiscal climate.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	2,270.8	1,387.3	1,365.7
ASF	538.3	--	--
TOTAL	2,809.1	1,387.3	1,365.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	17.0	15.0	15.0
ASF	--	--	--
NSF	--	--	--
TOTAL	17.0	15.0	15.0

ACTIVITIES

- Register voters.
- Maintain an accurate voter registration database.
- Plan upcoming elections.
- Conduct elections in accordance with state and federal laws.
- Educate department staff and election officers.
- Produce printed materials and resources.
- Engage in public outreach and education initiatives.
- Maintain the election system infrastructure.
- Conduct elections for unions, student governments and other entities.

PERFORMANCE MEASURES Voter Registration Transactions

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New voters	23,276	15,000	20,000
Address change	25,260	25,000	25,000
Name change	3,419	5,000	5,000
Party change	6,405	5,000	10,000
Total	58,360	50,000	60,000

ELECTIONS

70-00-00

Cancelled Voter Registrations

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Deceased	3,210	3,000	3,000
Verification programs	6,597	10,000	15,000
Moved out of state	1,932	3,000	3,000
Board action	14	20	20
Not a resident	7	20	20
Total	11,760	16,040	21,040

Absentee Ballots

	FY 2003 *Actual	FY 2007 *Actual	FY 2011 *Budget
Total voted ballots**	3,536	4,596	6,000

*Years are for non-presidential year elections.

**Ballots issued.

KENT COUNTY DEPARTMENT OF ELECTIONS 70-03-01

MISSION

The Kent County Department of Elections serves the residents of Kent County and the State of Delaware with the operation of voter registration programs and conducts all elections in accordance with state and federal laws.

KEY OBJECTIVES

- Perform all duties related to conducting an election pursuant to state and federal laws.
- Provide information to the public, candidates and political parties regarding election laws, rules, regulations and registration requirements.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.
- Notify, appoint and train election officers for all elections mandated by 14 and 15 Del. C. to perform uniform and non-partisan elections.

BACKGROUND AND ACCOMPLISHMENTS

During the past year, the department conducted primary and general elections and met filing and voter registration deadlines in a timely and professional manner. The department assisted with municipal elections pursuant to 15 Del. C., and five municipalities in Kent County are now using the Voter Registration system pursuant to 15 Del. C. § 7554(b). The department also performed many activities for voter education with the school districts and group functions, such as supplying voting machines, ballots, voter registrars,

polling place information, absentee ballot information and promotional items to keep the public aware of the continuing changes in voting practices.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	1,167.5	755.0	756.8
ASF	--	--	--
TOTAL	1,167.5	755.0	756.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	--	--	--
TOTAL	8.0	8.0	8.0

ACTIVITIES

- Maintain voter registration files, analyze voter registration documents and keep statistical information.
- Maintain a felon database for the prothonotary reports and Criminal Justice Information System (CJIS).

PERFORMANCE MEASURES Voter Registration Transactions

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New voters	8,463	6,538	8,886
Address change	7,778	7,696	8,166
Name change	1,002	1,036	1,052
Party change	1,905	1,517	2,000
Total	19,148	16,787	20,104

Cancelled Voter Registrations

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Deceased	857	900	918
Verification programs	1,783	1,872	1,910
Moved out of state	389	408	417
Board action	49	51	52
Total	3,078	3,231	3,297

Absentee Ballots

	FY 2003 *Actual	FY 2007 *Actual	FY 2011 *Budget
Total voted ballots**	1,388	1,979	2,479

*Years are for non-presidential year elections.

**Ballots issued.

ELECTIONS

70-00-00

SUSSEX COUNTY DEPARTMENT OF ELECTIONS 70-04-01

MISSION

The Department of Elections for Sussex County serves the residents of Sussex County by registering voters and conducting primary, general, special and public school elections in accordance with state and federal laws.

KEY OBJECTIVES

- Provide prompt and courteous service to all customers.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.
- Register all eligible permanent residents of the State of Delaware who submit a complete and accurate voter registration application to vote.
- Provide mobile registration by scheduled events or at the request of organizations.
- Provide information to the public, candidates and political parties regarding election laws, rules, regulations and registration requirements.
- Comply with the Sussex County 911 road naming project.
- Educate the public about the use of electronic voting machines and the election process.
- Remove ineligible voters from the voting rolls in accordance with state and federal laws.
- Enhance the department's productivity through the application of technology and redesign of tasks.

BACKGROUND AND ACCOMPLISHMENTS

The department continues to manage increasing numbers of new registration, change of address and name applications due to the Motor Voter Act. The act mandates the Division of Motor Vehicles and the Departments of Health and Social Services and Labor to register eligible residents.

During Fiscal Year 2010, the department will provide for the set up and delivery of voting machines for at least six student government elections, six school district elections and referendums, 26 municipal elections and referendums in Sussex County and the annual Delaware Electric Co-op Board of Directors election.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	1,017.1	646.0	639.8
ASF	--	--	--
TOTAL	1,017.1	646.0	639.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	8.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
TOTAL	8.0	7.0	7.0

ACTIVITIES

- Register new voters by mail and mobile registration.
- Process applications received as a result of agency-based registration.
- Maintain voter registration files.
- Conduct school elections and referendums.
- Provide voting machines, training and support for municipal elections and referendums.
- Conduct the primary and general elections in Sussex County.
- Provide voter education.

PERFORMANCE MEASURES Voter Registration Transactions

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
New voters	8,810	8,900	9,300
Address change	8,933	9,200	9,700
Name change	865	900	1,000
Party change	1,519	1,600	1,700
Total	20,127	20,600	21,700

Cancelled Voter Registrations

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
Deceased	1,572	1,800	1,900
Moved out of state	2,813	2,900	3,300
Board action	24	28	32
Total	4,409	4,728	5,232

Absentee Ballots

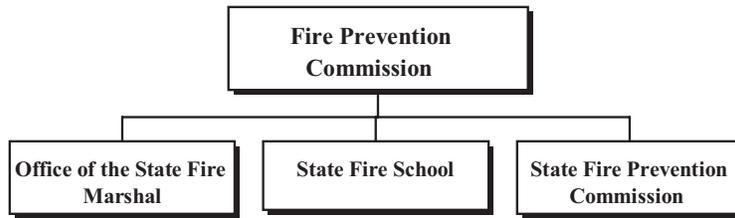
	FY 2003 *Actual	FY 2007 *Actual	FY 2011 *Budget
Total voted ballots**	2,722	2,357	3,960

**Years are for non-presidential year elections.*

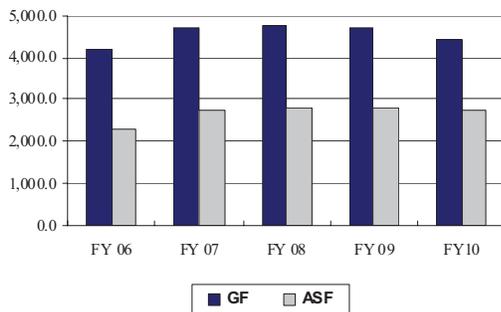
***Ballots issued.*

FIRE PREVENTION COMMISSION

75-00-00



Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	4,628.1	4,440.5	4,323.1
ASF	2,229.1	2,752.6	2,752.6
TOTAL	6,857.2	7,193.1	7,075.7

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	45.3	43.3	43.3
ASF	32.2	31.2	31.2
NSF	--	0.5	0.5
TOTAL	77.5	75.0	75.0

CAPITAL BUDGET:

- ◆ Recommend \$230.0 for the repair of the Dover Structural Building at the Delaware State Fire School. This facility is an integral part of the training of firefighters in Delaware.
- ◆ Recommend \$52.5 for the purchase of rescue tools for the Newark, Mill Creek, Indian River, Lewes, Rehoboth Beach and the Roxana fire companies, as well as for the State Fire School.

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$79.5) in Statewide Fire Safety Education to reflect the elimination of pass through programs in the Operating Bill.
- ◆ Recommend (\$3.8) in Office of the State Fire Marshal and (\$1.3) in State Fire Prevention Commission to reflect reductions in operating expenditures.

FIRE PREVENTION COMMISSION

75-00-00

OFFICE OF THE STATE FIRE MARSHAL 75-01-01

MISSION

To provide the residents of this state and all who visit a fire safe environment in the home, workplace or wherever they pursue their varied lifestyles or interests.

KEY OBJECTIVES

- Eliminate the loss of life and reduce injuries from the threat of fire or explosions by:
 - Suppressing arson;
 - Investigating all fire incidents to determine an accurate cause;
 - Providing thorough and complete supporting documentation of the investigative process;
 - Pursuing, apprehending and convicting those responsible for arson and arson related incidents;
 - Preventing and deterring international and domestic terrorist activities through the investigation of improvised explosive device incidents;
 - Teaming with federal, state and local authorities to communicate intelligence information gathered on investigations and passed through the Delaware Information and Analysis Center (DIAC);
 - Providing victim assistance in the aftermath of a fire; and
 - Disseminating findings to increase public awareness of fire and life safety issues.
- Maintain the highest levels of life safety in educational, health care, places of assembly, business, mercantile and institutional occupancies by:
 - Providing consistent, thorough and accurate compliance inspections and life safety surveys;
 - Attaining compliance with State Fire Prevention Regulations through educational endeavors, inspection and survey programs and property conservation;
 - Providing technical assistance to achieve corrective action; and

- Responding to the needs and inquiries of Delawareans by taking action on their complaints and inquiries within 48 hours.
- Provide timely and quality service in the Plan Review and Approval, Fire Protection Systems Certification and Licensing and Quality Assurance programs for fire protection systems by:
 - Providing complete, accurate and timely reviews of project submissions;
 - Providing assistance to clients for understanding the technical requirements of the State Fire Prevention Regulations required for their projects; and
 - Ensuring required fire protection systems are tested, inspected or maintained.
- Enhance the level of public awareness regarding fire prevention and life safety by:
 - Increasing public appearances and dissemination of fire safety information; and
 - Reducing the loss of life and property for all residents with a special emphasis on individuals with disabilities and adolescents, who play with matches, lighters or cause fires.
- Report, analyze and disseminate fire incident statistical data from the 61 fire departments in the state.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the State Fire Marshal operates under the direction of the State Fire Prevention Commission, which reports directly to the Governor. The office serves as the lead statewide investigative and law enforcement agency charged with investigating fire and explosion incidents and suppressing arson. The State Fire Prevention Regulations, as promulgated by the State Fire Prevention Commission, are the basis for the life safety inspections and property conservation surveys carried out by the Office of the State Fire Marshal. Such inspections and surveys impact nearly all of the occupancies and buildings frequented by the public. The provisions of the State Fire Prevention Regulations do not apply to one- and two-family dwellings in the normal use or maintenance except to the extent that specific sections require the application of the State Fire Prevention Regulations to one- and two-family dwellings.

The State Fire Marshal's office provides regulatory control in the areas of explosives, fireworks, amusement rides, places of assembly, health care facility certification

FIRE PREVENTION COMMISSION

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and a variety of hazards, such as flammable liquids and LP-gases.

The Technical Services unit of the Office of the State Fire Marshal provides the plan review and approval process for new construction, alterations and renovations of all buildings. Such an approval is required prior to local building officials issuing a building permit. Certification and licensing of fire protection system vendors and contractors provide a mechanism to ensure a level of quality control in the design, installation and operation of required fire protection systems.

In recent fiscal years, the following initiatives have been successfully completed or are in progress:

- Implemented an ongoing education campaign, Wake-Up Delaware, to ensure all residential occupancies have smoke alarms to enhance survival levels in the event of a fire. Over 100,000 smoke alarms and 75,000 batteries have been provided to needy residents;
- Provided for the installation of electric-powered smoke detectors with battery back-up to owner-occupied residential dwellings within Delaware for those homes that are not protected by a working smoke alarm with priority given to homes with handicapped children, handicapped adults, infirm residents and residents 62 years of age and older;
- Monitored the installation of sprinkler systems in all student dormitories and student residential housing statewide;
- Assisted in the passage of legislation to increase the penalty for exceeding the posted occupancy limit;
- Placed gas chromatograph/mass spectrometer laboratory instruments in service in the State Forensic Laboratory, with the cooperation of the Chief Medical Examiner, to permit the analysis of fire scene debris for all fire investigation and law enforcement agencies throughout Delaware;
- Implemented the e-Permit System to facilitate processing of data and recordkeeping in the Technical Services unit;
- Assisted in the passage of and implemented the False Fire Alarm Law to reduce amount of false alarms fire departments are called upon to respond;
- Implemented the Reduced Ignition Propensity Cigarettes Program Law; and
- Conducted the Fire Education and Arson Resistance program in eight Delaware middle schools.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,059.1	2,028.7	2,022.4
ASF	2,221.7	2,691.6	2,691.6
TOTAL	4,280.8	4,720.3	4,714.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	25.8	23.8	23.8
ASF	32.2	31.2	31.2
NSF	--	--	--
TOTAL	58.0	55.0	55.0

ACTIVITIES

The following activities allow the Office of the State Fire Marshal to meet the above stated objectives:

- Pursue, apprehend and convict those responsible for arsons;
- Enforce State Fire Prevention Regulations;
- Provide consistent, thorough and accurate compliance inspections and life safety surveys;
- Attain compliance with the State Fire Prevention Regulations through educational endeavors, inspection and survey programs and technical assistance;
- Identify specific target occupancies for inspections and surveys with a fire incident history or special requirements with respect to life safety and property conservation;
- Conduct plan reviews and approval for all buildings and structures undergoing construction, alteration or renovation to ensure compliance with nationally recognized standards and practices relating to fire safety and property conservation;
- Assist municipal assistant state fire marshals in support of fire investigations and technical questions relative to the State Fire Prevention Regulations;
- Assist the chief officer of any fire department upon request;
- Ensure installation and maintenance of equipment intended for fire control, detection and extinguishment meet specifications;
- Assist all required occupancies and the owners in meeting compliance with the Smoke Alarm Law;
- Respond to all fatal fire incidents in the state with the Major Incident Response team to conduct a consistent and thorough approach to the investigation;
- Analyze the need for additions or amendments to the State Fire Prevention Regulations;

FIRE PREVENTION COMMISSION

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- Ensure Delaware Fire Incident Reporting System compliance with quarterly data submission requirements to the Department of Safety and Homeland Security (DSHS);
- Regulate safety in the storage, sale and use of any explosive, combustible or other dangerous article in solid, liquid or gas form;
- Administer the Amusement Ride Safety Act and False Fire Alarm program;
- Increase public awareness regarding fire prevention and life safety issues through the dissemination and delivery of life safety information at various statewide events;
- Serve on the Delaware Emergency Management Agency's (DEMA) Delaware Homeland Security Terrorism Preparedness Working Group, Board of Directors for DIAC, Commissioner on the State Emergency Response Commission, Federal Bureau of Investigation (FBI) - Joint Terrorism Task Force and Delaware Water Supply Coordinating Council;
- Continue participation in statewide planning committees; and
- Participate in the Delaware Burn Camp.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of fires cleared by arrest or apprehension	31	32	32
Code violations cleared by re-inspection	3,194	3,258	3,290
Average turnaround time for full plan reviews (days)	10	8	7
Fire investigation caseload per deputy	58	61	64
Plan review caseload per fire protection specialist	346	363	381
Full plan reviews/inspections:			
New Castle County	3,702	3,887	4,081
Kent County	977	1,026	1,077
Sussex County	2,598	2,728	2,864

STATE FIRE SCHOOL

75-02-01

MISSION

The mission of the State Fire School is mandated by 16 Del. C. § 6613 to § 6618 and instructs the Delaware State Fire School to:

- Provide firefighters with needed professional instruction and training at a minimum cost to them and their employers;
- Develop new methods and practices of firefighting;
- Provide facilities for testing firefighting equipment;
- Disseminate information relative to fires, techniques of firefighting and other related subjects to all interested agencies and individuals throughout the state; and
- Undertake any project and engage in any activity which, in the opinion of the State Fire Prevention Commission, will serve to improve public safety.

On July 1, 1972, the State Fire Prevention Commission was given the mandate under 16 Del. C. § 6708 to § 6714 to regulate the ambulance service in Delaware. The commission assigned the State Fire School the duties of inspecting and licensing ambulances and training and certifying ambulance personnel.

KEY OBJECTIVES

- Provide firefighters, ambulance and rescue personnel with necessary professional instruction and training.
- Certify and re-certify Delaware emergency medical technicians.
- Inspect and license public and private ambulances.
- Provide agency, institutional and industrial personnel and the general public with necessary professional instruction and training.
- Disseminate information relative to fires, techniques of firefighting and other related subjects to all agencies and individuals throughout the state.
- Develop new methods and practices of firefighting.
- Provide facilities for testing firefighting equipment.
- Provide fire and emergency medical services personnel with the necessary training to combat weapons of mass destruction and terrorism.

FIRE PREVENTION COMMISSION

75-00-00

BACKGROUND AND ACCOMPLISHMENTS

In order to more effectively manage the State Fire School's training and education program, services for specific target audiences have been identified: firefighters and fire officers; ambulance and rescue personnel; and state agencies, institutions, industrial personnel and the general public.

Since its inception in 1964, the State Fire School has been sensitive to the need for quality training and education in fire protection. As the demand for programs and services increases, so does the need to select and qualify additional instructional personnel.

The State Fire School places strong emphasis on improving the instructor development program for part-time personnel. Instructor candidates are trained in instructional methodology and trained to teach specific subject areas. Active instructors are cross-trained in high priority subject areas to help the school meet its program service demands, as well as improve the individual's professional ability. All instructors are required to attend improvement seminars as scheduled by the Fire School to maintain their certification.

Continued emphasis is placed on planning and evaluation. Existing courses of instruction are reviewed and revised to ensure their content is current and consistent with new concepts and techniques.

In addition to conducting the normally scheduled activities and meetings and honoring special requests for programs and services, progress continues to be made towards improving program quality. Emphasis is placed on improving program management and cost effectiveness.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,269.0	2,139.7	2,108.8
ASF	7.4	50.0	50.0
TOTAL	2,276.4	2,189.7	2,158.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	18.5	18.5	18.5
ASF	--	--	--
NSF	--	0.5	0.5
TOTAL	18.5	19.0	19.0

ACTIVITIES

- Provide emergency medical personnel with the National Registry Emergency Technician Basic Course and refresher courses, as well as annual cardio-pulmonary resuscitation and automated external defibrillator certification and re-certification.

- Train, test and certify fire service personnel under the National Professional Qualification System.
- Partner with the Dupont Company to provide national certification for their specialty training division.
- Continue the testing program for fire alarm/fire protection system installers as required by the State Fire Code.
- Provide continuing education training for public education and the fire service to implement fire safety education in grades K-6.
- Continue the National Incident Management System in conjunction with DEMA.
- Maintain International Fire Service Accreditation Congress accreditation for curriculums provided.
- Serve on the State Emergency Response Team, Delaware Emergency Operations Plan and Radiological Emergency Plan.
- Provide emergency medical responder training to fire fighters and emergency personnel statewide.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of programs	1,087	1,000	1,000
# of students:			
fire/rescue	8,476	7,900	8,000
emergency care	5,404	4,500	5,000
industry	1,534	1,800	1,800
hazardous materials			
technician program	428	400	400
fire safety	45,978	50,000	50,000
# of fire safety programs	255	250	250

FIRE PREVENTION COMMISSION

75-00-00

STATE FIRE PREVENTION COMMISSION 75-03-01

MISSION

The mission of the State Fire Prevention Commission is mandated by 16 Del. C. c. 66 as follows:

- Promulgate, amend and repeal regulations for the safeguarding of life and property from hazards of fire and explosion;
- Appoint the State Fire Marshal and Fire School Director and have complete jurisdiction and management over the State Fire School;
- Authorize new fire companies or substations, resolve boundary and other disputes and prohibit cessation of necessary fire protection services;
- Ensure a high level of public safety for the safeguarding of life and property from the hazards of fire and explosion; and
- Oversee statewide basic life support ambulance service.

KEY OBJECTIVES

- Promulgate, amend and repeal State Fire Prevention Regulations, State Fire Service Standards and State Ambulance Service Regulations.
- Provide a direct liaison between state government and the statewide volunteer fire service.
- Inspect and license basic and advanced life support ambulances.
- Certify ambulance attendants and emergency medical technicians.

BACKGROUND AND ACCOMPLISHMENTS

The State Fire Prevention Commission consists of seven members who serve without compensation and are responsible for developing the fire policy information base. The State Fire Marshal reviews the Delaware State Fire Prevention Regulations on an annual basis and reports findings and recommended changes to the commission. The regulations are reviewed and updated every three years. Effective July 1, 1995, Live Fire Training and Burn Regulations were adopted by the commission. Effective July 30, 1997, the State Ambulance Service Regulations were adopted by the commission.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	300.0	272.1	191.9
ASF	--	11.0	11.0
TOTAL	300.0	283.1	202.9

POSITIONS

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

ACTIVITIES

- Provide the link between the fire service and executive branch of government.
- Provide a technically competent code-making body.
- Administer funding for extraordinary expenses incurred by fire companies in the state.
- Implement statewide fire safety strategy and policy.

PERFORMANCE MEASURES

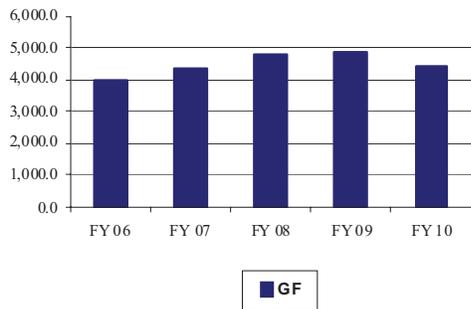
	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of hearings - public, appeal grievance	16	18	18
# of commission meetings	22	12	12
# of commission special interest functions	80	15	15
# of fire service functions	256	150	150
# of emergency service functions	58	50	50

DELAWARE NATIONAL GUARD

76-00-00

Delaware National Guard

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	4,233.7	4,401.8	4,224.4
ASF	--	--	--
TOTAL	4,233.7	4,401.8	4,224.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	30.5	29.0	29.0
ASF	--	--	--
NSF	100.0	81.0	80.0
TOTAL	130.5	110.0	109.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$50.0) in Personnel Costs, (\$1.0) in Travel, (\$2.0) in Contractual Services, and (\$7.5) in Supplies and Materials to reflect reductions in operating expenditures.

CAPITAL BUDGET:

- ◆ Recommend \$600.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and continue to eliminate the backlog of deferred maintenance.

MISSION

The Delaware Army and Air National Guard are federally-authorized, requirements-driven, capabilities-based military forces with federal and state missions. The federal mission of the Delaware National Guard is to maintain properly trained and equipped units available for prompt mobilization in the event of war, national emergency or as otherwise needed. In this capacity, command and control is within the purview of the President of the United States.

The state mission of the Delaware National Guard is to provide trained and disciplined forces for domestic emergencies or as otherwise required. In a peacetime environment or operation short of federal mobilization, organizational command and control is directed by the Governor of the State of Delaware. The Delaware National Guard employs a full-time and part-time workforce paid using federal, state or combined funding sources.

KEY OBJECTIVES

- Maintain a balanced force structure authorization of 1,530 soldiers in the Delaware Army National Guard and 1,113 airmen in the Delaware Air National Guard.
- Enhance joint operation capabilities to achieve optimal mission effectiveness and efficiency on operations involving Delaware National Guard Army and Air personnel.
- Continue quality recruiting, promotion and retention programs, as well as enhance mission readiness through effective military leadership development programs and challenging unit training.
- Develop and participate in local, state and national programs and partnerships on an ongoing basis that provide a positive impact on Delaware communities.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware National Guard provides personnel and equipment in the event of a natural disaster, civil disturbance or an actual armed conflict. The Delaware National Guard provides services to a local community and/or the entire population of the State of Delaware and/or the United States. The following are recent accomplishments of the Delaware National Guard:

DELAWARE NATIONAL GUARD

76-00-00

- Responded for service around the world with the following activities:
 - The 261st Signal Brigade deployed 110 soldiers to Iraq in October 2008 and returned a year later after excellent service as the first National Guard unit responsible for maintaining the military signal and communications network;
 - The 262nd Ordnance Company was deployed in May 2009. Currently, its 140 soldiers serve in Iraq and perform high volume maintenance and repairs on a wide array of military vehicles;
 - Fifty-eight members of the Delaware Air National Guard began serving at Bagram Airfield in Afghanistan performing military airlift and aero-medical operations;
 - The 166th Airlift Wing deployed 42 airmen who performed critical support operations before and after Hurricane Ike struck Texas;
 - The 166th Airlift Wing deployed 44 airmen for operations in support of Tropical Storm Gustav and 19 airmen in support of Tropical Storm Eduardo;
 - The 153rd Military Police Company and the 198th Signal Battalion were among members of the Delaware National Guard providing security and communication services during the inauguration of President Obama;
 - The 238th Aviation Regiment of the Delaware National Guard participated in wildfire training in Virginia; and
 - The Delaware National Guard continued its collaborative efforts with Trinidad, its designated military partner country.
- Conducted emergency preparedness exercises with the Delaware Emergency Management Agency regarding the Salem Nuclear Power Plant.
- Participated with federal, state and local agencies on the Anti-Terrorism Advisory Council.
- Supported local communities through a wide array of programs and initiatives and worked in conjunction with Delaware mentoring and family assistance programs.

DELAWARE NATIONAL GUARD

76-01-01

ACTIVITIES

- Provide well-trained and equipped Army and Air Force units of the Delaware National Guard to promptly and effectively respond to domestic emergencies and unit deployment requirements.
- Provide administrative leadership, maintenance, security and facilities for training the Delaware National Guard to meet its state and federal missions.
- Provide maintenance, repairs and payment of daily expenditures on Army and Air National Guard facilities in accordance with service contract funding agreements with the federal government.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of authorized strength - Air Force units	95	97	99
% of authorized strength - Army units	97.9	98.0	99.0

ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

77-00-00

Advisory Council For Exceptional Citizens

MISSION

The mission of the Governor’s Advisory Council for Exceptional Citizens (GACEC) is to serve as the review board for policies, procedures and practices related to the delivery of services for all citizens with exceptionalities/disabilities in Delaware. GACEC also serves as the Individuals with Disabilities Education Act (IDEA) advisory panel for agencies providing educational services/programs for children (birth through age 26) in Delaware. GACEC's primary function is advisory and may advocate as necessary to achieve its mission.

KEY OBJECTIVES

In order to fulfill its mission as an advisory board, GACEC uses the following means to advocate for exceptional citizens:

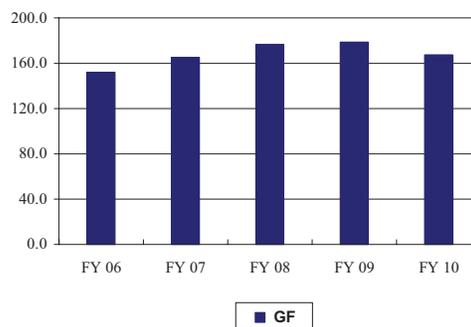
- Participation in program visits;
- Review of public reports;
- Analysis of state regulations and legislation;
- Participation in public meetings; and
- Coordination of research projects.

BACKGROUND AND ACCOMPLISHMENTS

Since 1972, GACEC has served as the State’s advisory council for exceptional children. The agency’s primary mandate is to advise the State Board of Education and Department of Education (DOE) on all issues related to the education of children with special needs, including those with outstanding talents. Pursuant to Delaware Senate Bill 353, passed in 1977, the Advisory Council for Exceptional Children was renamed the Governor’s Advisory Council for Exceptional Citizens and expanded its responsibilities to cover a broad range of human service needs for all citizens with disabilities.

GACEC has served as the advisory panel for special education since the initial passage in 1974 of the federal special education statute, Education of the Handicapped Act. GACEC continues to serve in this capacity under the reauthorized law, IDEA, and its amendments.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	169.6	167.6	167.2
ASF	--	--	--
TOTAL	169.6	167.6	167.2

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
TOTAL	3.0	3.0	3.0

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$0.8) in Contractual Services to reflect a reduction in operating expenditures.

ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

77-00-00

ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS 77-01-01

ACTIVITIES

- Establish goals and activities to promote comprehensive, high-quality, family-focused services and programs for children and adults with disabilities in Delaware.
- Provide recommendations to DOE for inclusion with legislative recommendations.
- Review DOE's plan to codify the needs-based funding system for special education students.
- Participate on other councils, boards or committees to provide input on issues relating to services for persons with disabilities or educational services for students with exceptionalities.
- Educate the general public and disability community regarding disability issues and the need for services.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of letters on legislation and regulations written to elected officials and agencies	2,453	2,500	2,500
# of boards, councils and committees with participation by GACEC staff and members	47	48	50
# of individuals reached via GACEC presentations, co-sponsorship of conferences and workshops by members and staff	12,600	12,000	12,000

HIGHER EDUCATION

90-00-00

Higher Education

University of Delaware

Delaware State University

**Delaware Technical
and
Community College**

Delaware Geological Survey*

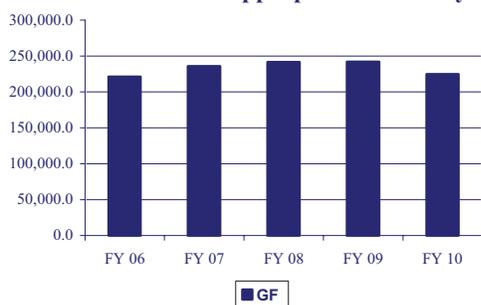
- Operations
- Sponsored Programs and Research

- Office of the President
- Owens Campus
- Wilmington Campus
- Stanton Campus
- Terry Campus

**Delaware Institute of
Veterinary Medical Education
(DIVME)**

*Organization for budgeting and accounting purposes only.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	252,403.4	224,598.1	217,997.8
ASF	--	--	--
TOTAL	252,403.4	224,598.1	217,997.8

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	786.0	737.0	737.0
ASF	--	36.0	36.0
NSF	277.3	275.3	276.3
TOTAL	1,063.3	1,048.3	1,049.3

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

University of Delaware

- ◆ Recommend (\$3,790.8) in Operations to reflect a reduction in operating expenditures.

Delaware Geological Survey

- ◆ Recommend base funding to maintain Fiscal Year 2010 level of service.

Delaware State University

- ◆ Recommend (\$1,119.4) in Operations to reflect a reduction in operating expenditures.

Delaware Technical and Community College

- ◆ Recommend base funding to maintain Fiscal Year 2010 level of service.

Delaware Institute of Veterinary Medical Education (DIVME)

- ◆ Recommend base funding to maintain Fiscal Year 2010 level of service.

CAPITAL BUDGET:

University of Delaware

- ◆ Recommend \$1,000.0 for the renovation of Alison Hall. These funds will be used for the replacement of the heating, ventilation and air-conditioning system of the facility.
- ◆ Recommend \$2,000.0 for the redevelopment of the former Chrysler Assembly Plant in Newark. Plans call for corporate partnership research in the areas of health sciences, alternative energy and other emerging industries to be located at this site.

Delaware State University

- ◆ Recommend \$3,000.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the university's backlog of deferred maintenance.

HIGHER EDUCATION

90-00-00

Delaware Technical and Community College

- ◆ Recommend \$1,010.0 for Collegewide Asset Preservation to maintain over 1.3 million square feet of facilities throughout the State.
- ◆ Recommend \$1,125.0 for improvements to the Owens Campus in Sussex County and \$865.0 for improvements to the Terry Campus in Kent County.

UNIVERSITY OF DELAWARE

90-01-01

MISSION

To develop and maintain strong undergraduate and graduate curricula, strengthen academic, research and service programs and maintain a strong academic reputation that continues to attract highly qualified students.

The educational experience at the University of Delaware is one of intellectual fulfillment and preparation for productive careers. The first concern of the university's program of instruction is to provide rigorous and demanding standards to develop in students primary linguistic, cognitive and information skills for success at the university and in postgraduate life.

KEY OBJECTIVES

The following strategic goals build upon key strengths and critical capabilities of the University of Delaware and define the aspirations and initiatives that will advance the university on a path to prominence.

- Create a diverse and stimulating undergraduate academic environment that attracts and supports students from Delaware and diverse backgrounds and enhances intellectual exploration.
- Develop faculty leadership in key intellectual areas to strengthen high-profile research initiatives and increase the profile and growth of graduate studies.
- Support excellence in professional education, including the establishment of the University of Delaware Law Institute and creation of a University Health Initiative and Educational Leadership Initiative.
- Strengthen the university's initiative for the planet that will lead to ground-breaking environmental research, development of alternative energy technologies and demonstrate ecologically-friendly green practices.
- Foster knowledge and awareness of the economic, environmental, political, cultural and social issues that face the world through the establishment of an institute for global studies and development of strategic and active global partnerships.
- Promote public service among the students with communities in Delaware and the world.

HIGHER EDUCATION

90-00-00

BACKGROUND AND ACCOMPLISHMENTS

The University of Delaware exists to cultivate learning, develop knowledge and foster the free exchange of ideas. State-assisted yet privately governed, the university has a strong tradition of distinguished scholarship, research, teaching and service that is grounded in a commitment to increasing and disseminating scientific, humanistic and social knowledge for the benefit of the larger society. Founded in 1743 and chartered by the State in 1833, the University of Delaware today is a land-grant, sea-grant, space-grant and urban-grant university.

The University of Delaware is dedicated to outstanding undergraduate and professional education and serves as a major research university with extensive graduate programs. University faculty is committed to the intellectual, cultural and ethical development of students as citizens, scholars and professionals. University graduates are prepared to contribute to a global society that requires leaders with creativity, integrity and a dedication to service.

An institution engaged in addressing the critical needs of the state, nation and global community, the University of Delaware carries out its mission with the support of alumni who span the globe and in partnership with public, private and nonprofit institutions in Delaware and beyond.

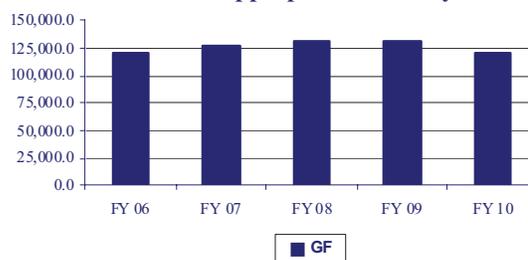
Many academic and administrative initiatives are currently being implemented to meet the university's strategic milestones, including:

- Establishment of a diversity task force to enhance the university's ethnic and geographic diversity;
- Creation of three new faculty chairs in energy, environment and health sciences;
- Agreement on a Partnership in Health Education with Thomas Jefferson University;
- Initiation of a carbon impact analysis of the Newark campus;
- Launch of the University of Delaware Energy Institute;
- Establishment of the Office of Economic Innovation and Partnerships;
- Launch a new alumni virtual community to enhance alumni connections and increase private support to the university; and
- Implementation of a responsibility-based budgeting management practice to appropriately allocate resources to support programs of excellence at the college and unit level.

Within the context of these initiatives, the university intends to build upon recent accomplishments and benchmarks, such as:

- The university's endowment had a market value of \$974 million on June 30, 2009;
- Expenditures resulting from externally funded contracts and grants increased from \$156.1 million in Fiscal Year 2007 to \$163.2 million in Fiscal Year 2009;
- Addition of 66 new faculty members in Fiscal Year 2007, another 65 new faculty in Fiscal Year 2008 and a preliminary count of 59 in Fiscal Year 2009;
- University compensation for faculty, professionals and staff is above the median for the peer group of doctorate granting institutions with which the university compares itself;
- Financial aid from all sources has increased from \$30 million in Fiscal Year 1993 to approximately \$148.1 million in Fiscal Year 2009;
- The university's retention and graduation rates are significantly above the national norm for selective, doctorate granting institutions; and
- The university has expended in excess of 2 percent of the replacement value of the physical plant annually on facilities renewal and renovation.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	131,107.4	120,813.0	116,204.2
ASF	--	--	--
TOTAL	131,107.4	120,813.0	116,204.2

HIGHER EDUCATION 90-00-00

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of matriculated students undergraduates*	15,407	15,757	15,500
graduates	3,448	3,634	3,800
% of full-time resident students			
undergraduate	35	34	35
graduate	15	14	15
% of full-time minority students			
undergraduate	20	22	25
graduate	45	48	50
Average SAT scores for entering freshman**	1,797	1,782	1,795
% of student retention freshman to sophomore	88	90	90
% of students graduating within 6 years	76	79	80
% of graduates employed or in graduate school	97	96	98

*Includes Associate in Arts Degree program.

**Modified to reflect a scoring change of the SAT, which is now out of 2,400.

DELAWARE GEOLOGICAL SURVEY 90-01-02

MISSION

To engage in geologic and hydrologic research and exploration and disseminate information through publication and public service.

KEY OBJECTIVES

The goal of the Delaware Geological Survey (DGS) is to provide objective, scientific, geologic and hydrologic information, advice and service to stakeholders. This goal is accomplished by conducting hydrologic and geologic hazard investigations and services and continuing infrastructure development through basic data collection and computer-based data management and dissemination programs. Such information is used to advise, inform and educate stakeholders about the important roles earth science information plays in issues regarding water resources, public health, agriculture, economic development, land use planning, environmental protection and restoration, geologic hazards, waste disposal, energy, mineral resources and recreation.

The following objectives will allow this to occur:

- Maintain geologic, hydrologic and topographic mapping of the State of Delaware;
- Continue systematic investigation of the geology of the state;
- Compile data from mapping programs into reliable, serviceable databases;
- Provide online mapping tools that provide access to a wide variety of geospatial information;
- Identify potential water supplies, energy sources and construction materials;
- Recommend and draft laws for optimum and equitable use of geological and hydrological resources;
- Evaluate activities related to oil, gas, wind energy and geothermal exploration and development;
- Identify, understand and prepare to deal effectively with all reasonable projections of geologic hazards, such as droughts, flooding, erosion, earthquakes and sinkholes; and

HIGHER EDUCATION

90-00-00

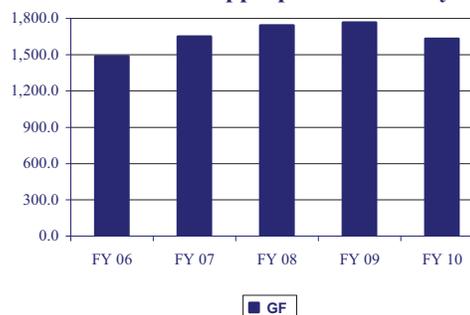
- Manage all agreements with the U.S. Geological Survey and U.S. Minerals Management Service (MMS).

BACKGROUND AND ACCOMPLISHMENTS

DGS recently completed and reported on projects related, but not limited to:

- Published a report that provides an improved understanding of subsurface geology and deep confined aquifers, which are used for public, domestic, industrial and agricultural water supply (Report of Investigations No. 75);
- Published a report, in cooperation with the Division of Public Health and the Delaware Cancer Consortium, of domestic well water quality and an associated assessment of risk to domestic water supply wells from contamination due to human activities (Open File Report No. 48);
- Completed the Phase I Evaluation of Rapid Infiltration Basins Systems for large volume land-based wastewater disposal, in cooperation with the University of Delaware Department of Bioresources Engineering and the support of the Department of Natural Resources and Environmental Control (DNREC);
- Completed an investigation to determine potential borrow areas that can be used for beach nourishment, in cooperation with the Division of Soil and Water Conservation and the support of the U.S. MMS;
- Completed an investigation focused on developing a hydrogeologic framework allowing for the development of geologic and hydrologic characteristics of at least eight major aquifers for water supply;
- Completed surficial geology mapping at a scale of 1:24,000 in the Georgetown, Fairmount and Rehoboth Beach quadrangles in Sussex County;
- Enhanced the Delaware DataMIL and added new functionality to allow users to download all historic and current aerial imagery for Delaware; and
- Enhanced real-time analysis of coastal and stream flooding and periods of drought through online access.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	1,766.1	1,631.6	1,643.6
ASF	--	--	--
TOTAL	1,766.1	1,631.6	1,643.6

ACTIVITIES

- Conduct short-and long-term projects and undertake and maintain continuing programs to collect and interpret geologic, hydrologic, natural hazard and geospatial information;
- Continue to provide coordination among Delaware agencies on matters related to geologic and hydrologic (surface and ground water) issues;
- Manage, maintain and update the Delaware DataMIL application and associated geospatial data for dissemination of Delaware's Geospatial Data Framework Layers;
- Chair the Delaware Geographic Names Committee and serve on the Delaware Geographic Data Executive Council to support Delaware's geospatial information community; and
- Provide specialized geologic, hydrologic, natural hazards and geospatial information, advice and consulting services to stakeholders through participation on advisory boards, task forces, commissions, panels and committees.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of geologic mapping square miles (cumulative)	2,089	3,201	3,259
# of hydrologic mapping square miles (cumulative)	11,171	16,171	16,171
# of well records in database	133,900	138,000	141,000
# of stream gages	13	9	6
# of tide gages	9	6	4

HIGHER EDUCATION

90-00-00

DELAWARE STATE UNIVERSITY

90-03-00

MISSION

Delaware State University (DSU) is a public, comprehensive, 1890 land-grant institution. The mission of the university is to provide a meaningful and relevant education that emphasizes both the liberal and professional aspects of higher education. The university provides educational opportunities at a cost consistent with the economic status of students as a whole. While recognizing its historical heritage, the university serves a diverse student population with a broad range of programs in instruction, service and research, so its graduates can become competent, productive and contributing citizens.

VISION

Delaware State University will be a diverse, selective teaching, research and service university in the land-grant tradition, serving the people of the State of Delaware and the region. It will be a university of first choice for students from the state. The university will:

- Excel in the education of undergraduates in Liberal Arts and in the professional, technical and scientific development of the workforce;
- Attain a significant educational presence in all three Delaware counties, while also emphasizing services for adult learners and providing for the re-certification needs of professionals;
- Provide an important engine for research and economic development in Delaware, especially in Kent and Sussex counties;
- Offer an array of master's and doctoral programs in areas of importance to the social and economic development of Delaware;
- Develop a community of scholars with talent and expertise that will garner regional and national recognition;
- Enhance competition in intercollegiate athletics at the NCAA Division I level, with an increasing emphasis on the participation of female student athletes;
- Develop the arts as an integral part of the university's programs and cultivate relationships in the arts across the state and region; and
- Continue to build a culture of global awareness through internationally-focused teaching and

learning activities and cultivating collaborative relationships with international programs, higher education institutions and global communities.

KEY OBJECTIVES

- Increase the acquisition of competitive grants to \$26 million annually by 2011.
- Continue implementing an enrollment management plan that:
 - Increases both freshman and sophomore retention rates;
 - Increases enrollment to 3,650 by 2011;
 - Increases the graduation rate to 40 percent by 2013; and
 - Increases graduate enrollment to 10 percent of the total enrollment.
- Continue implementing a comprehensive assessment program, which includes an analysis of the congruence between the university's objectives and actual program outcomes, as well as an academic program review process for program approval and the elimination of non-productive programs.
- Strengthen and support outreach programs.
- Enhance academic and administrative programs through applications for acquisition of computing and information technologies.
- Continue implementing the buildings and grounds maintenance program to identify and correct problems in regulatory compliance, reliability, quality assurance and costs.
- Enhance the administrative and management effectiveness and performance of university personnel.
- Continue to seek accreditation for selected academic and student programs.
- Continually assess risk management.

BACKGROUND AND ACCOMPLISHMENTS

Over the last year, the university has had a number of significant accomplishments, as follows:

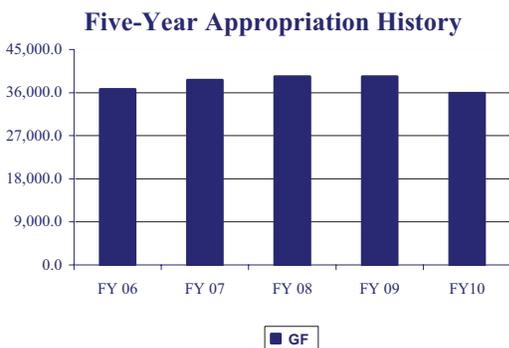
- DSU's 117th annual commencement had a school-record 602 graduates, which included the largest-ever graduating doctoral class (14).
- DSU established a new Bachelor of Science degree program in Physics and Pre-Engineering. The new

HIGHER EDUCATION

90-00-00

major has two unique concentrations in bio-engineering and optical engineering.

- DSU was awarded a \$1 million National Science Foundation grant in the spring 2009 to support the Neuroscience Doctoral program established in 2008. In addition to providing financial support for the program, the grant also funds DSU efforts to build a consortium of neuroscience researchers throughout the state.
- DSU received more than \$2.6 million in research grants for projects that could lead to improvements in surveillance technology, electromagnetic interrogation techniques and breast cancer risk estimation.
- Two scientists from the DSU Center for Research and Education in Optical Sciences developed a highly sensitive acoustic sensor and detector, which can be applied in many disciplines.
- In the summer of 2009, DSU expanded its collaborations with four institutions of higher education in China. The agreements will facilitate faculty and student exchanges, as well as research collaborations.
- DSU finished a two-phase \$21.4 million construction project with the completion of a new Wellness Center for the campus community and public.
- DSU recently became the site of the Center for Integrated Biological and Environmental Research. Housed in the Agriculture Annex on campus, it is a regional faculty network hub that includes DSU, Wesley College, Delaware Technical Community College and the University of Delaware to identify funding opportunities and promote collaborative grant pursuits.



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 Gov. Rec.
GF	42,557.5	35,925.5	33,711.5
ASF	--	--	--
TOTAL	42,557.5	35,925.5	33,711.5

ACTIVITIES

- In January and February 2009, DSU's College of Health and Public Policy held two health fairs for the Capitol Park neighborhood in a community service effort to make health screening and low-cost prescriptions accessible to the low-income community.
- In June 2009, DSU hosted the ExxonMobil Bernard Harris Summer Science Camp for 50 Delaware middle school students. The camp gave students a greater understanding of science, technology, mathematics and engineering.
- DSU and the University of Delaware reached an agreement to compete in an intrastate football series that kicked off with a game September 13, 2009 and will continue with a series of gridiron contests from 2012 to 2014.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of students enrolled in credit courses (head count)	3,534	3,650	3,650
# of graduates	598	600	600
% of student retention - freshman to sophomore	58	68	68
% of 6 year graduation rate	36	40	40
# of minority grads in scientific fields	62	65	65
# of grads who enter graduate and professional schools	95	100	100
% of faculty with terminal degree	89	89	89
\$ of competitive grants awarded (millions)	15.2	15.2	26.0

HIGHER EDUCATION

90-00-00

DELAWARE TECHNICAL AND COMMUNITY COLLEGE

90-04-00

MISSION

Delaware Technical and Community College is a statewide multi-campus community college committed to providing open admission postsecondary education.

KEY OBJECTIVES

- Provide career education in technically current associate degree, diploma and certificate programs designed to support the employment needs of New Castle, Kent and Sussex counties.
- Provide general education to help students become aware of social problems, develop an appreciation of human differences, enhance social and political involvement, realize environmental issues, build a sense of ethical responsibility and have access to and use of information resources.
- Provide developmental education courses to assist students in gaining competencies in reading, writing, computing, spelling, speaking, listening and analyzing.
- Provide transfer education programs that facilitate access to upper division baccalaureate degree programs at area colleges and universities;
- Provide opportunities for student development, including counseling, academic advising, career planning, financial aid programs, tutoring, student activities, job placement and transfer advisement;
- Offer lifelong learning educational programs, which encourage residents of all ages to pursue self-development and broaden their interests and talents;
- Offer workforce training to assist new and existing industries and businesses in improving quality and productivity;
- Offer teaching advancement supported by professional development activities that focus on continuous improvement of the learning process;
- Provide advanced technology applications for credit and non-credit education and training; and
- Coordinate community services reflecting cultural, recreational and civic opportunities to enhance the quality of life in the community.

BACKGROUND AND ACCOMPLISHMENTS

Delaware Technical and Community College (Delaware Tech) is a statewide institution of higher education providing academic, technical, continuing education and industrial training opportunities to Delaware residents at four campuses.

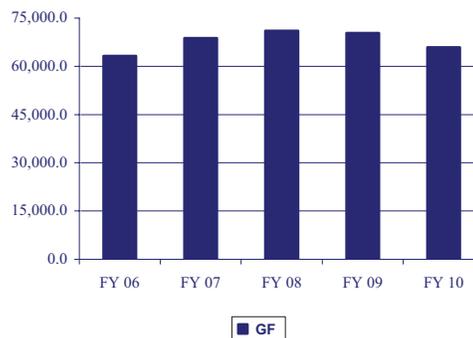
Numerous degree programs are offered, including the Associate in Applied Science degree, which is granted upon successful completion of specific curriculum requirements. In addition, diploma and certificate programs are offered in a variety of technical areas at each campus.

The college and its campuses are fully accredited by the Commission on Higher Education, Middle States Association of Colleges and Schools. In addition, several curricula have earned program-based accreditation by various professional organizations.

The Wilmington Campus is located in the City of Wilmington; the Stanton Campus is near Newark; the Owens Campus is near Georgetown in Sussex County; and the Terry Campus is north of the City of Dover.

The President's Office, located adjacent to the Terry Campus, functions as a central office by providing a variety of services in support of the campuses. Delaware Tech's enrollment has grown dramatically in recent years. Students of all ages, backgrounds and walks of life have benefited from the training and education provided. It is estimated that one-fourth of Delaware's adult population has taken courses at Delaware Tech in its short history.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	76,681.2	65,913.4	66,123.9
ASF	--	--	--
TOTAL	76,681.2	65,913.4	66,123.9

HIGHER EDUCATION

90-00-00

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	786.0	737.0	737.0
ASF	--	36.0	36.0
NSF	277.3	275.3	276.3
TOTAL	1,063.3	1,048.3	1,049.3

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of students enrolled in academic programs	19,976	20,375	20,783
# of Associate in Arts students	668	681	695
% minority students	33	33	33
% in-state students	95	95	95
# of Associate degrees awarded	1,243	1,267	1,292
# of diplomas awarded	381	388	396
# of certificates awarded	413	421	429
# of non-credit awards	9,842	10,038	10,238
% continuing education	39	39	39
% employed in Delaware	87	87	87

OFFICE OF THE PRESIDENT **90-04-01**

ACTIVITIES

- Provide overall executive management to the college.
- Develop and maintain liaison with the Governor, General Assembly, state and federal agencies and other institutions of higher education.
- Perform centralized functions for campuses including: purchasing, bidding, preparation of purchase orders and payment vouchers, capital equipment inventory, payroll and budgeting.
- Serve as clearinghouse for student financial aid.
- Develop and oversee public relations and marketing programs and special events.
- Ensure compliance with related federal and state regulations.
- Develop and implement staff training and development programs and provide advice and counsel to administrators and staff in personnel and legal matters.
- Provide direction for the development of credit course programs and curriculum guidelines, monitor faculty workload and student advisement, provide oversight for institutional research, review programs and research and develop new programs.
- Coordinate Tech Prep, pre-tech, high school matriculation, competency-based instruction and non-credit courses.

- Provide oversight of matriculation with other institutions of higher learning.
- Provide collegewide coordination of the Associate in Arts program.
- Provide oversight of program-based accreditation processes (i.e. engineering, nursing, etc.).

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	8,946.6	6,053.9	8,340.4
ASF	--	--	--
TOTAL	8,946.6	6,053.9	8,340.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	50.0	49.0	49.0
ASF	--	--	--
NSF	18.0	18.0	18.0
TOTAL	68.0	67.0	67.0

CAMPUSES

ACTIVITIES

Executive

- Provide executive management of operations.
- Develop and manage grants and contracts.
- Provide institutional research.
- Manage new project and facility planning and development.
- Maintain public and alumni relations.
- Provide personnel, affirmative action, staff training and supervision.
- Act as liaison with the President's Office, Board of Trustees, state agencies and the Delaware State Clearinghouse Committee.

Instruction

- Offer degree, certificate, pre-tech and adult basic education programs, including GED.
- Offer special workshops and programs as a cultural and educational community service.
- Offer specialized professional and industrial training courses and workshops to local business and industry.
- Administer library and audio-visual services.

Student Services

- Host community outreach, student recruitment and high school information programs and publish curriculum brochures, the college catalog and the student handbook.

HIGHER EDUCATION

90-00-00

- Admit and place students into college programs in accordance with established criteria, including interviewing, preparation and entry of student data into the Banner system.
- Provide counseling services for all students in the areas of academic, personal and social concerns.
- Develop a cultural affairs program to meet the needs of the students, staff and community.
- Provide registration procedures on a quarterly basis, including the collection of data necessary for statistical and demographic reports, determination of academic status, issuance of grade reports and transcripts and student orientation.
- Provide job placement services for graduates.
- Offer a Career and Life Planning seminar and a Job Placement seminar for all students.
- Administer the student financial aid program.

Business and Fiscal Affairs

- Perform all accounting activities of the campus, including processing purchase requisitions, accounts receivable billings, accounts payable invoices and posting of all student records.
- Process financial aid grants, student loans and work-study checks and coordinate activities with the Financial Aid Office.
- Collect all monies for tuition and fees and allocate and deposit these monies to the proper programs and funds.
- Maintain property inventory and controls through shipping and receiving activities.
- Provide the following operational functions: security, food service, grounds-keeping, maintenance, custodial activities and the bookstore.

OWENS CAMPUS *90-04-02*

FUNDING			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	20,745.8	18,222.4	17,366.1
ASF	--	--	--
TOTAL	20,745.8	18,222.4	17,366.1

POSITIONS			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	217.0	201.0	201.0
ASF	--	14.0	14.0
NSF	60.0	60.0	61.0
TOTAL	277.0	275.0	276.0

WILMINGTON CAMPUS *90-04-04*

FUNDING			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	15,940.7	14,614.0	14,024.6
ASF	--	--	--
TOTAL	15,940.7	14,614.0	14,024.6

POSITIONS			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	165.0	159.0	159.0
ASF	--	--	--
NSF	58.0	55.0	55.0
TOTAL	223.0	214.0	214.0

STANTON CAMPUS *90-04-05*

FUNDING			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	17,565.8	15,687.9	15,396.9
ASF	--	--	--
TOTAL	17,565.8	15,687.9	15,396.9

POSITIONS			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	205.0	192.0	192.0
ASF	--	9.0	9.0
NSF	60.0	61.0	61.0
TOTAL	265.0	262.0	262.0

TERRY CAMPUS *90-04-06*

FUNDING			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	13,482.3	11,335.2	10,995.9
ASF	--	--	--
TOTAL	13,482.3	11,335.2	10,995.9

POSITIONS			
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	149.0	136.0	136.0
ASF	--	13.0	13.0
NSF	81.3	81.3	81.3
TOTAL	230.3	230.3	230.3

HIGHER EDUCATION

90-00-00

DELAWARE INSTITUTE OF VETERINARY MEDICAL EDUCATION 90-07-01

MISSION

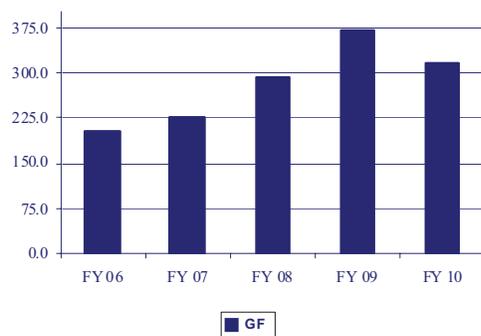
To initiate, encourage and promote:

- A satisfactory alternative to a state-supported veterinary medical school;
- Creation of opportunities for Delaware residents to obtain veterinary training; and
- A strengthening of factors favoring the decision of qualified veterinary personnel to practice in Delaware.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2010, the Delaware Institute of Veterinary Education (DIVME) provided support for eight students at the University of Georgia and five students at Oklahoma State University. Total DIVME enrollment was 13 students.

Five-Year Appropriation History



FUNDING

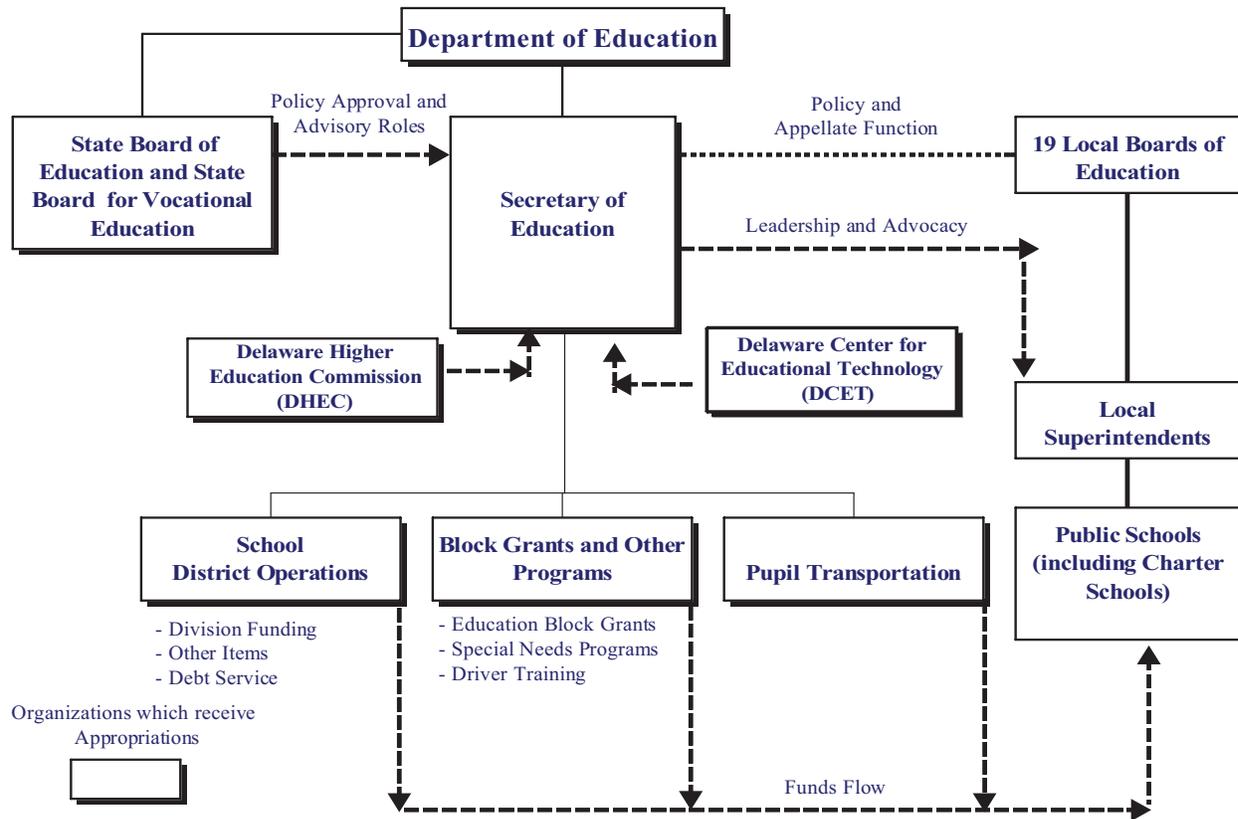
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	291.2	314.6	314.6
ASF	--	--	--
TOTAL	291.2	314.6	314.6

PERFORMANCE MEASURE

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of students supported in veterinary medical schools	12	13	13

EDUCATION

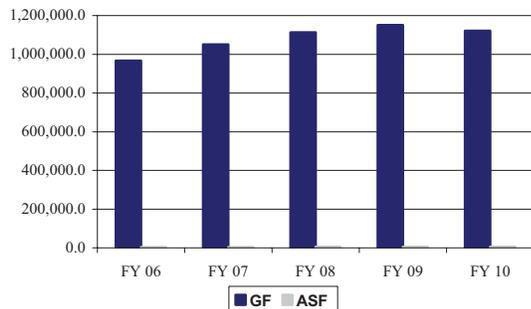
95-00-00



MISSION

To promote the highest quality education for every Delaware student by providing visionary leadership and superior service.

Five-Year Appropriation History



FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	62,907.2	1,121,078.7	1,104,071.8
ASF	3,202.9	5,500.1	5,233.1
TOTAL	66,110.1	1,126,578.8	1,109,304.9

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	13,287.2	13,430.5	13,505.8
ASF	9.0	11.0	9.0
NSF	54.7	45.5	43.3
TOTAL	13,350.9	13,487.0	13,558.1

FY 2011 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend \$5,983.8 in General Contingency and 90.4 FTEs to reflect the projected unit count for the 2010-2011 school year.
- ◆ Recommend \$2,895.3 in Public School Transportation for homeless transportation, bus depreciation, and Choice/Charter school contingency.
- ◆ Recommend (\$20,388.5) in Public School Transportation to implement a (75/25) cost share with the school districts.

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- ◆ Recommend (\$4,673.3) in K-12 Pass Through Programs to reflect the elimination of pass throughs in the Operating Bill.
- ◆ Recommend (\$3,334.9) in Public School Transportation to reflect a reduction in operating expenditures.
- ◆ Recommend (\$1,992.5) in Non-Public School Transportation to eliminate stipends for non-public school transportation.
- ◆ Recommend (\$310.0) in Personnel Costs, (4.0) FTEs, and (1.0) NSF FTE to reflect the consolidation of four branches to three within the Department of Education.
- ◆ Recommend (\$318.5) in Delaware Advisory Council on Career and Technical Education (DACCTE) and (3.0) FTEs to reflect a consolidation with the College and Workforce Readiness branch.
- ◆ Recommend (\$1,479.5) in Division II-All Other Costs to reflect a reduction in operating expenditures.

CAPITAL BUDGET:

- ◆ Recommend \$98,756.5 for Public Education projects. Included is funding for Minor Capital Improvement and to finish referenda projects in the Colonial, Appoquinimink, Caesar Rodney, Smyrna, Lake Forest, Milford and Brandywine school districts. Funding is also included for the most recent Appoquinimink referendum as well as a contingency for pending referenda.

DEPARTMENT OF EDUCATION 95-01-00

KEY OBJECTIVES

Improves student readiness for post-secondary education and workforce opportunities by implementing rigorous college and career-ready standards and valid and reliable high-quality assessments.

- Adopt prioritized mathematics and English language arts standards with a focus on rigor and college/career readiness.
- Develop and mandate use of the Delaware-designed Diamond State Curriculum based on the prioritized standards.
- Plan and begin implementing enhanced instructional programs and supports that successfully engage and teach all students including those with disabilities and English language learners.
- Implement the Delaware Comprehensive Assessment System (DCAS), including benchmark assessments given up to three times a year to help guide classroom instruction and, for accountability purposes, end-of-course tests in high school and summative tests for grades three through eight.
- Provide career and technical education programs and services and provide technical assistance to partners to enhance the career and technical education delivery system.

Design and implement pre-kindergarten to college and career data systems to track progress and foster continuous improvement.

- Build data governance structures to facilitate stakeholder access to data while guaranteeing student privacy and compliance with Family Educational Rights and Privacy Act.
- Link state K-12 data systems with early learning, postsecondary education, workforce, social services and other critical state agency data systems.
- Build capacity for all stakeholders to use longitudinal data for effective decision-making.

Improve teacher effectiveness and equitable distribution of qualified teachers for all students.

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- Strengthen teacher preparation programs at in-state institutions by requiring tougher standards for admission and preparing candidates more rigorously. Examine the potential of new and innovative teacher preparation programs to increase the pool of teacher candidates in all areas.
- Remove barriers for applicants considering a teaching profession in the state by simplifying the hiring process. Improve the speed of filling positions by establishing penalties for staff who break contracts after a certain period and in-state schools/districts who hire these staff.
- Streamline principals' duties to provide more time for instructional leadership and supervision of staff. Use existing staff to provide additional supports for principals/assistant principals, thus freeing up time for them to devote to supervision and instructional leadership.
- Implement performance pay models based on successful student/school outcomes and institute hiring incentives.
- Examine current statewide professional development initiatives to determine the effectiveness on impacting student growth. Ensure professional development is effective and adopt certification requirements.

Provide intensive support and effective interventions to turn the lowest performing schools around and ensure optimal student learning and growth.

- Identify schools in the tiers of turnaround, at-risk and meeting student achievement.
- Develop the Partnership Zone framework with DOE operating as lead partner.
- Analyze current Delaware landscape for turnaround leader candidates, examine/improve training programs and have turnaround principals and teachers complete training.
- Develop plans for each school assigned to the Partnership Zone for the 2010-2011 school year.
- Begin implementation of Phase I turnaround schools.
- Implement district-level Lead Partner teams and begin building capacity in districts and charters for continued creation of turnaround into all schools in their districts.

- Provide periodic updates to stakeholders on any successes or challenges of the Turnaround Schools program.

Create and implement an innovative and dynamic redesign of DOE's service delivery mechanisms to enhance efficiency and effectiveness.

- Explore the pros/cons of district consolidation.
- Design and implement a metric driven DOE program management review process for all existing and proposed programs.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	25,663.4	27,018.9	26,868.5
ASF	2,039.6	2,875.5	2,608.5
TOTAL	27,703.0	29,894.4	29,477.0

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	149.5	146.8	135.7
ASF	6.0	6.0	5.0
NSF	53.7	44.5	42.3
TOTAL	209.2	197.3	183.0

DEPARTMENT OF EDUCATION 95-01-01

ACTIVITIES

Office of the Secretary of Education

- Determine the educational policies of the State;
- Consult and cooperate with the local boards of education and their employees;
- Provide general supervision in designing educational facilities;
- Survey the State's educational needs and identify means for improving educational conditions;
- Adopt rules and regulations for the maintenance, administration and supervision of a general and efficient statewide system of public schools; and
- Manage operations, including legal services, policy development and implementation, strategic planning, school choice, Delaware Higher Education Commission and Delaware Education Support System.
- Manage charter schools and public and private partnerships.

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Financial Reform and Resource Management

- Allocate and oversee the administration of state, federal and special funds;
- Oversee school plant planning, including major and minor capital improvement programs;
- Oversee transportation for public schools;
- Provide support for operations, including financial management, emergency preparedness, human resources, district and charter school board training and the Children's Services Cost Recovery Program;
- Manage data collection and reporting to meet federal and state requirements;
- Manage the statewide pupil accounting system; and
- Manage DOE's website and technology infrastructure.

Teaching and Learning

- Provide a system of high quality, professional development and technical assistance targeted at areas of greatest student need;
- Implement a web-based support system to facilitate planning, applications, reporting, evaluation and monitoring of all federal and state resources;
- Implement early childhood initiatives to support quality early care and education programs for all pre-school children, including professional development, certification and data systems for early childhood education providers;
- Support literacy programs from pre-school through high school;
- Operate the Delaware Science Coalition, including the warehouse;
- Provide support services for special need students, including children with disabilities, English language learners and migrant children;
- Develop and deliver the Delaware Student Testing Program (DSTP) and analyze and report student, school, district and state test results;
- Oversee student, school and district accountability requirements;
- Establish requirements for test inclusion for students with disabilities or limited English proficiency;
- Manage the statewide pupil accounting system;
- Oversee the administration of the National Assessment of Education Progress (NAEP);
- Develop DCAS;
- Support the expansion of full-day kindergarten;
- Monitor the implementation of the Delaware Recommended Curriculum; and

- Provide support for operations, including health services, homeless, food and nutrition services and school support services.

College and Workforce Readiness

- Provide oversight and management of adult education, including prison education, Adult Basic Education, Groves High School, Even Start family literacy programs and career and technical education;
- Maintain the continuous school improvements system with special focus on schools under improvement;
- Support services for children in poverty (Title I);
- Administer educational programs for veterans;
- Oversee programs for private business and trade schools;
- Administer the Delaware Center for Educational Technology, the Delaware Interscholastic Athletic Association and driver education programs;
- Administer educator licensure and certification and review alternative routes to teacher certification;
- Oversee new educator mentoring programs;
- Provide technical assistance for National Board Certification for teachers;
- Implement and monitor the Delaware Performance Appraisal System (DPAS) II;
- Provide training to educators for DPAS II;
- Coordinate staff for the Delaware Principals Academy; and
- Provide technical assistance to high schools to provide career and technical pathways that will better prepare students for the workforce.

EDUCATION
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PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
% of students at or above proficiency in:			
English Language Arts	81	82	85
Mathematics	71	73	75
% of students at or above proficiency in Science:			
Grade 4	92	93	95
Grade 6	78	80	82
Grade 8	60	61	65
Grade 11	60	65	65
% of students at or above proficiency in Social Studies:			
Grade 4	70	71	72
Grade 6	65	66	68
Grade 8	55	56	56
Grade 11	47	53	55
% of classes taught by highly qualified teachers statewide	93.3	93.7	94.1
# of DPAS II implementations:			
districts	19	19	19
charter schools	18	18	21
# participating in administrative mentoring:			
coaches/mentors	30	21	35
protégés	63	54	61
% of students graduating	81.9	84.0	85.5
# of onsite career and technical education program reviews/monitoring visits	39	45	45

SCHOOL DISTRICT OPERATIONS
95-02-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,559.5	910,554.5	927,727.1
ASF	--	--	--
TOTAL	2,559.5	910,554.5	927,727.1

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	13,071.0	13,217.0	13,307.4
ASF	--	--	--
NSF	--	--	--
TOTAL	13,071.0	13,217.0	13,307.4

DIVISION FUNDING
95-02-01

ACTIVITIES

This budget unit contains the funding lines for school district operations, including Division I (salary and employment costs), Division II (energy and all other costs) and Division III (equalization).

OTHER ITEMS
95-02-02

ACTIVITIES

This budget unit contains funding for Delmar Tuition, which provides funding for the imbalance in the cost of students from Delaware sent to Maryland schools and Maryland students sent to Delmar, Delaware, the General Contingency, which provides for annual unit growth and other miscellaneous items.

DEBT SERVICE
95-02-03

ACTIVITY

This budget unit contains funding for the payment of state debt service on the Capital Improvement program.

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BLOCK GRANTS AND OTHER PROGRAMS
95-03-00

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	21,271.5	87,319.3	80,216.0
ASF	1,163.3	2,624.6	2,624.6
TOTAL	22,434.8	89,943.9	82,840.6

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	50.7	50.7	49.7
ASF	3.0	5.0	4.0
NSF	--	--	--
TOTAL	53.7	55.7	53.7

EDUCATION BLOCK GRANTS
95-03-10

ACTIVITIES

- The Adult Education and Work Force Training block grant funds the following programs:
 - Adult Trade Extension/Apprentice program;
 - James H. Groves High School;
 - Diploma-at-a-Distance;
 - Adult Basic Education;
 - New Castle County Learning Center;
 - Delaware Skills Center;
 - Alternative Secondary Education Program;
 - Interagency Council on Adult Literacy;
 - Communities in Schools program; and
 - Marine Mechanics Apprentice program.
- Professional Accountability and Instructional Advancement fund contains funding for professional development, including Alternative Routes to Certification, Curriculum Development, Professional Mentoring and Summer School for Teachers.
- Academic Excellence block grant provides districts one unit for each 250 pupils. Districts may use these funds for a variety of purposes. This block grant also provides a flat allocation per Division I unit for district computer grants, homebound instruction, substitute teachers, nurse staffing, student work study, conflict resolution training and extended day or year services.

SPECIAL NEEDS PROGRAM
95-03-20

ACTIVITIES

- Early Childhood Assistance provides early childhood educational services to eligible four-year-old children living in poverty.
- Program for Children with Disabilities provides educational services to developmentally-delayed three to five-year-old children. The appropriation is allocated by the Interagency Resource Management Committee (IRMC), which consists of representatives from several state agencies. The IRMC assesses proposals for service delivery annually and monitors ongoing efforts in this area.
- Unique Alternatives provides for the placement of special needs children in private settings when there is no suitable program to serve them in Delaware public schools and provides alternative education formats within districts.
- Exceptional Student Unit Vocational continues the program of vocational education for handicapped students.
- Related Services for the Handicapped provides one unit for each 30 units of handicapped students, excluding those units for autistic, severely mentally handicapped, deaf/blind, orthopedically handicapped and hearing impaired. This unit provides services, such as speech therapy, occupational therapy, physical therapy or special counseling services.
- Adolescent Day Program is a hospital-based, day program for adolescents located at the Medical Center of Delaware in Christiana. It serves students with chronic and degenerative conditions in an educational and therapeutic environment. The educational component of this program is operated by the Red Clay School District.
- Sterck Summer Program is a summer program for students at Sterck School for the Deaf.
- Tech-Prep 2 + 2 is the state consortium on technical preparation programs.
- First State School serves children with health conditions so severe they are not able to attend school on a regular basis.
- Prison Education provides a variety of educational services, including adult basic education, GED, Groves High School and vocational and life skills programs.
- Student Discipline Programs provide alternative school sites for severely disruptive pupils, as well as

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for community-based and school-based prevention programs for moderately disruptive students.

- Early Childhood Initiatives serve children from birth to age five to ensure all young children enter school prepared to succeed, also known as Early Success.
- Children Services Cost Recovery Project is a program aimed at the recovery of Medicaid funds for reimbursable services that are currently being provided.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of federal gun-free violations (students)	10	0	0
# of reporting School Crimes Law violations (students)	1,291	1,100	1,000
# of expulsions	172	162	150
Prison education enrollment by institution:			
James T. Vaughn Correctional Center	890	890	907
Sussex Correctional Institution	614	626	639
Delores J. Baylor Correctional Institution	290	296	301
Howard R. Young Correctional Institution	351	358	364
# of inmates participating in the following prison education services:			
Adult Basic Education/GED	1,061	1,061	1,080
Groves High School	341	348	354
lifeskills	326	334	340
college	210	214	218
vocational	417	426	434

DRIVER TRAINING **95-03-30**

ACTIVITIES

This budget unit provides funding for driver education teachers for non-public school students, summer students and operation and maintenance of driver education cars in both public and non-public schools.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of students completing the Driver Education program:			
public	8,570	8,998	9,447
non-public	1,486	1,515	1,530
summer	391	410	430

PUPIL TRANSPORTATION

95-04-00

BACKGROUND AND ACCOMPLISHMENTS

This budget unit provides funding and statewide oversight of transportation to and from school for Delaware public school children.

During the 2008-2009 school year, approximately 108,000 students (including charter school students and excluding non-public schools) were transported over 23 million miles on 1,730 school buses. There were 210 school bus-related accidents (all school buses) in 2008-2009. In addition, over 12,500 school bus contract addendums were processed.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,868.5	87,777.2	61,165.3
ASF	--	--	--
TOTAL	2,868.5	87,777.2	61,165.3

TRANSPORTATION **95-04-01**

ACTIVITY

- Provide transportation to and from school.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of public school pupils transported	108,000	108,500	108,900
# of school bus accidents related to school bus driver	210	199	190
# of contracted school bus routes	1,191	1,209	1,217
# of district school bus routes	539	546	548

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**DELAWARE CENTER FOR
EDUCATIONAL TECHNOLOGY**
95-07-00

MISSION

The Delaware Center for Educational Technology (DCET) empowers children through the use of information and technology to achieve higher standards in education.

DCET's goal is to create a technologically literate 21st century workforce that will help attract and retain high technology companies in Delaware.

KEY OBJECTIVES

- Conduct professional development activities to assist educators with using technology in curriculum instruction.
- Provide professional development opportunities through online courses (eLearning Delaware).
- Assist with the integration of technology and curriculum in public education throughout the state.
- Coordinate the evaluation and implementation of educational technology applications.
- Oversee the federally-funded Enhancing Education Through Technology (EETT) program.
- Operate the Partners in Technology program to refurbish donated computers/peripherals and place them in schools.

BACKGROUND AND ACCOMPLISHMENTS

DCET's focus is to create and maintain a modern educational technology infrastructure in Delaware's public schools, enabling students to meet the academic standards set by the State Board of Education.

DCET is governed by a 13-member board of directors consisting of three gubernatorial appointees, two public school superintendents, two public school principals, one district technology coordinator, two public school teachers, the Secretary of Education and State Chief of Information Officer.

Upon completion of the public school wiring project, for which DCET received a Computerworld Smithsonian Award, DCET initiated the Server and Infrastructure Enhancement project. These projects created the core network for the statewide pupil accounting system and ensured there was a server in

every school capable of meeting the needs of the students.

eLearning Delaware has been a tremendous success in the first four years of operation offering online professional development to educators. eLearning Delaware has trained 61 facilitators, who have offered 129 online courses to over 2,100 Delaware educators with an 88 percent completion rate. Additionally, 32 online course developers, who have developed over 20 online courses, have been trained.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	772.6	792.3	794.5
ASF	--	--	--
TOTAL	772.6	792.3	794.5

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
TOTAL	7.0	7.0	7.0

**DELAWARE CENTER FOR EDUCATIONAL
TECHNOLOGY**
95-07-01

ACTIVITIES

- Implement the eLearning for Educators initiative, an online, professional development initiative funded through the Ready to Teach program;
- Initiate professional development activities in support of districts that use the Level of Technology Implementation and the DETAILS for the 21st Century Questionnaire that provides data to drive professional development needs of teachers;
- Refurbish donated computers and peripherals that are suitable for school use;
- Conduct an annual technology survey in public schools;
- Initiate statewide educational technology procurement contracts;
- Assist DOE with the implementation of a web-based professional development registration and management system;
- Support technology planning initiatives in Delaware's public schools;
- Support EETT program; and

EDUCATION 95-00-00

- Increase the number and efficiency of information systems available to school districts and schools, such as Blackboard and Elluminate.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of teachers taking online courses through eLearning Delaware	516	500	125
% of districts with at least one computer in all classrooms	75	90	95
% of districts voluntarily having teachers take the LoTi questionnaire	90	100	100

DELAWARE HIGHER EDUCATION COMMISSION 95-08-00

MISSION

The Delaware Higher Education Commission seeks to increase awareness of and access to higher education for Delaware students, respond to public demand for guidance, effectively administer a variety of student aid and contract programs and meet higher education information needs for state policy and economic development.

KEY OBJECTIVES

- Ensure higher education is accessible and affordable to Delaware students by providing financial assistance and guidance services.
- Increase awareness of the benefits of higher education, support early academic and financial preparation for higher education and facilitate families saving for college.
- Ensure secondary education curricula and student achievement standards are aligned to facilitate student readiness to enter college.
- Identify and implement methods to ensure a seamless transition from secondary education to college.
- Enhance capacity for quality data collection and reporting and provide access to comparative regional and national data.
- Expand and promote educational opportunities through interstate agreements.
- Administer state, federal and private student financial aid programs and assist with the development of private scholarship programs.

BACKGROUND AND ACCOMPLISHMENTS

The Postsecondary Education Commission was created in 1975 to coordinate state efforts in higher education. In 1979, the commission was assigned administration of a need-based grant program. Other student financial aid programs, including the Delaware Higher Education Loan program, were assigned in subsequent years. In 1991, the commission was renamed the Delaware Higher Education Commission. In 2001, legislation was passed to integrate the commission into DOE.

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The commission works with state agencies, school districts, Delaware colleges, community organizations and private industry to develop student guidance and financial aid programs. The commission also administers nine private scholarship programs, publishes the annual Scholarship Compendium (which lists approximately 200 public and private scholarships) and develops college planning checklists and other materials for high school students. In partnership with the State Treasurer's Office and Pension Office, the commission provides administrative and advisory support to the College Investment Plan.

In 1998, Delaware joined the Southern Regional Education Board (SREB), an interstate compact of 16 southern states. The Commission works closely with SREB to direct attention to key education issues; collects, compiles and analyzes comparable data; administers contract programs that provide student financial assistance; and participates in studies and surveys that assist states and institutions in forming long-range plans, actions and policy proposals.

The commission is the designated State Higher Education Executive Officers agency and works with the organization to establish best practices in higher education.

The commission is also a member of National Association of State Student Grant and Aid programs, which serves as a collaborative voice among state higher education agencies regarding directives from the U.S. Department of Education.

FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	9,470.1	7,298.6	7,300.4
ASF	--	--	--
TOTAL	9,470.1	7,298.6	7,300.4

POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	7.0	7.0	7.0

DELAWARE HIGHER EDUCATION COMMISSION

95-08-01

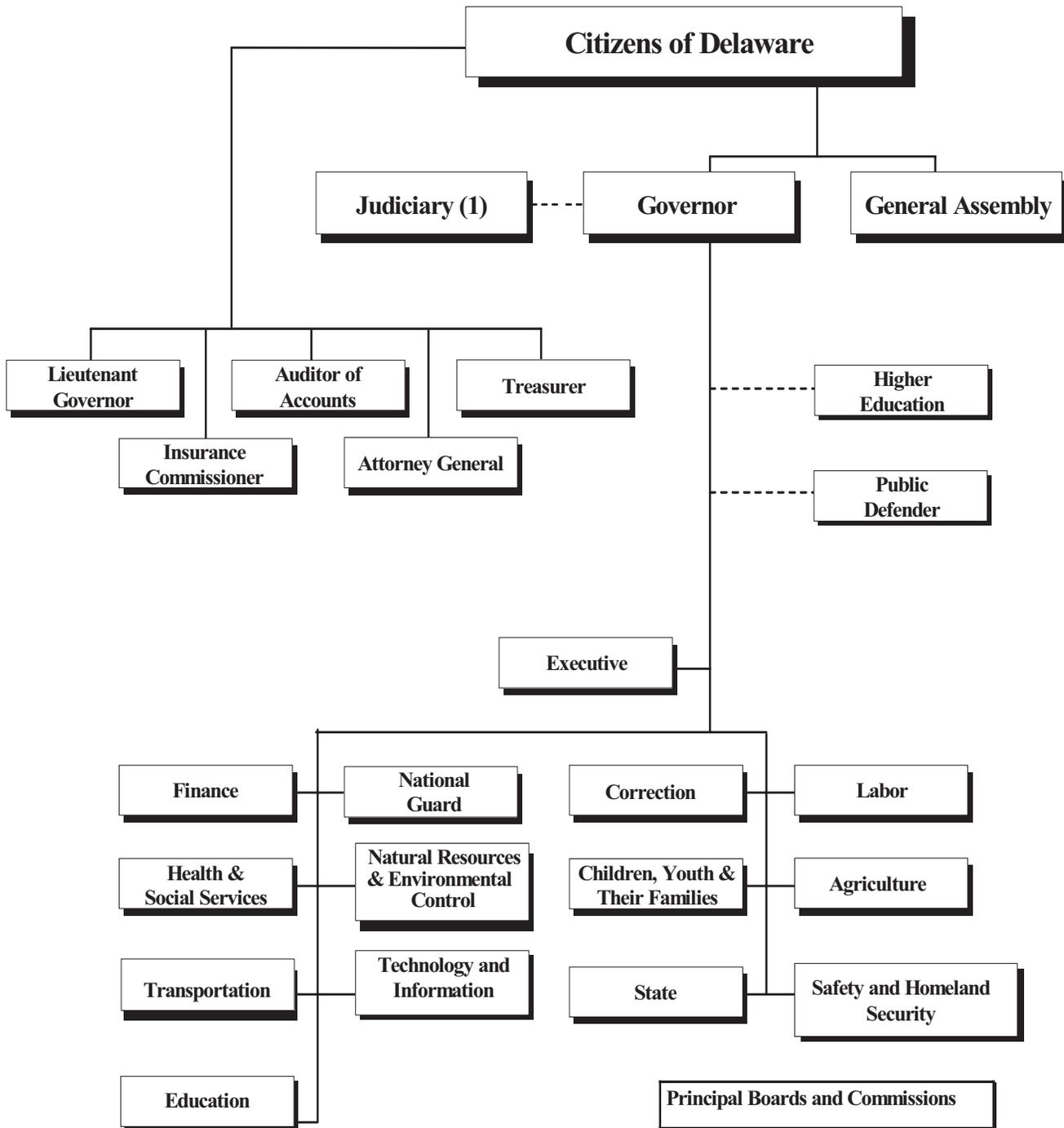
ACTIVITIES

- Increase the number of Delaware students and residents pursuing post-secondary school opportunities and adult education programs.
- Improve higher education data by supporting data collection for reporting state, regional and national statistics.
- Serve as a resource for all aspects of college preparation, financing and admissions.
- Administer 22 state financial aid programs to provide appropriate need and merit-based financial aid to students.
- Provide information to students about the Academic Common Market and coordinate the approval process for eligible students to receive in-state tuition at participating southern colleges with the SREB.
- Provide financial aid opportunities for current teachers who are pursuing certification in critical shortage areas as defined by DOE.
- Administer the Delaware State Loan Repayment program to assist with repayment of outstanding loans through service commitment.
- Provide an administrative link with Fidelity Investments in promotion of the College Investment Plan.
- Collaborate with other state departments and agencies to design and implement programs to meet the needs of the state's employment shortage areas.

PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of recipients:			
Brad Barnes Scholarship	4	4	4
Scholarship Incentive program	1,720	1,543	1,500
Student Excellence Equals Degree (SEED)	1,793	1,503	1,700

STATE OF DELAWARE ORGANIZATION CHART



(1) Judiciary - All Judges are appointed by the Governor with the consent of the Senate.

- Board of Education
- Elections
- Exceptional Citizens
- Fire Prevention
- Parole

THE DELAWARE BUDGET PROCESS

BACKGROUND

Since Fiscal Year 1988, the State has incorporated strategic planning in the budget process with the intent to help agencies: a) recognize the requisite linkages between proper strategic planning and appropriate budgeting; b) inject a programmatic focus to budgeting for the delivery of state services; c) promote participation in the budgetary process; and d) permit the execution of an outcome-oriented vision of the state's planned activities wherein the actual rendering of a budget is only one step in a series of steps in an integrated planning and budgeting process.

Significant features of the strategic planning and budgeting processes include:

- 1) A heavy emphasis on a "front-end" planning process which encourages intra- and inter-departmental communication. Intra-departmental communication is facilitated through the creation of a department-level steering committee that coordinates and drives the planning and budgeting processes.
- 2) An opportunity for each department to re-evaluate whether it is organized in the most appropriate manner to effectively plan and implement programs and strategies and to change its structure if it is not.
- 3) An internal agency strategic planning process which includes the following steps:
 - ◆ Development of a mission statement that defines the business in which the agency is engaged and what purposes it wants to accomplish.
 - ◆ Completion of an environmental scan - a comprehensive assessment of the internal and external factors and "stakeholders" affecting the organization's mission.
 - ◆ Identification of core essential state services the agency delivers (the fundamental activities an agency is created to undertake).

From this background, the agency develops:

- ◆ The key objectives which it will pursue in support of its mission. These objectives are written as qualitative or quantitative statements expanding on policy to describe in measurable and commonly understood terms what results the agency wants to achieve and in what time frame; and

- ◆ The strategies, usually in the form of programs or initiatives, which will be carried out to achieve the key objectives. These strategies will become the basis for the agency's budget request.

- 4) The development of a systematic approach to monitoring progress toward the achievement of key objectives through use of performance measures derived from objectives and focused on outcomes. The goals of this process are to improve accountability of managers and to enhance decision-making by providing information about which strategies work and which do not.

Under this strategic planning process, departments are organized into three levels:

- 1) Department - same as currently constituted. Usually specified in the Delaware Code.
- 2) Appropriation Unit (APU) - major subdivision within a department or agency and comprised of one or more IPU's.
- 3) Internal Program Unit (IPU) - the smallest organizational level used for budget purposes; a key level for budget development and tracking; may approximate a "program."

BUDGET PROCESS AND OUTPUTS

To support a more strategic view, the Governor's Recommended Budget contains Volume I which includes summary financial data but emphasizes the Governor's policy agenda and a narrative description of agencies and their programs. The format reflects the strategic direction of agencies. An important part of this effort is the requirement that all agencies craft a mission statement, key objectives and accomplishments (past and planned) from which performance can be measured.

All key activities must be identified and systematically analyzed. These activities may be programmatic or administrative in nature.

In Fiscal Year 1998, a new budgeting computer system was piloted, the Budget Development and Information System (BDIS). This system is a client-server application using a relational database. It allows greater flexibility in budgeting and more importantly, provides the tools necessary for improved analysis and the resultant increase in the efficient use of funds.

THE DELAWARE BUDGET PROCESS

Since the Fiscal Year 1999 budget cycle that began July 1, 1997, BDIS has been used on a statewide basis using personal computers through access to the state's wide area network.

The departmental sections in Volume I contain information categorized as follows:

- ◆ Organizational Chart
- ◆ Department Mission and Key Objectives
- ◆ Five-Year Bar Chart of Departmental Budget Act Appropriations
- ◆ Budget and Personnel Charts
- ◆ Governor's Recommended Operating Budget Highlights and Capital Budget Highlights
- ◆ Subordinate organization Mission, Key Objectives, Background and Accomplishments, Activities, Budget and Personnel Charts, and Performance Measures.

The *Organizational Chart, Department Mission and Key Objectives* are the highest levels of summarization for a department. It presents an organizational chart, a broad overview of the department's mission and key objectives and identifies significant issues and changes in operating methods. All subordinate organization objectives derive from, and contribute toward, the attainment of the departmental objectives. The Governor's Recommended Budget Highlights reflect significant funding or program recommendations.

The *Five-Year Bar Chart of Department Appropriations* provides Budget Act appropriations by funding type (General Fund (GF), Appropriated Special Fund (ASF), etc.) for the previous five fiscal years at a glance.

The *Funding and Position Charts* show by fund type the actual expenditures and positions for the previous fiscal year; the current fiscal year's budget appropriation and positions; and the Governor's recommended appropriation and positions for the next fiscal year.

The *Operating Budget Highlights* section identifies the Governor's major recommendations for operating budget programs and issues with emphasis on items supporting her policy agenda.

The *Capital Budget Highlights* section identifies the Governor's major recommendations for transportation projects, and new or previously funded construction projects for state agencies. This section highlights

funding to preserve and enhance Delaware's infrastructure and foster economic growth.

The subordinate organization *Mission, Key Objectives, Background and Accomplishments, Activities, Budget Chart, Personnel Chart* and *Performance Measures* provide the details necessary to understand the programs and services provided by the organization. Also included in Volume I are detailed statewide financial statements.

Volume II provides the detailed financial data for each agency to include history, requested funding and recommended funding.

EXPLANATION OF FINANCIAL SCHEDULES

Exhibit A is a summarized report of financial operations of the General Fund of the State. This statement shows the actual General Fund revenue by sources and the expenditures by departments for Fiscal Year 2009, as well as the estimated revenue and available appropriations for Fiscal Year 2010. The last column on the right reflects the estimated revenue and the recommended appropriations for Fiscal Year 2011. Also indicated is the condition of the cash account of the General Fund that may prevail at the ending of Fiscal Year 2010 if revenue, as estimated, is realized and if recommended appropriations are approved. This statement further reflects financial information on the appropriation limit and the budget reserve account, as required by the State Constitution.

Schedule A-1 is a supporting statement of the Fiscal Year 2010 Appropriations column of Exhibit A. It identifies the estimated expenditures for Fiscal Year 2010 classified by department and source of appropriations.

Schedule A-2 is a supporting statement of the Fiscal Year 2010 Budget Act column of Schedule A-1. It identifies the Fiscal Year 2010 General Fund appropriations by department and major category of expenditure. It also identifies authorized positions for both General Fund and special fund.

Schedule A-3 is a supporting statement of the expenditure section of Exhibit A. It identifies the Fiscal Year 2011 recommended General Fund appropriations by department and major category of expenditure. It also identifies authorized positions for both General Fund and special fund.

Exhibit B shows the revenues from all sources and the expenditures of all departments, both General Fund and special funds (refers to Appropriated, Non-Appropriated, Federal, Bond and other state funds), consolidated in comparative form for Fiscal Years 2008 and 2009.

Schedule B-1 is a supporting statement of the General Fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2009. Also indicated are the General Fund reversions by department. The category amounts in this schedule reflect expenditures by accounting object codes and are not comparable to amounts shown in Schedules A-2 and A-3, which reflect expenditures by appropriation code.

Schedule B-2 is a supporting statement of the special fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2009.

Exhibit C is a summarized statement of capital improvement fund expenditures by department for Fiscal Year 2009. The funding sources are long-term debt and other special funds designated for capital improvement purposes.

Note

Depending upon the exhibits or schedules utilized, all amounts presented have either been rounded with the elimination of cents or to the nearest one hundred (i.e., \$1,700 would be \$1.7). Accordingly, rounding may result in some columns not totaling to the amount indicated but should be within reasonable variance.

General Fund - Consolidated Statement of Revenues and Expenditures
Showing Results of Transactions for Fiscal Years as Captioned

	2009 Actual	2010 Estimated	2011 Estimated
REVENUES			
Personal Income Taxes	1,105,248.2	1,066,000.0	1,135,700.0
Corporation Income Taxes	162,134.3	92,500.0	103,600.0
Franchise Taxes	574,212.9	624,900.0	591,400.0
Business and Occupational Gross Receipts Taxes	164,079.1	190,500.0	190,500.0
Hospital Board and Treatment	76,960.9	78,100.0	81,300.0
Dividends and Interest	8,892.4	10,000.0	15,500.0
Public Utility Taxes	55,856.7	56,000.0	59,600.0
Cigarette Taxes	125,681.2	134,200.0	140,300.0
Estate Taxes	78.5	2,500.0	25,000.0
Realty Transfer Taxes	44,585.7	40,400.0	27,400.0
Insurance Taxes	77,270.7	60,200.0	63,400.0
Abandoned Property	392,063.9	400,000.0	380,000.0
Limited Partnerships & Limited Liability Corporations	137,081.0	147,800.0	158,100.0
Business Entity Fees	50,829.2	73,000.0	74,800.0
Bank Franchise Taxes	81,783.5	42,200.0	35,600.0
Uniform Commercial Code	11,168.6	13,100.0	13,500.0
Lottery Sales	248,000.0	288,700.0	226,200.0
Other Revenue by Departments	130,320.5	100,800.0	111,100.0
TOTAL REVENUES	3,446,247.2	3,420,900.0	3,433,000.0
LESS: Revenue Refunds	(298,220.2)	(277,300.0)	(256,700.0)
SUB-TOTAL	3,148,027.0	3,143,600.0	3,176,300.0
Revenue Adjustments			78,500.0 ¹
NET REVENUES	3,148,027.0	3,143,600.0	3,254,800.0
EXPENDITURES			
Legislative	12,886.4	17,328.6	13,841.6
Judicial	88,920.7	89,600.7	86,881.1
Executive	150,286.2	149,236.2	136,416.7
Technology and Information	37,065.7	38,290.0	34,177.3
Other Elective	54,366.7	56,153.1	62,419.6
Legal	43,770.1	42,833.6	41,362.8
State	38,059.8	29,421.3	27,754.4
Finance	26,596.8	24,206.1	15,234.9
Health and Social Services	832,935.0	860,472.2	876,719.5
Services for Children, Youth and Their Families	127,139.5	136,029.7	126,027.1
Correction	256,627.3	263,158.8	243,827.7
Natural Resources and Environmental Control	56,900.1	54,722.4	35,196.7
Safety and Homeland Security	124,196.1	124,766.4	123,004.5
Transportation	-	-	-
Labor	7,360.1	6,941.6	6,565.3
Agriculture	7,955.0	7,892.0	7,344.9
Elections	5,936.6	4,159.1	3,743.1
Fire Prevention Commission	4,628.2	4,527.2	4,323.1
Delaware National Guard	4,233.9	4,684.9	4,224.4
Advisory Council for Exceptional Citizens	169.6	171.9	167.2
TOTAL - DEPARTMENTS	1,880,033.8	1,914,595.8	1,849,231.9
Higher Education	252,403.3	226,525.3	217,997.8
Education	1,163,102.2	1,169,520.2	1,104,071.8
TOTAL - EDUCATION	1,415,505.5	1,396,045.5	1,322,069.6
SUB-TOTAL	3,295,539.2	3,310,641.3	3,171,301.5

General Fund - Consolidated Statement of Revenues and Expenditures
Showing Results of Transactions for Fiscal Years as Captioned

	2009 Actual	2010 Estimated	2011 Estimated
PLUS: Estimated Grants-in-Aid	-	-	41,398.5
Estimated Governor Bond Bill	-	-	60,000.0
Estimated Supplemental	-	-	-
Estimated Continuing and Encumbered Balances	-	-	171,100.0
TOTAL EXPENDITURES	3,295,539.2	3,310,641.3	3,443,800.0
LESS: Anticipated Reversions	-	(48,900.0) ²	(10,000.0)
Continuing and Encumbered Balances	-	(171,100.0)	(160,000.0)
TOTAL - ORDINARY EXPENDITURES	3,295,539.2	3,090,641.3	3,273,800.0
OPERATING BALANCE	(147,512.2)	52,958.7	(19,000.0)
PLUS: Beginning Cash Balance	525,983.1	378,470.9	431,429.6
CUMULATIVE CASH BALANCE	378,470.9	431,429.6	412,429.6
LESS: Continuing and Encumbered Balances, Current Year Reserve	(183,708.6)	(171,100.0)	(160,000.0)
	(186,430.0)	(175,600.0)	(175,600.0)
UNENCUMBERED CASH BALANCE	8,332.3	84,729.6	76,829.6
 APPROPRIATION LIMIT (In Millions)			
Cumulative Cash Balance (Prior Year)	526.0	378.5	431.4
LESS: Continuing and Encumbered Balances Reserve	(234.8)	(183.7)	(171.1)
	(182.8)	(186.4)	(175.6)
Unencumbered Cash Balance	108.5 ³	8.3 ³	84.7
PLUS: Net Fiscal Year Revenue	3,148.0	3,143.6	3,254.8
TOTAL (100% LIMIT)	3,256.5	3,151.9	3,339.5
X 98% Limit	x .98	x .98	x .98
TOTAL APPROPRIATION LIMIT	3,191.4	3,088.9	3,272.7

¹ Reflects Governor's adjustment to the DEFAC revenue estimates:

Abandoned Property	24,000.0
Realty Transfer Taxes	14,000.0
Lottery	40,500.0
Total	78,500.0

² Includes \$45.0 million declared at the December DEFAC meeting and another \$3.9 million targeted reversions.

³ Total is correct. See Note in Explanation of Financial Statements.

General Fund - Statement of Estimated Expenditures for the Fiscal Year Ending June 30, 2010
Classified by Department and Source of Appropriation

Department	Budget Act as amended Appropriations	Supplemental Appropriations	Continuing Appropriations and Balances	Encumbered Balances	Appropriations/ Estimated Expenditures
Legislative	13,855.7	-	3,386.6	86.3	17,328.6
Judicial	87,123.6	-	1,082.1	1,395.0	89,600.7
Executive	97,891.9	-	49,147.7	2,196.6	149,236.2
Technology and Information	35,164.9	-	494.4	2,630.7	38,290.0
Other Elective	40,585.1	15,147.6	7.3	413.1	56,153.1
Legal	42,657.4	-	-	176.2	42,833.6
State	27,557.0	-	1,170.1	694.2	29,421.3
Finance	20,456.9	1,482.8	1,868.9	397.5	24,206.1
Health and Social Services	813,457.9	18,201.7	17,062.4	11,750.2	860,472.2
Services for Children, Youth and Their Families	130,934.0	-	2,567.1	2,528.6	136,029.7
Correction	249,451.4	-	9,689.3	4,018.1	263,158.8
Natural Resources and Environmental Control	37,227.2	-	16,501.1	994.1	54,722.4
Safety and Homeland Security	122,397.2	566.4	200.2	1,602.6	124,766.4
Transportation	-	-	-	-	-
Labor	6,749.8	-	150.3	41.5	6,941.6
Agriculture	7,535.8	-	-	356.2	7,892.0
Elections	3,801.8	-	333.6	23.7	4,159.1
Fire Prevention Commission	4,440.5	-	37.8	48.9	4,527.2
Delaware National Guard	4,401.8	-	42.9	240.2	4,684.9
Advisory Council for Exceptional Citizens	167.6	-	-	4.3	171.9
Higher Education	224,598.1	-	1,830.7	96.5	226,525.3
Education	1,121,078.7	-	41,822.4	6,619.1	1,169,520.2
TOTAL APPROPRIATIONS	3,091,534.3 ¹	35,398.5 ²	147,394.9	36,313.6	3,310,641.3
LESS: Estimated Reversions for Fiscal Year 2010					(48,900.0) ³
Estimated Continuing and Encumbered Balances for Fiscal Year 2010					(171,100.0)
TOTAL ESTIMATED EXPENDITURES					3,090,641.3

Fiscal Year 2010 Statutory References:¹ Volume 77, Chapter 84 (HB 290) Budget Appropriation Bill.² Volume 77, Chapter 87 (HB 295) Grants in Aid; Chapter 87 (SB 190) Bond Bill - does not include any GF this year.³ Includes \$45.0 million declared at the December DEFAC meeting and another \$3.9 million targeted reversions.

**Statement of Positions and General Fund Budget Act Appropriations
by Department and Major Categories of Expenditure
Fiscal Year Ending June 30, 2010**

Department	Special Fund Positions	General Fund Positions	Personnel Costs	Travel	Contractual Services	Supplies and Materials			Capital Outlay	Debt Service	Other	Total Apprs.
						Energy						
Legislative	1.0	83.0	10,747.2	109.3	1,516.4	-	265.9	77.0	-	1,139.9	13,855.7	
Judicial	120.1	1,132.2	75,326.7	208.2	4,089.3	139.4	1,019.2	321.2	0.3	6,019.3	87,123.6	
Executive	258.2	309.6	22,273.0	38.7	13,352.8	6,898.5	1,239.4	62.7	25,062.3	28,964.5 ¹	97,891.9	
Technology and Information	16.5	218.5	18,837.9	18.4	1,270.4	501.9	272.5	10.3	322.6	13,930.9	35,164.9	
Other Elective	95.5	39.5	3,399.8	2.8	760.3	-	25.6	31.9	-	36,364.7	40,585.1	
Legal	119.6	446.5	39,326.1	8.3	3,059.6	53.0	129.6	20.8	-	60.0	42,657.4	
State	295.5	329.0	16,699.6	35.5	2,460.9	768.5	1,547.0	139.5	1,630.7	4,275.3	27,557.0	
Finance	61.0	219.0	15,646.8	9.2	2,000.0	4.5	144.7	131.1	2,467.6	53.0	20,456.9	
Health and Social Services	996.9	3,572.7	199,112.4	20.0	59,556.7	6,557.1	10,871.0	504.3	126.2	536,710.2 ²	813,457.9	
Services for Children, Youth and Their Families	220.2	1,030.1	66,998.2	20.5	35,305.1	1,438.2	1,994.4	59.3	1,248.0	23,870.3	130,934.0	
Correction	9.0	2,600.7	162,779.8	21.3	10,079.4	10,005.2	12,620.6	112.6	5,760.8	48,071.7 ³	249,451.4	
Natural Resources and Environmental Control	477.9	350.1	25,761.1	6.8	4,171.6	1,755.8	902.9	29.9	2,089.3	2,509.8	37,227.2	
Safety & Homeland Security	156.3	954.7	86,873.8	4.1	5,639.6	-	4,620.1	640.8	900.6	23,718.2 ⁴	122,397.2	
Transportation	1,870.0	-	-	-	-	-	-	-	-	-	-	
Labor	449.8	32.2	1,875.7	4.9	3,081.5	7.7	116.5	13.8	-	1,649.7	6,749.8	
Agriculture	60.2	90.8	5,908.3	3.5	525.4	20.3	120.5	26.0	166.2	765.6	7,535.8	
Elections	-	44.0	2,712.2	14.0	578.3	33.2	49.2	4.3	-	410.6	3,801.8	
Fire Prevention Commission	31.7	43.3	3,458.9	14.5	375.3	355.0	38.6	35.0	2.1	161.1	4,440.5	
Delaware National Guard	81.0	29.0	2,831.3	6.0	280.1	767.7	159.5	3.0	-	354.2	4,401.8	
Advisory Council for Exceptional Citizens	-	3.0	146.0	4.5	13.5	-	3.6	-	-	-	167.6	
TOTAL - DEPARTMENTS	5,320.4	11,527.9	760,714.8	550.5	148,116.2	29,306.0	36,140.8	2,223.5	39,776.7	729,029.0	1,745,857.5	
Higher Education*	311.3	737.0	60,109.6	-	-	2,195.9	-	-	7,939.9	154,352.7 ⁵	224,598.1	
Education	56.5	13,430.5	670,040.6	21.1	805.0	22,730.9	45.0	37.6	90,741.5	336,657.0 ⁶	1,121,078.7	
TOTAL - EDUCATION	367.8	14,167.5	730,150.2	21.1	805.0	24,926.8	45.0	37.6	98,681.4	491,009.7	1,345,678.8	
GRAND TOTAL	5,688.2	25,695.4	1,490,865.0	571.6	148,921.2	54,232.8	36,185.8	2,261.1	138,458.1	1,220,038.7	3,091,534.3	

* Appropriations other than "Debt Service" for University of Delaware and Delaware State University are reflected under "Other."

Explanation of Schedule A-2 "Other" Items:

¹ Contingency - Prior Years' Obligations	450.0	⁵ University of Delaware	114,082.4
Contingency - Self Insurance	2,250.0	Delaware Geological Survey	1,643.6
Contingency - Legal Fees	1,151.4	Delaware State University	32,210.1
Contingency - Salaries and OEC	14,995.8	Delaware Technical and Community College	3,812.6
Health Insurance - Retirees in Closed State Police Plan	4,205.3	Delaware Institute of Veterinary Medical Education	314.6
Housing Development Fund	4,070.0		
² Medicaid, TANF and similar assistance programs	523,545.5	⁶ Division II Units/All Other Costs	27,845.1
		Pupil Transportation	61,165.3
		Division III - Equalization	78,990.1
³ Medical Services	41,891.4	Adult Education and Work Force Training Grant	8,624.7
Drug & Alcohol Treatment Services	4,381.0	Academic Excellence Block Grant	33,584.7
		Prof. Accountability and Instructional Advancement Fund	3,546.7
⁴ Pension - 20-year State Police Retirees	23,367.0	Unique Alternatives	9,872.0
		Related Services for the Handicapped	2,870.7
		Student Discipline Program	9,523.7
		DSTP	4,050.1
		Early Childhood Assistance	5,727.8
		Full Day Kindergarten	15,430.8
		General Contingency	8,849.0
		Seed Scholarship	3,074.0

**Statement of Recommended Positions and General Fund Appropriations
by Department and Major Categories of Expenditure
Fiscal Year Ending June 30, 2011**

Department	Special Fund Positions	General Fund Positions	Personnel		Contractual		Supplies and Materials		Capital Outlay	Debt Service	Other	Total Apprs.
			Costs	Travel	Services	Energy						
Legislative	1.0	83.0	10,786.5	109.3	1,463.0	-	265.9	77.0	-	1,139.9	13,841.6	
Judicial	120.1	1,124.2	75,340.1	204.2	3,931.0	120.7	1,006.3	309.2	0.3	5,969.3	86,881.1	
Executive	280.6	298.2	22,243.4	36.0	13,437.5	5,845.1	1,201.8	60.3	15,061.6	78,531.0 ¹	136,416.7	
Technology and Information	16.5	212.5	18,910.7	18.4	1,283.9	652.6	222.5	10.3	215.0	12,863.9	34,177.3	
Other Elective	96.5	37.5	3,375.6	2.4	692.7	-	21.6	31.9	-	58,295.4	62,419.6	
Legal	127.0	433.1	39,492.2	8.3	1,603.1	50.3	128.1	20.8	-	60.0	41,362.8	
State	281.0	305.0	16,645.1	27.2	2,376.5	919.0	1,550.3	129.3	1,989.2	4,117.8	27,754.4	
Finance	113.0	149.0	11,833.9	6.9	1,578.4	8.4	110.4	103.3	1,593.6	-	15,234.9	
Health and Social Services	972.2	3,416.4	198,450.7	17.2	57,230.7	6,456.1	10,415.7	500.3	58.6	603,590.2 ²	876,719.5	
Services for Children, Youth and Their Families	213.2	989.6	67,363.2	20.5	32,820.5	1,071.4	1,963.2	44.2	424.8	22,319.3	126,027.1	
Correction	9.0	2,554.7	162,742.6	28.0	10,086.3	8,757.7	11,942.7	135.8	2,143.9	47,990.7 ³	243,827.7	
Natural Resources and Environmental Control	468.3	322.7	25,030.7	6.8	3,482.3	1,652.0	871.7	21.9	2,089.3	2,042.0	35,196.7	
Safety & Homeland Security	163.1	941.9	88,182.7	3.9	5,503.6	-	4,616.7	640.8	339.6	23,717.2 ⁴	123,004.5	
Transportation	1,820.0	-	-	-	-	-	-	-	-	-	-	
Labor	449.3	29.7	1,740.3	1.9	3,066.7	8.4	103.3	-	-	1,644.7	6,565.3	
Agriculture	59.2	82.8	5,846.5	3.5	516.0	18.7	118.2	26.0	164.0	652.0	7,344.9	
Elections	-	43.0	2,711.5	12.5	532.6	34.3	40.8	2.8	-	408.6	3,743.1	
Fire Prevention Commission	31.7	43.3	3,476.9	14.5	370.6	304.3	38.5	35.0	2.0	81.3	4,323.1	
Delaware National Guard	80.0	29.0	2,790.4	5.0	278.1	641.7	152.0	3.0	-	354.2	4,224.4	
Advisory Council for Exceptional Citizens	-	3.0	146.4	4.5	12.7	-	3.6	-	-	-	167.2	
TOTAL - DEPARTMENTS	5,301.7	11,098.6	757,109.4	531.0	140,266.2	26,540.7	34,773.3	2,151.9	24,081.9	863,777.5	1,849,231.9	
Higher Education*	312.3	737.0	60,805.4	-	-	2,195.9	-	-	5,542.0	149,454.5 ⁵	217,997.8	
Education	52.3	13,505.8	691,363.3	18.3	741.4	22,948.0	41.7	37.6	87,290.5	301,631.0 ⁶	1,104,071.8	
TOTAL - EDUCATION	364.6	14,242.8	752,168.7	18.3	741.4	25,143.9	41.7	37.6	92,832.5	451,085.5	1,322,069.6	
GRAND TOTAL	5,666.3	25,341.4	1,509,278.1	549.3	141,007.6	51,684.6	34,815.0	2,189.5	116,914.4	1,314,863.0	3,171,301.5	

* Appropriations other than "Debt Service" for University of Delaware and Delaware State University are reflected under "Other."

Explanation of Schedule A-3 "Other" Items:

¹ Contingency - Prior Years' Obligations	450.0	⁵ University of Delaware	122,941.3
Contingency - Self Insurance	6,250.0	Delaware Geological Survey	1,741.1
Contingency - Legal Fees	4,750.0	Delaware State University	32,568.7
Contingency - Salaries and OEC	30,117.5	Delaware Technical and Community College	3,166.6
Elder Tax Relief	17,224.6	Delaware Institute of Veterinary Medical Education	314.6
ERP Operational Funds	5,900.0		
Health Insurance - Retirees in Closed State Police Plan	4,652.3	⁶ Division II Units/All Other Costs	29,043.1
Housing Development Fund	4,070.0	Pupil Transportation	87,776.7
		Division III - Equalization	78,088.6
² Medicaid, TANF and similar assistance programs	599,087.3	Adult Education and Work Force Training Grant	8,624.7
		Academic Excellence Block Grant	33,584.7
³ Medical Services	41,891.4	Prof. Accountability and Instructional Advancement Fund	3,546.7
Drug & Alcohol Treatment Services	4,381.0	Program for Children with Disabilities	2,430.0
		Unique Alternatives	9,872.0
⁴ Pension - 20-year State Police Retirees	23,367.0	Related Services for the Handicapped	2,870.7
		Student Discipline Program	9,523.7
		DSTP	4,050.1
		Early Childhood Assistance	5,727.8
		Full Day Kindergarten	15,430.8
		General Contingency	9,863.3
		Seed Scholarship	3,074.0

All Funds - General and Special Funds
Comparative Consolidated Statement of Revenues and Expenditures
Fiscal Years Ended June 30, 2009 and 2008

	General Fund Actual		Special Fund Actual		Total Funds Actual	
	2009	2008	2009	2008	2009	2008
REVENUES						
Taxes	2,945,715.1	3,109,038.4	882,353.8	819,822.1	3,828,068.9	3,928,860.5
Licenses	15,831.8	11,665.7	7,690.6	4,818.7	23,522.4	16,484.4
Fees	90,493.9	107,690.3	143,285.3	153,306.3	233,779.2	260,996.6
Permits	0.8	0.9	974.7	947.6	975.5	948.5
Fines	3,331.5	3,786.7	6,410.6	6,812.7	9,742.1	10,599.4
Rentals and Sales	325,053.3	323,847.4	92,804.0	90,066.4	417,857.3	413,913.8
Federal Grants	6.5	-	1,451,832.0	1,241,077.5	1,451,832.0	1,241,077.5
Government Contributions	0.2	2,400.1	1,133,991.0	1,107,176.0	1,133,991.2	1,109,576.1
Earnings and Interest	8,892.4	32,948.2	25,328.0	51,360.8	34,220.4	84,309.0
State Government/Department Revenues	56,921.7	57,140.7	1,259,917.7	1,227,608.3	1,316,839.4	1,284,749.0
TOTAL REVENUES	3,446,247.2	3,648,518.4	5,004,587.6	4,702,996.4	8,450,828.3	8,351,514.8
LESS: Revenue Refunds	(298,220.2)	(291,777.1)	-	-	(298,220.2)	(291,777.1)
NET REVENUES	3,148,027.0	3,356,741.3	5,004,587.6	4,702,996.4	8,152,608.1	8,059,737.7
EXPENDITURES						
Legislative	12,886.4	14,015.5	-	-	12,886.4	14,015.5
Judicial	88,920.7	92,279.4	19,009.8	17,944.6	107,930.5	110,224.0
Executive	150,286.2	161,063.8	1,524,675.2	1,471,018.2	1,674,961.4	1,632,082.0
Technology and Information	37,065.7	36,925.9	20,832.6	25,355.5	57,898.3	62,281.4
Other Elective	54,366.7	79,380.3	411,779.9	411,996.4	466,146.6	491,376.7
Legal	43,770.1	44,758.7	9,743.5	9,071.8	53,513.6	53,830.5
State	38,059.8	31,889.6	52,325.1	53,589.8	90,384.9	85,479.4
Finance	26,596.8	33,382.2	58,284.0	88,708.9	84,880.8	122,091.1
Health and Social Services	832,935.0	918,684.8	1,004,820.8	858,373.5	1,837,755.8	1,777,058.3
Services for Children, Youth and Their Families	127,139.5	135,344.3	38,404.8	39,910.8	165,544.3	175,255.1
Correction	256,627.3	263,196.1	6,012.0	6,447.1	262,639.3	269,643.2
Natural Resources and Environmental Control	56,900.1	66,749.8	115,543.6	127,590.5	172,443.7	194,340.3
Safety and Homeland Security	124,196.1	126,543.7	38,873.9	42,376.7	163,070.0	168,920.4
Transportation	-	3.2	669,394.2	624,525.5	669,394.2	624,528.7
Labor	7,360.1	8,109.7	72,218.0	60,832.2	79,578.1	68,941.9
Agriculture	7,955.0	8,916.8	87,076.5	94,990.9	95,031.5	103,907.7
Elections	5,936.6	5,083.0	2,310.0	1,070.4	8,246.6	6,153.4
Fire Prevention Commission	4,628.2	5,260.7	3,111.0	3,179.2	7,739.2	8,439.9
Delaware National Guard	4,233.9	4,209.2	12,173.2	10,120.3	16,407.1	14,329.5
Advisory Council for Exceptional Citizens	169.6	181.7	5.0	5.0	174.6	186.7
Higher Education	252,403.3	253,029.1	110,045.8	115,291.9	362,449.1	368,321.0
Education	1,163,102.2	1,132,639.0	907,779.9	861,580.8	2,070,882.1	1,994,219.8
TOTAL EXPENDITURES	3,295,539.2	3,421,646.5	5,164,418.8	4,923,979.8	8,459,958.0	8,345,626.3
Revenues over Expenditures	(147,512.2)	(64,905.2)	(159,831.2)	(220,983.4)	(307,349.9)	(285,888.6)
Cash Balance - Beginning of Period	525,983.1	590,888.4	1,291,555.9	1,298,652.4	1,817,539.0	1,889,540.8
PLUS: Bond Sale Proceeds	-	-	252,202.3	210,665.8	252,202.3	210,665.8
Net Change in Payroll Withholdings Payable	-	-	(794.9)	3,221.1	(794.9)	3,221.1
CASH BALANCE - END OF PERIOD	378,470.9 ¹	525,983.1	1,383,132.1	1,291,555.9	1,761,603.0	1,817,539.1

¹ Total is correct. See Note in Explanation of Financial Statements

General Fund - Statement of Expenditures and Reversions
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2009

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures	Reversions
Legislative	10,059.1	156.3	2,074.9		129.3	85.0		381.8	12,886.4	581.2
Judicial	76,078.7	170.5	10,679.3	140.0	978.3	62.9	0.3	810.7	88,920.7	1,999.3
Executive	27,066.5	216.7	32,598.7	6,256.3	1,213.3	4,645.5	21,143.4	57,145.9	150,286.2	107,411.2
Technology and Information	19,020.1	93.8	16,641.2	709.0	225.1	0.2	336.2	40.2	37,065.7	1,174.0
Other Elective	2,826.7	19.7	1,022.3		28.5	9.8	29,272.4	21,187.5	54,366.7	1,042.7
Legal	39,872.7	134.4	3,438.7	54.3	141.8	9.2		119.1	43,770.1	1,459.7
State	18,612.8	49.0	4,316.5	1,008.4	1,423.3	204.2	1,623.8	10,821.9	38,059.8	2,053.8
Finance	17,024.1	20.0	2,586.6	9.1	129.8	5.7	2,017.1	4,804.4	26,596.8	1,197.1
Health and Social Services	205,716.1	87.3	93,764.8	7,577.5	11,490.5	458.5	247.4	513,593.0	832,935.0	95,687.1
Services for Children, Youth and Their Families	67,616.5	20.9	35,187.9	1,159.0	1,798.6	2.2	1,298.8	20,055.6	127,139.5	8,671.2
Correction	167,441.9	30.5	56,104.6	10,974.1	13,628.3	441.2	7,993.8	13.1	256,627.3	1,192.7
Natural Resources and Environmental Control	28,990.2	60.8	19,046.3	1,865.6	1,596.1	504.0	2,538.1	2,299.1	56,900.1	310.9
Safety & Homeland Security	110,423.9	30.9	5,678.5	12.3	3,428.1	2,653.3	1,036.6	932.6	124,196.1	3,079.9
Transportation										
Labor	1,764.3	1.9	4,035.9	22.3	107.3	9.1		1,419.3	7,360.1	489.2
Agriculture	5,603.6	21.2	1,541.4	25.3	130.0	8.6		624.9	7,955.0	751.3
Elections	3,430.2	17.8	2,318.6	48.1	102.1	2.0		17.7	5,936.6	302.0
Fire Prevention Commission	3,578.7	31.8	453.0	332.3	94.6	131.0	2.2	4.8	4,628.2	157.5
Delaware National Guard	2,528.3	7.3	498.5	717.9	165.3	2.3		314.4	4,233.9	767.1
Advisory Council for Exceptional Citizens	151.4	3.9	11.2		3.2				169.6	6.5
TOTAL - DEPARTMENTS	807,805.6	1,174.3	291,998.9	30,911.3	36,813.2	9,234.6	67,510.1	634,585.8	1,880,033.8	228,334.4
Higher Education	94,894.3	49.9	4,748.6	4,044.7	451.6	1,592.0	9,128.3	137,494.0	252,403.3	80.1
Education	866,732.3	961.0	122,737.9	28,393.9	29,376.8	1,990.4	79,788.7	33,121.3	1,163,102.2	18,605.2
TOTAL - EDUCATION	961,626.6	1,010.9	127,486.5	32,438.5	29,828.4	3,582.4	88,917.0	170,615.3	1,415,505.5	18,685.3
GRAND TOTAL	1,769,432.2	2,185.2	419,485.4	63,349.8	66,641.6	12,817.0	156,427.0	805,201.1	3,295,539.3	247,019.7

Special Fund - Statement of Expenditures
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2009

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures
Judicial	6,471.1	68.8	4,336.4	0.2	253.6	50.8		7,828.9	19,009.8
Executive	440,171.6	181.8	597,736.0	1,195.2	3,425.3	6,064.4		475,900.9	1,524,675.2
Technology and Information	1,023.4	24.0	19,759.1		14.6			11.5	20,832.6
Other Elective	6,053.1	66.9	19,960.2		50.3	20.7	46,469.0	339,159.8	411,779.9
Legal	7,114.2	148.4	2,002.0		199.8	21.5		257.7	9,743.5
State	16,502.8	169.3	12,526.5	9.6	447.4	263.1		22,406.6	52,325.1
Finance	4,192.2	49.5	51,703.3		71.9	53.5		2,213.7	58,284.0
Health and Social Services	59,978.8	275.1	111,696.3	840.0	23,635.9	1,383.1		807,011.7	1,004,820.8
Services for Children, Youth and Their Families	13,146.2	49.4	18,082.3	35.6	871.9	1.0		6,218.4	38,404.8
Correction	659.2	18.1	1,569.3	14.9	3,479.1	161.6		109.7	6,012.0
Natural Resources and Environmental Control	26,069.2	186.0	42,847.8	270.3	5,254.5	1,892.6		39,023.3	115,543.6
Safety & Homeland Security	13,595.2	289.8	16,895.7	30.9	2,796.6	2,115.5		3,150.3	38,873.9
Transportation	107,759.1	261.8	133,117.2	4,806.7	18,735.2	7,027.0	796.3	396,891.0	669,394.2
Labor	18,015.2	152.4	26,180.9	27.5	1,261.6	123.9		26,456.5	72,218.0
Agriculture	4,603.3	90.1	68,613.5	8.9	280.8	111.1		13,368.9	87,076.5
Elections	86.0	3.0	2,069.0	6.4	25.8	76.3	0.2	43.3	2,310.0
Fire Prevention Commission	2,119.2	14.1	446.4	6.2	455.8	60.4		9.0	3,111.0
Delaware National Guard	4,278.1	38.4	4,300.5	1,124.1	491.0	63.2		1,877.9	12,173.2
Advisory Council for Exceptional Citizens								5.0	5.0
TOTAL - DEPARTMENTS	731,837.7	2,086.7	1,133,842.2	8,376.5	61,750.9	19,489.6	47,265.5	2,141,944.0	4,146,593.1
Higher Education	62,122.6	670.0	14,110.9	1,695.6	5,065.9	3,586.5		22,794.3	110,045.8
Education	280,474.7	1,384.8	172,445.0	7,742.3	40,194.8	5,262.4		343,107.3	907,779.9
TOTAL - EDUCATION	342,597.3	2,054.8	186,555.9	9,437.9	45,260.7	8,848.9	57,168.6	365,901.6	1,017,825.7
GRAND TOTAL	1,074,435.0	4,141.5	1,320,398.2	17,814.3	107,011.6	28,338.5	104,434.1	2,507,845.6	5,164,418.8

Capital Improvement Fund Expenditures
Summarized by Department, Higher Education and Department of Education
Fiscal Year Ended June 30, 2009

	Expenditures	
DEPARTMENTS		
Executive	\$ 37,524.8	
State	5,908.3	
Finance	103.6	
Natural Resources and Environmental Control	1,932.1	
Transportation	<u>432,037.1</u>	
TOTAL - DEPARTMENTS		477,505.9
HIGHER EDUCATION		
Delaware State University	599.4	
Delaware Technical and Community College	<u>651.2</u>	
TOTAL - HIGHER EDUCATION		1,250.6
DEPARTMENT OF EDUCATION		
Caesar Rodney	9,832.4	
Capital	21,610.0	
Lake Forest	4,627.4	
Cape Henlopen	29,560.0	
Milford	11,790.7	
Seaford	301.2	
Smyrna	25,618.7	
Appoquinimink	22,293.9	
Brandywine	35,878.4	
Red Clay	14,328.0	
Christina	26,263.7	
Colonial	16,407.8	
Indian River	7,440.7	
Delmar	1,484.0	
PolyTech	10.2	
Sussex Vo-Tech	4,034.9	
Sterck	2,082.9	
DE College Preparatory Academy	5.1	
Charter School of Wilmington	52.5	
Positive Outcome	6.4	
East Side Charter School	15.6	
Campus Community	27.5	
Maurice J. Moyer Academy	16.8	
Thomas A. Edison Academy	8.7	
Sussex Academy of Arts & Science	17.7	
Delaware Military Academy	7.7	
Kuumba Academy	11.4	
Pencader Business & Finance	16.5	
Academy of Dover	11.3	
Providence Creek	36.4	
MOT Charter School	37.1	
Newark Charter School	56.6	
TOTAL - DEPARTMENT OF EDUCATION		<u>233,892.2</u>
TOTAL - CAPITAL IMPROVEMENT FUND EXPENDITURES		<u>\$ 712,648.7</u>

DEFINITION OF BUDGETARY TERMS

Agency - Any board, department, bureau or commission of the state that receives an appropriation under the Appropriations Act of the General Assembly.

Appropriated Special Funds (ASF) - A type of funding appropriated in the Budget Act. Revenue generated by fees for specific, self-sufficient programs.

Appropriation Limits - The amount that the legislature is allowed to authorize for spending.

◆ **Operating Budget** - The State Constitution limits annual appropriations to 98 percent of estimated revenue plus the unencumbered General Fund balance from the previous fiscal year. To appropriate more than the 98 percent, the legislature must declare an emergency.

◆ **Capital Budget** - Legislation sets three criteria. (See **Debt Limits** for details.)

Appropriations Act (Budget Act) - Legislation that is introduced and passed by the General Assembly for the state's operating budget. This bill appropriates money for personnel costs, travel, contractual services, debt service, energy, etc. The General Assembly appropriates General Fund (GF) and Appropriated Special Fund (ASF) dollars and General Fund, Appropriated Special Fund and Non-Appropriated Special Fund (NSF) positions.

Appropriation Unit (APU) - Major subdivision within a department/agency comprised of one or more Internal Program Units.

Bond and Capital Improvement Act - Legislation that is introduced and passed by the General Assembly for the state's capital budget. This bill appropriates money for items that have at least a ten-year life: construction of buildings, land acquisitions, water and wastewater infrastructure, drainage projects, etc.

Bond Bill - See Bond and Capital Improvement Act.

Budget Act - See Appropriations Act.

Budget Development and Information System (BDIS) Client-server system used for developing and analyzing agency budget requests and preparing the Governor's Recommended Budget.

Budget Request - A series of documents that an agency submits to the Office of Management and Budget and the Controller General's Office outlining the

funding and positions requested for the next fiscal year.

Budget Reserve Account - Within 45 days after the end of any fiscal year, the excess of any unencumbered funds remaining from the said fiscal year shall be paid by the Secretary of Finance into the Budget Reserve Account; provided, however, that no such payment will be made which would increase the total of the Budget Reserve Account to more than five percent of only the estimated General Fund revenues. The General Assembly by three-fifths vote of the members elected to each House may appropriate from the Budget Reserve Account such additional sums as may be necessary to fund any unanticipated deficit in any given fiscal year or to provide funds required as a result of any revenue reduction enacted by the General Assembly.

CIP - Capital Improvement Plan.

Class - All positions sufficiently similar in duties, responsibilities and qualification requirements to use the same examination, salary range and title.

Continuing Appropriations - Unexpended funds that do not revert to the General Fund through legislative action at the close of the fiscal year, but remain available in the agencies for expenditures in the following fiscal year.

Debt Limit - The General Assembly passed legislation to set a three-part debt limit for the state:

1. The amount of new "tax-supported obligations of the State" that may be authorized in one fiscal year may not exceed five percent of the estimated net General Fund revenue for that year.
2. No "tax-supported obligations of the State" and no "Transportation Trust Fund (TTF) debt obligations" may be incurred if the aggregate maximum annual payments on all such outstanding obligations exceed 15 percent of the estimated General Fund and TTF revenue.
3. No general obligation debt may be incurred if the maximum annual debt service payable in any fiscal year on all such outstanding obligations will exceed the estimated cumulative cash balances.

Debt Service - The amount of principal and interest due on an annual basis to cover the cost of borrowing funds in order to finance capital improvements.

DEFINITION OF BUDGETARY TERMS

Delaware Economic and Financial Advisory Council (DEFAC) - Representatives from state government, the General Assembly, the business community and the academic community who forecast the state's revenues and expenditures. The Council meets six times a year. Appropriation limits are determined based on DEFAC forecasts.

Delaware Financial Management System (DFMS) - An automated financial management and accounting system currently utilized by the State.

Delaware State Clearinghouse Committee (DSCC) - A committee established by statute to review and approve/disapprove federal grants and non-federal grants requested by state agencies (including higher education institutions) and, in some circumstances, federal grants requested by private agencies and local governmental entities.

Development Fund - Funds appropriated for the development and implementation of new Information System and Technology (IS&T) projects throughout state government.

Division - Major subdivision within a department/agency comprised of one or more Budget Units.

Enhancements - Dollar adjustments to an agency's budget resulting from a planned expansion, improvement or curtailment of current programs. Adjustments for new programs/services.

Epilogue - The section of the Budget Act that provides instructions or guidance on the allocation of appropriated funds.

Federal Funds - Funds awarded to state agencies by the federal government through a grant application process at the federal level and the Clearinghouse process at the state level.

Fiscal Year (FY) - A 12-month period between settlement of financial accounts. The state fiscal year runs from July 1 through June 30. The federal fiscal year is October 1 through September 30.

FTE (Full-Time Equivalency) - One full-time position.

General Assembly - Legislative body comprised of the House of Representatives and the Senate. All members are elected. House members serve for two years and Senate members serve for four years.

General Fund - Primary fund of the state, all tax and other fines, fees and permit proceeds are deposited here unless specific legislative authority has been

granted to allow the revenue to be deposited in another fund.

Governor's Recommended Budget - Presented to the General Assembly in late January. This is the Governor's recommendation to the General Assembly.

Grant-in-Aid - Funds provided by the legislature to private non-profit agencies to supplement state services to the citizens of Delaware. Also, includes the state share of county paramedic programs.

Internal Program Unit (IPU) - Major subdivision within an Appropriation Unit. Key level for budget development and tracking.

Joint Finance Committee (JFC) - The Joint Finance Committee consists of the members of the House Appropriations and Senate Finance Committees. 29 Del. C., §6336 mandates that the JFC meet jointly for the purpose of considering a budget proposal submitted by the Governor. Such meetings may require attendance of state agency heads who shall provide the committee with information explaining their budget requests and agency goals and objectives. The JFC proposes a budget for consideration by the General Assembly.

Joint Legislative Committee on the Capital Improvement Program (Bond Bill Committee) - A Capital Improvements Committee comprised of members of the House and Senate Bond Committees, which meets jointly to consider proposals for capital improvements projects submitted by the Governor. As with the Joint Finance Committee, such meetings may require attendance of state agency heads who shall provide the committee with information explaining their capital budget requests. The Joint Capital Improvements Committee proposes a capital budget for consideration by the General Assembly.

Key Objectives - Statements of specific, intended, measurable goals related directly to the mission of a department, agency or unit.

Merit System - The personnel system used by the State provided under 29 Del. C.c. 59.

Mission - The purpose of a department, agency or unit. Rationale for the existence of an APU or department.

Non-Appropriated Special Funds (NSF) - Funds that are not appropriated by the legislature. Federal

DEFINITION OF BUDGETARY TERMS

funds, school local funds, reimbursements and donations fall into the NSF category.

One-Time Items - A non-recurring expense, not built into an agency's base budget.

Paygrade - One of the horizontal pay ranges designated on the pay plan.

Performance Measures - Observable measures of a program's progress towards achieving its identified mission and key objectives.

Payroll/Human Resource Statewide Technology (PHRST) - Integrated application of the human resource, benefits and payroll function for the State of Delaware.

Policy - A governing principle, pertaining to goals or methods; involves value judgment.

Position - An aggregate of responsibilities and duties, filled or vacant, that requires the services of an employee, part-time or full-time, for which funds have been budgeted and which has been assigned to a class.

Reclassification - A change in the classification assigned to a position to reflect a significant change in the duties and responsibilities of that position. The paygrade may be adjusted either up, down or may remain the same.

Revenue - Income from taxes and other sources that the State collects and receives into the treasury for public use.

Revenue Budgeting - A financial planning process which estimates the income to be realized from various sources for a specific period of time.

Selective Market Variation - A mechanism by which the State can address severe recruitment and retention problems in specific job classifications.

Service Level - The five funding categories (base, inflation, structural changes, enhancements, one-times) by which agency budget requests are developed.

Strategic Plan - A document developed by an agency that documents the policy direction and agency goals for a three-year period.

Strategic Planning and Budgeting Process (SPBP) - Type of budgeting whereby budgets are developed annually through a broad based internal analysis of a department's mission, key objectives and goals.

Budget requests reflect the resource allocation necessary to carry out the strategic plan.

Structural Changes - Change in the methods of service delivery or the organizational location of programs or services.

Technology Fund - Funds appropriated within the Office of Management and Budget for statewide technology initiatives. The technology fund is not part of the base budget.

Transportation Trust Fund (TTF) - A fund to which all revenues dedicated to the Department of Transportation are deposited. The department uses this fund to cover operating and capital expenditures.

Twenty-First Century Fund - Fund created for deposit of proceeds from the Delaware v. New York decision. Monies are used to finance capital investment programs including open space, farmland preservation, water/wastewater, park endowment, community redevelopment, neighborhood housing revitalization, educational technology, advanced technology centers, Diamond State Port Corporation and resource, conservation and development projects.

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