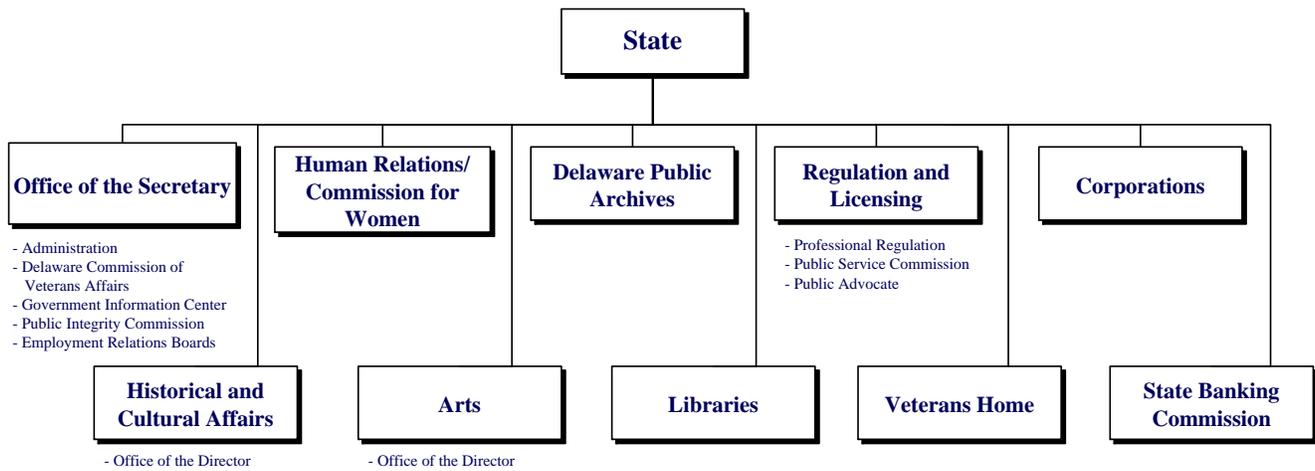


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MISSION

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

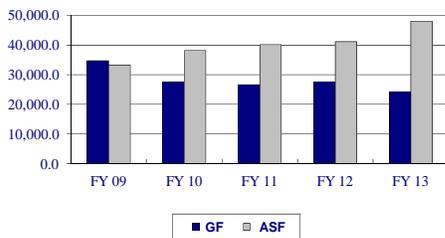
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products and services that leverage the State’s existing reputation as a leading corporate and financial services center. Effectively coordinate domestic and international marketing efforts with the Delaware Economic Development Office, Port of Wilmington, corporate and legal service providers, 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*, the Delaware Digital Archives and the Delaware Library Catalog. Maintain world-class, full-service operations at the State’s public libraries and Delaware Public Archives (Archives).

- Improve public access to arts and history and improve the quality and increase the use of historic, recreational and cultural assets that make Delaware an attractive place to live, work and visit. Partner with and promote the activities of private arts organizations, museums and historic societies to make Delaware’s rich history and culture more accessible to the public.
- Improve educational opportunities for Delaware’s children through programs offered or funded through Archives, Division of Arts (Arts), Division of Historical and Cultural Affairs (HCA), Division of Libraries (Libraries) and other agencies in the department.
- 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.
- Strengthen professional regulatory oversight by ensuring applicants for professional, trade and event licenses meet minimum requirements for licensure; promptly investigating complaints from the public; taking appropriate disciplinary actions; increasing awareness of the importance of reporting violations of appropriate standards of conduct; and promoting oversight that protects the public while preventing unnecessary regulatory burdens or impediments to equal opportunity.
- 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.

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- Ensure the timely and fair administration of rules, regulations and laws overseen by the department.
- Work with regulated businesses and utility consumers to foster utility regulatory policies and rate structures that align with state and federal initiatives on climate prosperity, clean energy and environmental sustainability.
- 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 handled through the department, such as: financial services, utility services, government ethics laws, employment laws, etc.
- Boost the department's productivity, security and work environment by implementing clean energy, supplier diversity, comprehensive security and continuity of operations plans.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	27,553.1	24,303.5	24,707.8
ASF	48,090.9	47,992.5	48,524.4
TOTAL	75,644.0	72,296.0	73,232.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	305.0	244.0	244.0
ASF	275.6	348.6	347.6
NSF	16.4	16.4	16.4
TOTAL	597.0	609.0	608.0

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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,450.2	3,828.9	3,887.0
ASF	5,117.1	3,107.7	3,121.8
TOTAL	8,567.3	6,936.6	7,008.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	40.5	39.5	39.5
ASF	10.5	11.5	11.5
NSF	--	--	--
TOTAL	51.0	51.0	51.0

**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 library, archive and e-government services.
- Provide leadership in marketing Delaware arts, history and culture.
- Promote services offered through the International Trade and Development office, provide export/import assistance to Delaware businesses, promote export growth and work to attract and retain jobs associated with international businesses.
- Administer the Unclaimed Property Voluntary Disclosure program.

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- Provide effective financial, human resource, information technology, policy development, community relations and administrative support to divisions.
- 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, the Division of Corporations (Corporations), Government Information Center (GIC), HCA, Human Relations/Commission for Women, Libraries, Professional and Utility Regulation and Licensing Services, Delaware Commission of Veterans Affairs (DCVA), 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 Riverfront Development 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 over 10,000 Delaware notaries public and actively participates in numerous public bodies, including DEFAC, the Cash Management Policy Board and the Biggs Museum Board.

Through Corporations and the State Bank Commissioner, the department contributed over \$975 million of net General Fund revenue in Fiscal Year 2012. 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 Archives, Libraries and GIC, the department has the statutory responsibility to ensure residents have access to governmental, educational and recreational information. Archives safeguards public records and has made more than one million digital archival images available to the public through the end of Fiscal Year

2012. Libraries fosters education and recreational enjoyment. Last year, Delaware public libraries served more than four million visitors and circulated more than six million books and other materials. The division has completed a multi-year effort to bring every public library into a single statewide library catalog and high-speed broadband network. The division received a multi-million dollar grant to create Job Centers at libraries in each county and bring wireless and videoconferencing services to every public library. GIC promotes easy and organized access to online information and resources. In Fiscal Year 2012, GIC dramatically increased the State's use of social media and recorded an average of more than 133,400 unique visitors a month to the State's web portal.

Through HCA, Archives and Arts, 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 180,000 visitors in Fiscal Year 2012 at their public exhibit and meeting spaces where the story of the State's democracy can be seen and heard.

Arts supports creative expressions that inspire current generations and serve as lasting monuments to a free and democratic society. The division-sponsored events and activities attracted nearly 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 scores of outreach and educational activities.

Through the Division of Professional Regulation, Delaware Public Service Commission (PSC) and the Division of the 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 80,000 professionals in Delaware. In Fiscal Year 2012, 95 percent of the division's active license files were digitized to improve customer service. The division's boards and commissions protected public safety and welfare by disciplining 241 licensees.

The division's Office of Controlled Substances implemented the Delaware Prescription Monitoring Program (PMP) that was established by Senate Bill (SB) 235 in 2010. The PMP's primary purpose is to assist practitioners to prevent patient doctor shopping by providing a patient prescription history report. The

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division was awarded a U.S. Department of Justice Harold Rogers federal grant in the amount of \$400,000 to fund the PMP and its operations. Delaware licensed pharmacies began uploading data in March. The PMP was made available to a test group of 300 practitioners in May 2012 and was officially launched in August 2012.

PSC currently regulates and/or licenses the activities of nearly 300 energy, telecommunications, water and wastewater service providers and franchisees. In 2012, PSC staff assisted consumers with nearly 900 utility complaints. DPA represents the interests of utility customers before PSC, as well as other state and federal courts and administrative bodies. Last year, DPA reviewed over 600 applications filed and received by PSC, formally intervened in 15 major cases and actively participated in numerous settlements leading to lower rates than might have otherwise been allowed and improvements in oversight of utility practices.

Through Employment 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 access to statutes, regulations and online services.

DCVA serves Delaware veterans through its administrative offices and the veterans' memorial cemeteries. The commission continues to play a vital role in developing rules and regulations to administer the Delaware Veterans Home. The commission continued its ongoing expansion and renovation efforts at both its New Castle County and Sussex cemeteries. The commission is also expanding its partnerships with other federal, state, local and service organizations to assist veterans seeking a job or trying to start a business.

The Veterans Home provides long-term care services, such as skilled nursing care, to Delaware veterans at its facility in Milford. It consistently operates above a 90 percent occupancy rate for the three licensed wings and opened its fourth wing in Fiscal Year 2012. It continues to provide the highest quality of care for veterans.

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 office hosts dozens of delegations from around the world each year and visits many countries each year to promote investing in Delaware. Delaware exports of nearly \$5.3 billion 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 Board of Pardons applications.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ value of Delaware exports (billions)	5.3	5.3	5.3
# of agencies with two or more social media/mobile channels	12	20	25

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

MISSION

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

KEY OBJECTIVES

- Provide assistance to veterans and their families in understanding and obtaining U.S. Department of Veterans Affairs (VA) benefits; deliver professional representation for claims of service connected disabilities and pensions.
- 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.
- Maintain a memorial park for the State Veterans Cemeteries; ensure dignified repose and military honors for veteran interment services.

BACKGROUND AND ACCOMPLISHMENTS

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

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of federal and state benefits and entitlements to 78,247 Delaware veterans and their dependents.

The commission continues to increase services to approximately 38,823 veterans residing in Kent and Sussex Counties who do not have equitable access to resources that are accessible to veterans residing in New Castle County. State funded counseling services provided by People's Place in Milford improve the ability to provide access. The mobile van, Veterans Service Center, continues making scheduled community visits further enhancing the delivery of services.

The commission and VA 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 and VA workshops to veterans/disabled veterans interested in developing veteran-owned small businesses.

Accomplishments

- Distributed a State Veterans Benefit Booklet to all veterans who claimed Delaware as their home of record upon discharge from military service.
- Processed and approved over 1,995 applications for burial at the Delaware Veterans Memorial Cemetery (DVMC).
- Effectively handled over 1,187 interments at the DVMC.
- Initiated a virtual visitation program, *VACemeteries.com*, for individuals to electronically visit interred veterans and family members.

ACTIVITIES

- Manage the claims processing system for veterans and their dependents and effectively monitor all federal legislation vis-à-vis the VA.
- Maintain a digital imaging repository for all veterans' DD-214 or similar verification of active military service documentation.
- Coordinate annual ceremonies associated with the Delaware Memorial Bridge and DVMC 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.

- Manage a website that permits veterans to access or submit a burial application, check the status of their application and locate interment sites of those interred at the DVMC.
- Maintain electronic access (kiosk) for all Delaware veterans and family members to retrieve gravesite information.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of claims processed	1,916	1,964	2,013
# of outreach services to veterans and their dependents	53,638	54,979	56,353
# of federal/state referrals	5,962	6,111	6,264
\$ of claims awarded (millions)	10.5	10.5	10.5
# of interments	1,187	1,217	1,247
# of gravesites maintained	16,399	16,809	17,229
# of approved interment applications (cumulative)	26,693	27,360	28,044

GOVERNMENT INFORMATION CENTER 20-01-06

MISSION

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

KEY OBJECTIVES

- Increase interactions with citizens using the state portal, agency websites, eGovernment applications and social media channels.
- Establish e-partnerships with all local and county governments.
- Facilitate the creation of new online services that reduce costs, provide convenience or increase the efficiency of government.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2001, 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, local governments, the public and others to improve the delivery of government services and information through Delaware's portal and other channels.

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Additionally in 2011, the GIC was given authority to lead the implementation of eGovernment applications across the State to increase the number of online applications.

Accomplishments

- Designed and launched the new *Delaware.gov* portal in 2012.
- Established a statewide eGovernment contract with NIC USA to broaden Delaware’s eGovernment applications.
- Partnered with the Division of Motor Vehicles (DMV) to implement a sample driver’s test which is available on mobile devices.
- Created a new online telephone directory which enables searches by people, places and things.
- Created and promulgated a new Public Meeting Calendar for open public meetings.
- Partnered with local governments to establish town websites for municipalities.
- Launched the Print on-Demand Vehicle Temporary Tag system for automobile dealers in a partnership with DMV.
- Launched the official mobile website for *Delaware.gov*, which now includes a Polling Place Locator and Delays and Closings.
- Facilitated and led the establishment of a statewide social media policy and integrated social media elements into multiple state agency sites, including *Delaware.gov*.
- Host and support the State’s blog server, which currently hosts state agency blogs and 15 municipality websites.
- Established a new site, *apps.delaware.gov*, presenting new smartphone applications to link citizens to government services directly through their handheld and mobile devices and began creation of an eGovernment application collection.
- Partnered with the Delaware Solid Waster Authority to launch a mobile application (iOS and Android) that uses a location based interface to enable residents to find recycling drop off stations.
- Created a location-based iPhone application for finding polling places in Delaware.
- Established a new site for open data for Delaware, *data.delaware.gov*, providing Delaware residents direct access to public datasets and began coordination of an open data collection.

ACTIVITIES

- Develop new eGovernment applications to help achieve the Governor’s goal of a more effective and efficient government.

- Increase the use of social media channels, such as: Facebook, Twitter, YouTube and others among state agencies.
- Grow the use of mobile and portable web content, applications and tools to enable greater interaction with Delaware government.
- Enable, assist and empower state agencies to reach new audiences through the use of social media venues.
- Offer web and social media 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.
- Promote the creation of websites that provide content to the widest audience possible by encouraging compliance to accessibility best practices.
- Participate in outreach events to promote the use of *Delaware.gov* and other state services available online.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of portal visitors (average unique visitors per month)	133,404	150,000	155,000
# of new online services established	11	15	20
% of local and county governments with which e-partnerships have been established	43	50	60
% growth of new fans on State’s Facebook page	27	25	30
% growth of new followers on State’s Twitter page	53	50	60

PUBLIC INTEGRITY COMMISSION
20-01-08

MISSION

To instill public confidence in the integrity of the 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.

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- Maintain a 45-day or better response time for issuing written decisions.
- Increase the number of disclosures filed online.

BACKGROUND AND ACCOMPLISHMENTS

PIC interprets:

- Ethics law for more than 58,000 state employees, officials and all appointees to boards and commissions;
- Ethics law for 50 local governments;
- Financial disclosure law for more than 377 state officials and 69 state candidates;
- Disclosure law requiring all state elected officials and state candidates to disclose all nonprofits, civic and community associations, foundations, maintenance organizations or trade groups of which they are a council member or board member;
- Law pertaining to dual office holders; and
- Lobbying law, which applies to 397 lobbyists representing 1,027 organizations.

In Fiscal Year 2012, PIC interpreted 54 requests for advisory opinions from officials and complaints against officials. This was an increase of 10 over Fiscal Year 2011.

Fiscal Year 2012 was the seventh year officials could file financial disclosure reports online or by hard copy. Out of 446 public officers, only 46 filed hard copy reports. That dramatic increase in online filing includes 100 percent online filing for all 69 candidates for state office. It was the first year state candidates had to file not only the financial interest information, but also disclose all non-profit, civic and community associations, foundations, maintenance organizations or trade groups if they are a council or board member. Because of the effective date of the legislation, in the prior fiscal year, only those currently holding office had filed this information.

In Fiscal Year 2012, the number of organizations with registered lobbyists topped the 1,000 mark: 397 lobbyists registered to represent 1,027 organizations. This was an increase of 24 lobbyists and 105 organizations represented. Lobbyists filed 4,109 organizational quarterly expense reports, an increase of 421 reports. The number of organizations represented has increased every year since PIC became responsible for the lobbying law in 1996, rising from an estimated 200 to the present 1,027 in 16 years.

In Fiscal Year 2012, legislation was passed to require lobbyists to add the number of bills or resolutions and the number or title of administrative lobbying matters within five days of lobbying on such items. The legislation also requires PIC to provide a weekly report on that information to the General Assembly while it is in session. Further, the legislation requires PIC to have a searchable database.

In Fiscal Year 2012, the commission gave 12 classes to 133 attendees on ethics. The numbers are expected to increase in Fiscal Year 2013 because the Department of Transportation (DOT) has already requested that quarterly training sessions be given for DOT employees and officials in that agency in 2013. The law requires the commission to offer classes, but it does not require anyone to attend. The commission will continue to work with agencies to encourage participation in its training program.

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of advisory opinions, waivers and complaints	54	65	60
# of people receiving training	133	300	300
% of opinions issued within 45 days	97	98	98
% of disclosures filed online	96	95	95

***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 responsibilities for PERB and MERB in Fiscal Year 2009 and reflected this consolidation in the budget under one budget unit referred to as Employment Relations Boards in Fiscal Year 2011.

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 fiscal deficits; job cut-backs, lay-offs or freezes; changes in funding sources and support; governmental reorganizations; and the tenor of the relationship between labor and management.

PERB has developed an effective impasse resolution procedure which has resulted in an average facilitated settlement rate of 90 percent of negotiations in which binding interest arbitration is requested over 10 years.

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 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 has instituted procedures for expediting the processing of cases to hearing and reduced its backlog of pending cases.

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 state merit compensation bargaining.
- Facilitate the resolution of negotiation impasses through mediation, facilitation and binding interest arbitration.
- Administer the binding grievance arbitration panel for public school labor and management.
- Systematically support and provide alternative dispute resolution procedures to resolve unfair labor practice charges, representation questions and negotiation disputes.
- Increase the number of public sector labor disputes resolved informally through PERB intervention and facilitation prior to the completion of formal case processing procedures.
- Develop and increase accessibility to PERB processes and decisions through electronic media.
- Serve as the final step in the state Merit System grievance process and in appeals of classification maintenance reviews.
- Adopt or reject changes to the Merit Rules submitted by the statewide Labor Management Committee after a public hearing.
- Request OMB Director investigate problems and/or complaints arising from Merit policies and procedures.

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PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
PERB			
% of disputes informally resolved through facilitation	30	40	50
% of cases resolved within 90 days of filing	40	45	50
% of mediation cases proceeding to binding interest arbitration	62	33	25
% of binding interest arbitration in which facilitated settlement is reached prior to decision	62	80	85
# of new cases filed	54	55	60
# of cases processed	94	95	90
% of cases electronically filed and/or processed	70	75	75
# of decisions issued	39	50	50
MERB			
% of cases resolved within 90 days of filing	20	25	40
% of cases heard within 180 days of filing	25	30	45
# of new cases filed	33	25	25
# of cases processed	70	50	50
% of cases electronically filed and/or processed	60	75	80
# of decisions issued	55	50	50

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

MISSION

To ensure equal opportunity for all people of Delaware by promoting and enforcing laws against discrimination based on race, color, age, sex, religion, marital status, national origin, creed, familial status, disability and sexual orientation in housing and places of public accommodations. To support a quality of life for people in Delaware free of discrimination by cooperating with others to promote amicable relationships among the various racial and cultural groups within the State.

To provide leadership, advocacy and resources on issues affecting the quality of life and the full participation of women in all sectors of society.

KEY OBJECTIVES

- Eliminate unlawful discrimination in Delaware.
- Eliminate biases and barriers that obstruct equity and justice for women.
- Improve the status and quality of life of women in Delaware.
- Promote economic, social and political justice.
- Protect Delawareans against violations of the State's fair housing and equal accommodations laws.
- Educate citizens of their rights and responsibilities under the state and federal fair housing laws.
- Enforce the state laws prohibiting discrimination in housing and places of public accommodations.
- Maintain a partnership with the U.S. Department of Housing and Urban Development (HUD) and local housing providers and fair housing advocates for fair housing outreach, education and enforcement.
- Maintain status as a Fair Housing Assistance program with the authority to receive, investigate, process and resolve fair housing cases filed under the federal fair housing law.
- Maintain productive relationships with local, regional and national organizations similarly focused on improving the status of women.
- Assist and support the State Human Relations Commission (SHRC) in fulfillment of its statutory duties and responsibilities.

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- Assist and support the Delaware Commission for Women (DCW) in fulfillment of its statutory duties and responsibilities.
- Serve as a voice for and information resource to women on standing and emerging issues of particular concern to women.

BACKGROUND AND ACCOMPLISHMENTS

The SHRC was created in 1961 to promote a climate of understanding among racial, cultural and ethnic groups in Delaware. Thus for 50 years, the SHRC has served the State as the advocate, protector and enforcer of the civil and human rights of its citizens.

With the passage of the Equal Accommodations Law (1963) and Equal Rights to Housing Law (1969), the SHRC was given law enforcement authority over matters of discrimination in housing and places of public accommodation. In 1970, the Office (now Division) of Human Relations was established to support the work of the commission, particularly with investigations, mediations, conciliations, administration, outreach education and training. The division is certified by HUD as a substantially equivalent fair housing agency, making it eligible for performance-based federal funding.

The Delaware Fair Housing Act and the Equal Accommodations Act have been amended twice since being enacted. The 1992 amendment to the Fair Housing Act gave authority to a panel of the SHRC or the Superior Court to hear cases of alleged discrimination. The 1996 amendment to the Equal Accommodations Act provided tougher penalties for those in violation of the law. Both acts were amended in 2009 to add sexual orientation as a protected class.

The Division of Human Relations with the SHRC serves as Delaware’s primary civil rights enforcement agency, processing over 200 complaints of discrimination annually and assisting in the resolution of individual and community tensions and concerns stemming from allegations of discriminatory acts or practices.

DCW, modeled after President Kennedy’s Commission on the Status of Women, was established to advance the rights and opportunities for women and develop recommendations for overcoming discrimination. While the status of women in the State and the nation has improved significantly, more is required and owed to future generations. Until 1982, the duty of advancing gender equity in all aspects of Delaware life was assigned to a group of 25 volunteers appointed by the Governor. Eventually, the legislative branch of government acted to stabilize and strengthen the capacity of the commission to serve the needs of women through legislation that assigned duties and responsibilities to

both DCW and the Office of the Commission for Women. In collaboration, both entities serve as a primary resource to leaders, agencies, organizations and residents on issues impacting the lives of women and the future for girls.

Accomplishments

- In 2010 the Division of Human Relations held the first fair housing conference for persons with disabilities. The event attracted over 100 advocates, fair housing professionals and persons with disabilities.
- Maintained strong relationships with partners, stakeholders and allies.
- Received 76 allegations of housing discrimination. Investigated, processed and resolved 22 complaints of violation of the fair housing laws.
- Obtained \$149,000 in awards for fair housing violations.
- Received 48 allegations of discrimination in places of public accommodations. Investigated, processed and resolved 35 complaints filed under the State’s Equal Accommodations Act.
- Obtained \$18,250 in awards for violations on the Equal Accommodations Act.
- Received an award of \$81,999 performance-based funding under a cooperative agreement with HUD.
- Developed and implemented fair housing training workshop series to support the findings and recommendations in the 2011 Analysis to Impediments to Fair Housing Choice in Delaware.
- Commemorated National Fair Housing month by leading and supporting several fair housing events including the Division of Human Relation’s 19th Annual Fair Housing Conference.
- Sponsored events and provided informational material and resources to more than 500 women and 1,000 girls.
- Produced a resource guide to facilitate women’s ability to access the services and support needed to reenter the community after incarceration.
- Planned and produced the 33rd Annual Hall of Fame Award Ceremony recognizing and honoring Delaware women for their significant contribution to the State and the nation.
- Offered free legal information seminars to over 50 people.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	587.0	600.0	612.0
ASF	8.8	6.0	6.0
TOTAL	595.8	606.0	618.0

**STATE
20-00-00**

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 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

- Use the full authority of the law to enforce and deter unlawful discrimination in Delaware.
- Receive, investigate and process complaints of unlawful discrimination.
- Test, monitor, survey and study patterns and practices for evidence of unlawful discrimination.
- Train, consult, advise and educate citizens and other persons of their rights and responsibilities under fair housing and equal accommodations laws.
- Mediate, facilitate, conciliate and resolve complaints in a way that effectively deters future acts of discrimination.
- Lead, convene, coordinate and disseminate a resource for information and training on existing and emerging issues, policies and/or laws affecting unlawful discrimination.
- Support the administrative and functional needs of SHRC in fulfillment of its statutory duties and responsibilities.
- Conduct, support and promote conferences, discussion groups, workshops and other forums that educate and inform.
- Improve the status of women in Delaware.
- Review, monitor and consult on legislation, policies, programs and practices relative to the disparate impact on women.
- Publish and distribute issue-specific materials to inform women and others.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of educational seminars, training and workshops	50	50	50
# of days to close fair housing cases	85	80	80
# of days to close public accommodations cases	110	100	100
# of Hall of Fame nominations	28	35	40
# of agencies/organizations utilizing DCW resources	100	105	110
# of resources/publications disseminated	11,000	9,000	9,000

**DELAWARE PUBLIC ARCHIVES
20-03-00**

MISSION

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

KEY OBJECTIVES

- Preserve state and local government records that possess legal, fiscal and historical value.
- Ensure ongoing access to records of enduring value by managing their archival preservation and using evolving technologies to promote their use.
- Promote the availability and use of Delaware's documentary resources through programs and outreach with the education community, historical societies, related organizations, researchers and the general public.
- Provide guidance on the proper management, maintenance and disposition of state and local government records.

BACKGROUND AND ACCOMPLISHMENTS

Established in 1905, Archives is one of the oldest continuous public archives in the nation. Archives fills a critical role in collecting, preserving and making available state and local government records of historical and evidential value. Delaware's public records have a wide and varied usefulness. Without such historical resources, activities as diverse as government actions and decision-making, historical and genealogical research, museum exhibit preparation, archaeological fact-finding, legal and judicial investigation and historic building preservation would be made more difficult or perhaps impossible to conduct.

Archives' holdings contain approximately 10.4 million documents ranging from single, historic documents such as the Royal Charter to a host of varying historic and state and local records dating from the 17th century to the present, including documents, architectural drawings and maps. For most Delawareans who were born, were married, owned property, went to school or died in Delaware, a record of these life events will eventually be housed in Archives.

**STATE
20-00-00**

In addition to paper documents, Archives houses almost 6,000 books, 17,000 audio/video recordings, 75,000 rolls of microfilm and approximately 800,000 historical photographs. All of these materials are housed in a specially constructed building that encompasses four climate-controlled Archives vaults totaling almost 90,000 cubic feet and the Mabel Lloyd Ridgely Research Room that is equipped with Wi-Fi to support individual patron computer access for various research undertakings.

Continuing with its tradition and mission of providing access to its holdings while ensuring secure and proper housing for the state's documentary heritage, Archives has expanded the public use of its resources through enhanced technological advances, public programming and an increasing web presence that has made 1,009,439 documents, photos and related materials available online. In Fiscal Year 2012, nearly 8,400 people visited Archives to conduct research, view exhibits and attend workshops and special events. The Archives' website and social media platforms logged 268,518 unique visitors, representing a 24.2 percent increase over Internet visitation in Fiscal Year 2011.

Accomplishments

- Increased Archives' website usage through the launching of Collection Gateway, a new Internet research tool that allows the public to search the databases of 19 different collections in Archives, thus making available online half a million records that are housed in Archives.
- Expanded the Archives' website collection offerings by adding 28,763 images during Fiscal Year 2012 including the entire Board of Agriculture photograph collection, the Delaware in World War II collection, the War of 1812 images and related documents, the Storm of 1962 articles and related documents and the complete five volume set of the American Revolution and War of 1812 Delaware Military records.
- Expanded social media venues for maximum exposure and interaction with patrons. Facebook, updated often with samples of Archives' online photo collections, now has more than 550 followers. Pinterest is updated almost daily with new pins of archives-related subject matter found on the Internet as well as samples of Archives online collections. Twitter is updated at least three times a day with information from This Day in Delaware History, interesting items that are found by research staff and announcements of upcoming events.

- Enhanced ability to track web visitation statistics of the Archives' website by using Google Analytics. Using this data, staff is in the position to analyze e-user information in terms of what is visited on the website.
- Expanded the "Inside the Delaware Public Archives" YouTube series to a new segment of the Delaware population by creating a Spanish language video to foster understanding by the Latino/Hispanic community of Archives and its holdings/collections.
- Processed 80,000 online publications harvested from state agency websites to determine applicability of electronic posting to the Archives' website, resulting in posting of almost 5,000 agency annual reports, one time only publications, brochures and/or pamphlets.
- Increased educational opportunities utilizing holdings by creating education kits for the high school level. Along with the previous year's 4th and 5th grade education kit, more than 7,200 Delaware students benefited.
- Enhanced the visitor's experience by securing Delaware's copy of the Bill of Rights on loan from the National Archives and Records Administration for the first time in three years. More than 1,150 people viewed the document during its approximately three month stay at Archives.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	918.5	895.2	914.8
ASF	1,268.1	1,174.3	1,217.6
TOTAL	2,186.6	2,069.5	2,132.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	15.0	15.0	15.0
ASF	15.0	15.0	15.0
NSF	--	--	--
TOTAL	30.0	30.0	30.0

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

ACTIVITIES

- Initiate planning efforts for upcoming exhibits to include continuation of The War of 1812 exhibit, Black History Month exhibit with a theme of Houses of Worship - The African-American Experience in Delaware and the George and Irene Caley Postcard Collection (~8,000 Delaware-themed postcards).

**STATE
20-00-00**

- In conjunction with nationally celebrated Archives Month (October), establish a “Let’s Show What We Got” permanent display within the building in areas not normally seen by the public except as invited visitors or on tour. The plan is to feature a variety of document facsimiles and photographs from within Archives’ vast holdings and display them within the halls and common areas of the building.
- Collaborate with FamilySearch for their services to complete, on site at no cost to the State, scanning/digitalization of The Kent County Orphans Court records, one of Archives’ most often requested materials.
- Participate with the New Sweden Alliance in planning for the 375th anniversary commemorating event of the landing of the Swedes at New Sweden (Fort Christina).
- Expand social media venues by completing three YouTube videos (one in Spanish), refreshing the website and including on the website a focus section on new accessions into Archives on a regularly scheduled basis.
- Reach out to the State’s African-American and Latino populations and tech-gen audiences through both traditional marketing, exhibits and increasing use of social media and by leveraging additional outreach activities and programming in schools and communities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of digital images posted online (cumulative)	1,009,439	1,184,500	1,185,090
# of government client interactions	16,880	17,510	17,685
# of on-site public visitor/patron interactions	8,369	8,500	8,625
# of off-site public visitor/patron interactions to Archives sponsored events	48,950	49,440	49,935
# of public e-user interactions	138,000	140,100	141,400
# of unique online visitors	129,718	131,000	132,285
# of cubic feet of agency records in off-site storage (cumulative)	17,042	17,510	17,680

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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	14,114.4	11,243.0	11,345.7
TOTAL	14,114.4	11,243.0	11,345.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	74.0	77.0	77.0
NSF	--	--	--
TOTAL	74.0	77.0	77.0

**PROFESSIONAL REGULATION
20-04-01**

MISSION

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

KEY OBJECTIVES

- Ensure applicants for professions, trades and events meet minimum standards for licensure and renewal.
- Expedite resolution of complaints by reducing the average number of days from complaint receipt to final disposition.
- Expand services and customer access to online services offered through the division’s website, including the implementation of online initial application submission and automated licensure verification to other licensing entities.
- Eliminate excessive licensure files and document handling through deployment of a document imaging system.
- Implement and maintain a Continuity of Operations Plan (COOP) to ensure continued critical services to the public, licensees and other agencies.
- Incorporate best regulatory practices and recommendations stemming from independent reviews and benchmarking, aimed at ensuring the integrity of systems designed to protect the public.

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, legal, fiscal and investigative support for 53 professions, trades and events. The division currently provides services for over 300 board/commission members and over 80,000 licensees. Licensure fees fund the division and the expenditures attributed to each licensing board.

Accomplishments

- The division's Office of Controlled Substances implemented the PMP that was established by SB 235 in 2010. The PMP's primary purpose is to assist practitioners to prevent patient doctor shopping by providing a patient prescription history report. The division was awarded a U.S. Department of Justice Harold Rogers federal grant in the amount of \$400,000 to fund the PMP and its operations. Delaware licensed pharmacies began uploading data in March. The PMP was made available to a test group of 300 practitioners in May 2012 and was officially launched in August 2012.
- The division finalized regulations on October 11, 2011, setting forth requirements for tamper resistant prescription pads intended to reduce prescription fraud and medication abuse. The regulations set forth requirements for the design, ordering procedures, print, delivery and use of prescription pads. In March 2012, practitioners were able to purchase the newly implemented pads through vendors registered with the division. An online provider verification system was made available for vendors to verify the legitimacy of prescribers who order from the tamper resistant prescription forms.
- The division's Office of Controlled Substances participated with the federal Drug Enforcement Administration with the assistance from the Delaware State Police, Division of Public Health, Attorney General's Office, Department of Natural Resources and Environmental Control (DNREC), Delaware Nurses Association and Board of Pharmacy to conduct two statewide drug take back events in October 2011 and April 2012. Overall since 2008, the division's Office of Controlled Substances has held 12 drug take back events and collected thousands of pounds of unneeded prescription medications.
- The division responded to 75,230 customer inquiries, of which 60,884 were responded to by the information center on initial customer contact.

- The division issued 12,767 licenses to new applicants and renewed 25,041 licenses with a total licensee population of over 80,000. The regulated licensees are comprised of a diverse group of professions, trades and events, including health care, occupational and business.
- The division screened 976 complaints, accepted 715 for investigation and completed 677 investigations. The division worked with the Attorney General's Office to establish case processing standards to facilitate greater efficiency in managing cases from receipt to disposition. The division will be engaging a vendor to implement a case management system for use by both agencies to track the status of complaints.
- The division implemented its authority to conduct statewide inspections for charitable gaming events and the cosmetology/barbering profession to curb unlicensed practice and ensure compliance with applicable laws and rules.
- The division implemented the 2010 Joint Sunset Committee recommendations for the Board of Massage and Bodywork through passage of sunset legislation (HB 357) during the 146th General Assembly.
- The division converted a cumulative total of 107,044 license records to 1,739,677 imaged records for 17 major professions and began scanning incoming documents for them. The division is projected to complete the document imaging project for the remaining 18 professions by the end of Fiscal Year 2013.
- The division and the board and commissions disciplined 241 licensees and imposed 348 disciplinary actions against those persons/facilities.
- The division and the boards and commissions held 274 hearings, of which 131 were conducted by hearing officers.

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 state and federal rules and regulations.
- Respond to inquiries related to becoming licensed or from current licensees.
- Conduct investigations and inspections to determine licensees' compliance with regulatory laws, rules and regulations and those practicing without a license and track complaints from receipt to adjudication.

**STATE
20-00-00**

- Preside over hearings and develop decision recommendations and orders for consideration by boards and commissions through a hearing officer process.
- 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.
- Conduct biennial fee setting analysis that reflects each board's operating cost and process fiscal, budgetary documents and travel arrangements for each board/commission.
- Engage in technology initiatives to automate and upgrade division systems and services for easier access and use by the public, board members, licensees, applicants and others.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
License records (cumulative):			
# converted to electronic format	107,044	112,243	*
% converted to electronic format	95	100	*
% customer satisfaction index (1-5 scale)	4.34	4.50	4.50
Customer inquiries (level 1):			
# handled	60,884	63,000	63,000
% handled	81	81	81
Delaware practitioners:			
# using PMP	300	1,000	1,616
% using PMP	5	20	30
Hearings:			
# held	274	300	300
% held by hearing officers	48	50	60

**Process to be completed in Fiscal Year 2013.*

**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 provides optimum benefits to the consumer and to the utility and, ultimately, to the economic development of the State. To facilitate, where appropriate, the transition of Delaware's utility industries from monopolistic to competitive markets and to 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 customers of regulated utilities.
- Work with other state agencies to ensure 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, 10 wastewater utilities, four cable television providers having a total of six franchise areas, two natural gas utilities, one electric distribution company, 89 electric suppliers and 189 telephone companies who provide either local exchange service or intrastate toll service or both. It also reviews the financial and tariff filings of these utilities.

In response to the Electric Utility Retail Customer Supply Act of 2006 (Act), 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. It reflects updated load forecast data and includes a study of the cost impacts of externalities associated with fossil fuel generation.

PSC actively monitors actions by the Federal Communications Commission (FCC) including, in particular, the proposed reforms to the federal Universal Service Fund (USF) and inter-carrier compensation contained in the FCC's National Broadband Plan. 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 participates as a member of the Renewable Energy Task Force (RETF), established by the Delaware legislature to design and implement programs that facilitate the development of renewable energy markets in the State while limiting rate impacts to consumers.

PSC continues to be an active participant on the Water Supply Coordinating Council (WSCC). The WSCC was established by the Delaware legislature as a result of the 2002 drought of record. As a member of the WSCC, the commission helps to review and approve water conservation plans from municipally-owned and investor-owned water utilities located in northern New Castle County.

Accomplishments

- During Fiscal Year 2012, a total of 608 dockets were opened. Administrative filings processed by staff accounted for the majority of these, including tariff revisions, Eligible Energy Resource Certifications, corporate name changes, financing arrangements and other docketed matters not requiring formal action by the commission.
- PSC staff processed over 324 applications for certification of renewable energy resources, including solar, wind, biomass, hydropower and landfill gas.
- Under legislation passed in July 2011, the PSC: reviewed a proposed fuel cell tariff that provides for the construction of both a 30 megawatt generating facility and a fuel cell manufacturing plant in Delaware; improved the terms of the fuel cell agreement by providing additional financial security to ratepayers; and approved the fuel cell tariff on an expedited basis so as to ensure receipt of a federal

cash grant. As required under the fuel cell legislation, PSC also established rules to govern the transition of the obligation to meet Delaware's renewable portfolio standard from all electric suppliers to the electric distribution company.

- PSC reviewed, modified and approved a pilot program recommended by RETF for the procurement of solar renewable energy credits, which establishes a market in Delaware for all sizes of solar facilities while limiting the rate impact to electric customers.
- In collaboration with Delmarva Power and other interested stakeholders, PSC designed and approved an electric Dynamic Pricing program, which allows Delmarva Power's supply customers to achieve direct savings by managing the timing of their electricity usage. The program, which is enabled by advanced metering, will also help Delmarva Power meet the requirements of the Energy Conservation and Efficiency Act of 2009.
- On a regional level, PSC participated in initiatives by the Organization of PJM States, Inc. and the Eastern Interconnection States' Planning Council to plan for electric transmission projects that will enable states to meet public policy goals relating to green energy or economic development.
- Using federal grant money, PSC staff conducted 100 pipeline safety inspections of natural gas, liquefied natural gas and propane pipeline operators. PSC also used federal grant money to track underground utility damage and place radio advertisements to raise awareness of damage prevention requirements.
- PSC intervened as a party in a federal natural gas transmission rate proceeding and achieved \$5 million in savings over five years for Delaware natural gas customers.

ACTIVITIES

- Review and process filings presented to PSC by regulated utilities in a timely manner and make fair and reasonable recommendations to the commissioners. Filings include requests for changes to tariffed rates and terms of service, requests for certification from telecommunications carriers and competitive retail electric suppliers and requests for service territory expansion from water and wastewater utilities.
- Ensure the regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and laws.
- Receive, investigate and respond to consumer inquiries with special emphasis on complaints.
- Adjudicate formal complaints filed by customers against regulated utilities.

**STATE
20-00-00**

- 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.
- Implement a case management and e-filing system to automate paper-based processes and to increase transparency by providing for web-based access to case files and other documents.
- Monitor state and national issues that affect PSC and communicate these issues to staff and commissioners.
- Oversee Delmarva Power’s Standard Offer Service (SOS) electricity procurement process, review its IRP and administer rules to promote greater electric supply competition while protecting consumer interests.
- Participate on committees and sub-committees created by the National Association of Regulatory Utility Commissioners and the Mid-Atlantic Conference of Regulatory Utilities Commissioners to discuss issues affecting regulated utilities and best practices in other states.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Dockets filed:			
# maintained electronically	608	608	608
% maintained electronically	100	100	100
% processed under new e-filing/case management system	*	25	90
Major utilities:			
# of rate of return reports reviewed semi-annually	8	8	8
% of rate of return reports reviewed semi-annually	100	100	100
% of customer complaints resolved within 15 days	85	90	90

**New performance measure.*

**PUBLIC ADVOCATE
20-04-03**

MISSION

DPA represents the interests of all Delaware public utility consumers before PSC, advocating for the lowest reasonable rates, consistent with the maintenance of safe, adequate and reliable utility services while maintaining an equitable distribution of rates among all classes of

consumers. DPA will appear on behalf of the interest of consumers in the courts of this State, the federal courts and federal administrative and regulatory agencies and commissions in matters involving rates, service and practices of public utilities regulated by PSC.

KEY OBJECTIVES

- Intervene and actively participate in proceedings before PSC in matters which involve the rates paid by consumers or the quality and adequacy of services provided by regulated utilities.
- Propose, support, challenge or recommend modifications to policies, programs and initiatives that impact consumer choice or the rates and services provided by regulated utilities.
- Contribute to all task forces, working groups, committees and boards to which the Public Advocate has been appointed, either by statute or some other method, to ensure that issues impacting utility consumers are recognized and understood during the decision making process.
- Jointly and individually file comments that represent the interest of all Delaware utility consumers in dockets and rule making procedures pending before federal regulatory agencies.
- Monitor and vote at PJM stakeholder meetings, taskforces and working groups to support or oppose initiatives or market changes that have direct and material effect on all of Delaware’s electricity consumers.

BACKGROUND AND ACCOMPLISHMENTS

- Through its position on the Board of the Sustainable Energy Utility (SEU), supported the board’s efforts to restructure the governance of the SEU into a committee-driven configuration. The restructure strengthens the board’s voice in SEU decision making and hiring decisions while providing greater financial oversight.
- Participated in review of Delmarva’s SOS supply procurements and workshops addressing supplier rules, including support of initiatives that encourage electric supplier shopping in Delaware provided consumer protections are included.
- Hosted a workshop with wastewater service providers, DNREC, a homebuilder and a state representative to discuss issues surrounding the provision of wastewater services by regulated utilities and discussion of a DPA proposed rule for collection of operating subsidies.

**STATE
20-00-00**

- Advocacy in a water utility rate case resulted in PSC's granting of \$3.9 million compared to the \$6.8 million requested by the company, including a reduction of the utility's return on equity (ROE) from 10 percent to 9.75 percent.
- Intervention in Delmarva's rate case ended with the company agreeing to an almost \$10 million reduction to its initial request, as well as a lowering of its ROE to 9.75 percent which is 100 basis points lower than the company sought in its application. While still a proponent of rate design modifications that reflect actual cost causation, DPA has opposed actual implementation until the company's reduced risk is reflected in a lower ROE.
- Engaged with other regional state consumer advocate offices and joined comments filed at FERC that promote consumer interests in matters such as the treatment of demand response and energy efficiency resources in wholesale markets, excessive incentive rates granted to transmission providers by FERC for reliability required infrastructure and design components of the capacity market administered by PJM Interconnection LLC.

ACTIVITIES

- Represent the interests of Delaware utility consumers in matters before PSC.
- Engage in all aspects of public utility regulation at the local, regional and national levels.
- Participate in DPA's statutory tasks, such as Governor's Energy Advisory Council, SEU, RETF, Energy Efficiency Standards Task Force and WSCC.
- Conduct outreach at community events and through direct consumer contacts with the agency.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of customer experienced electric service interruptions	142	<133	<133
# of system electric service interruptions	1.28	<1.63	<1.63
% of rate determinations settled prior to PSC deliberation	90	70	70

**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 Delaware.
- Increase general fund revenue.
- Increase the use of electronic UCC filings.
- Increase the receipt of electronic tax payments for alternative entities.
- Increase the availability of online and mobile information and services to customers.

BACKGROUND AND ACCOMPLISHMENTS

Revenue collected by the division accounted for 26 percent of the State's General Fund revenue in Fiscal Year 2012. The State's success in generating such substantial revenue is attributable to several factors including:

- Delaware's modern and flexible corporate law;
- Delaware's highly respected Judiciary, including the nation's premier business court, the Court of Chancery;
- Expertise of the State's corporate and legal services industry;
- Excellent customer service provided by division staff;
- State-of-the-art technology that is reliable and secure;
- Cooperative legislature that responds quickly to necessary changes in the law; and
- Ongoing marketing initiatives both domestically and internationally.

By providing unique product offerings and superior customer service, the division helps foster growth of the State's corporate and legal services industry, a significant source of jobs and income for Delawareans.

**STATE
20-00-00**

By continuously working to improve policies, procedures and processes, the division is at the forefront of efforts to make state government more efficient and effective. In 2012, the division culminated a three-year effort by earning yet another management honor in recognition of outstanding performance in quality management in Delaware. The division is now ISO 9001 certified. This demonstrates that its quality management systems meet or exceed international standards of excellence.

Technology provides a key competitive advantage for the division. To improve the efficiency and effectiveness of its operations, the division continually makes software, hardware and website enhancements. In the 1980s and 1990s, Delaware became the first state in the nation to develop a corporate database, imaging and workflow system. In recent years, the division has focused on expanding access to online information and services. The division publishes the most used state agency website in Delaware. Last year, more than 869,000 payment transactions were conducted through the division's e-government applications. The division's highest priority is the successful implementation of a new Integrated Corporations Information System to better serve customers.

The division continues to experience long term growth in business formations with more than 980,000 active legal entities in the State. The division works closely with its partners, such as: the Judiciary, Delaware State Bar Association, commercial registered agents, General Assembly, legal scholars and others, to build brand awareness and recognition both domestically and internationally of Delaware's position as the Corporate Capital of the World. The division also works with the Secretary of State's Office and the International Trade and Development Group to provide leadership to leverage Delaware's international reputation to help attract complementary businesses to be created and located in Delaware.

Accomplishments

- Increased the net number of active business entities in Delaware by 49,658 entities in Fiscal Year 2012, even as other states experienced declines.
- Improved efficiency by increasing the percentage of customers using electronic filings in Fiscal Year 2012. Overall web-based transactions increased by 22.7 percent.
- Continued efforts to reduce maintenance and overhead costs and boost efficiency through information technology consolidation.
- Reduced average cost of electronic payment processing and improved customer service by expanding payment options for customers while also

improving procedures for directing customers to the most efficient payment methods possible.

- Continued efforts to boost productivity and service through an ongoing partnership with Commercial Registered Agents to develop clear guidelines to ensure documents presented for filing are in compliance with state mandates.
- Successfully worked with General Assembly and Delaware State Bar Association in Fiscal Year 2012 on 10 changes to the State's business entity laws to clarify, confirm and simplify administrative procedures.
- Issued and enforced new standards prohibiting Commercial Registered Agents listed on the State's websites from marketing the sale of shell, shelf or aged companies and promoting Delaware as a haven for secrecy or anonymity.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	17,784.9	18,708.8	19,015.3
TOTAL	17,784.9	18,708.8	19,015.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	111.0	107.0	106.0
NSF	--	--	--
TOTAL	111.0	107.0	106.0

**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.

**STATE
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PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of entities domiciled (thousands)	965.7	1,010.7	1,055.7
\$ of net General Fund revenue (millions)	867.2	871.0	882.8
% UCC e-Corp filing	62.0	62.6	63.2
% of alternative entities paying electronically	51.0	53.8	56.0
# of web-based payments (thousands)	869.6	956.6	1,052.2

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

MISSION

HCA promotes and protects the First State's historic identity through leadership in museums, collections, historic preservation and stewardship of historic properties.

KEY OBJECTIVES

- **Stewardship** - Efficiently manage those cultural and financial resources held in the public's trust for which HCA is responsible. This encompasses the expert care of cultural landscapes, artifacts and objects, archaeological sites and the historic built environment. Create and maintain a record of the material history of Delaware.
- **Preservation** - Promote the preservation and maintenance of public and private historic properties and cultural resources across Delaware, while seeking to balance these needs with the demands of a modern society.
- **Research** - Conduct expert archaeological and historical research. Create, conserve and maintain research collections, including historical and archaeological artifacts, historic structures, sites, landscapes and documents.
- **Learning Community** - Create diverse learning opportunities for people of all ages through programs, sites, Internet presence, research collections and partnerships.
- **Promotion** - Actively promote the division's holdings, sites, events and roles, building and nurturing its brand through traditional and modern marketing techniques. Collaboratively partner with agencies and organizations throughout the State and nation.

BACKGROUND AND ACCOMPLISHMENTS

HCA is entrusted with the oversight of 41 historic properties encompassing 114 structures and adjacent lands across the State, including the operation of six museums, a conference center and a welcome center located in Dover. Additionally, HCA cares for more than 90,000 objects in its museum collections and approximately four million artifacts in its archaeological collections. These collections, representing 12,000 years of Delaware history and heritage, are exhibited and interpreted at division museums, and at 90 additional

sites across the State, including court houses, government offices and nonprofit affiliate organizations.

HCA's preservation mission includes assisting applicants involved in federally supported projects to achieve outcomes that limit or mitigate adverse effects to significant cultural resources. HCA secures and provides guidance to others in securing property nominations to the National Register of Historic Places, assists local governments in obtaining Certified Local Government designation for federal grant eligibility and administers \$5 million annually in state tax credits for historic preservation. In addition, HCA leads planning efforts upon the discovery of historic unmarked human remains, monitors and stewards the State's interests in property and agricultural leases and historic preservation easements and covenants and provides technical assistance on a variety of history-related inquiries from the public.

HCA serves as a catalyst in the formation of new operating partnerships and joint programming ventures that expand public access to the State's vital history while substantially reducing costs. These efforts include the development of five program activities for selected sites: friends group development; non-profit operating partner; passive income through rents, leases and fees; local government and community support; and membership-based support.

Accomplishments

Partnership Development

- HCA's Affiliates program included nine member organizations in Fiscal Year 2012: Middletown Historical Society, Laurel Historical Society, Seaford Historical Society, Bethel Historical Society, Rehoboth Art League, Rehoboth Beach Historical Society, Underground Railroad Coalition of Delaware, Overfalls Foundation and the Delaware Sports Museum and Hall of Fame. These partnerships enable HCA to expand opportunities to showcase state collections in areas not served by division owned properties and help to promote local historical resources. HCA assists the affiliates with graphic design, exhibit planning and technical guidance on collections care and management.
- In order to help reduce surface run-off into the White Clay Creek at the Hale Byrnes site, HCA's horticulture staff completed stream bank native plant installations, partnering with the Wild and Scenic White Clay Creek organization.
- HCA focused on the ongoing development of friends groups to support HCA properties. These partnerships: Friends of Woodburn, the Friends of Belmont Hall and the Friends of the John Dickinson Mansion offer increased use, programming,

visitation and operational support to the corresponding historic sites.

Stewardship

- HCA participated in a Museum Assessment program. This program, supported by the Institute of Museum and Library Services and the American Association of Museums (AAM), is designed to help museums assess their strengths and weaknesses and plan for the future. The program is a first step in seeking accreditation from the AAM. HCA has separately initiated consultation with collections management experts to identify and implement improvements to its collections management practices.
- With the guidance of the Hull Conservation Team, substantial improvements in the curation of the H. M. Sloop DeBraak were completed by upgrading the hull's structural support and installing new equipment and systems to eliminate adverse biological activity and other destabilizing threats to this unique artifact.
- HCA completed more than 80 capital improvement and refurbishing projects at HCA historic properties throughout the State, including Buena Vista, Cooch-Dayett Mill, Woodburn, Belmont Hall, The Sheriff's House and New Castle Green, Zwaanendael Museum, Old Sussex County Court House and Milford Museum among others. The Felix Darley House returned to active daily use by multiple organizations in the Claymont community.
- HCA's in-house trades specialists completed 1,825 service requests providing electrical, carpentry and plumbing repairs, preservation treatments and special fabrications and finishes to maintain and preserve the division's 114 historic structures. In addition, staff extensively refurbished the Collections Affiliates Research and Exhibits (C.A.R.E.) and collections facilities and the maintenance shop.
- HCA's horticulture specialists redesigned and implemented landscape work at the Biggs Museum, as well as planting beds at the entrance of the First State Heritage Park Welcome Center in Dover. Landscape improvements were also undertaken at the Zwaanendael Museum and the Darley House.
- A major landscape renovation of the beds around the Buena Vista mansion occurred, with the addition of 560 perennials, shrubs and trees and the transplanting of underperforming plants. In addition, HCA implemented new landscape beds at the tenant house and installed a two-acre native grass and wildflower meadow along the route of a new trail that is under construction.

- Buena Vista's greenhouse provided plant material for all division sites this year, producing approximately 3,500 pieces of plant material, including annual and perennial flowers, vegetable plants and tree and shrub seedlings. Approximately half of this material was grown from seed harvested and collected from HCA sites. Approximately 10,000 bulbs were installed at sites statewide.

Preservation

- HCA initiated efforts to update the State's historic preservation plan, gathering input from stakeholders and the general public via an online survey, public meetings and a focus group of planners and preservation partners. This outreach helped to define goals and strategies to guide and promote historic preservation efforts for the next five years. The draft plan will be circulated for further review and comment, with finalization in early 2013.
- Awarded \$4.7 million in state historic preservation tax credits for improvements to 25 historic properties, which included owner-occupied, non-profit owners and income-producing properties.
- Received for review and comment 496 new environmental review projects that included federal undertakings from U.S. Department of Agriculture, HUD, Department of Education, Federal Highway Administration, U.S. Army Corps of Engineers and the FCC, as well as State Preliminary Land Use Service projects. HCA closed nearly 90 percent of these projects. The remaining cases, complex and lengthy in nature, are proceeding through stages of activity. HCA also expedited and then closed 26 federal environmental review projects associated with ARRA.
- To streamline project review, staff successfully negotiated and signed an updated Programmatic Agreement (PA) with HUD to implement its Lead Based Paint Hazard Control program, signed a regional PA with the federal Bureau of Ocean Energy Management and began revising the PA with the Federal Highway Administration and DOT.
- Five Delaware historic sites were added to the National Register of Historic Places: Riverview Cemetery (Wilmington), Stockton-Montmorency House (Greenville), Tunnell-West House (Ocean View), Stuart Randall & Priscilla Kellogg Carswell House (Newark) and McColley's Chapel (Sussex County). The Delaware State Review Board for Historic Preservation approved these sites for National Register listing prior to their review at the federal level. Three additional sites are still pending final approval at the federal level for listing on the National Register. National Register listing is a prerequisite for eligibility for the historic

preservation tax credit program. To assist and promote property owners to explore their own property history and complete nominations, HCA developed National Register research workshops in collaboration with Archives.

- HCA's preservation specialists assisted the Delaware Coastal Program technical committee on sea level rise by providing Geographic Information Systems data and attending public workshops to ensure that the analysis takes into account the effect of various sea level rise scenarios on known historic properties.
- A comprehensive tree inventory was completed for Buena Vista. This inventory identified each tree on the site (over 400), located each tree into a global positioning system database and provided a risk assessment and approximate value for each tree, thus enabling the compilation of a long-term management strategy for these assets.
- At John Dickinson Plantation, HCA's horticulture staff reconstructed garden beds and installed vegetable and herb gardens using John Dickinson's hand-written seed list from 1788.

Research

- Conducted a comprehensive survey of Delaware's Revolutionary War battlefield in areas around Cooch's Bridge in New Castle County. The National Park Service's American Battlefield Protection Program methods and criteria were used to guide the survey and analysis. Preliminary results have revealed good recovery of information of this little understood first battle of the Philadelphia Campaign. Analysis is in progress.
- Continued the War of 1812 site survey with more than 120 sites identified, including associated sites in neighboring states. The sites include extant structures, maritime locations and sites known through archival and documentary sources. The purpose of the survey is to learn more about the physical landscape of the conflict and to provide a fuller understanding of the war, the role Delaware played in the defense of the Delaware Valley and Delawareans' service to the nation.
- Managed archaeological investigations at the site of Fort Casimir in New Castle, an exceptionally important seventeenth-century site. A Dutch archaeologist from Amsterdam helped develop the research strategy, and field work produced encouraging evidence that intact remains of the fort may still exist. The research activity included volunteers from the Archaeological Society of Delaware and the University of Delaware.

- Began investigations of Fort Christina in Wilmington, believed to be the site of the 1638 landing of Swedish and Finnish colonists. Preliminary technical survey was conducted and additional scientific sampling and analysis is underway to assess the archaeological potential and lay the groundwork for further study of this iconic site of international significance.
- Researched documentation of free African American families in western Kent County during the late 18th and 19th centuries. Results of the research will enhance site interpretation at the Old State House, and a cultural resource survey will be conducted to determine whether specific buildings or structures representing these families remain on the landscape.

Learning Community

- HCA welcomed 90,789 visitors at division museums and galleries in Fiscal Year 2012, an overall visitation increase of 7 percent over the previous year. In addition, more than 18,000 people participated in programs and activities sponsored by nonprofit organizations that lease division owned historic properties. HCA supported First State Heritage Park in welcoming 33,027 visitors.
- HCA led a three-day public workshop in partnership with the First Person Interpreters' Professional Network and the George Chapman Workshop with top rated presenters from the East Coast. The effort provides expert training for museum interpreters.
- In June 2012, HCA initiated a new two-part program to showcase the HM Sloop DeBraak. The weekly program includes an orientation lecture and artifact review, followed by a special behind-the-scenes tour of the ship's hull, a rare 18th century maritime artifact of the British Royal Navy.
- HCA offered teacher in-service training chronicling the lives of women of high status, tenants and enslaved and free Africans who resided at the Dickinson Plantation. Staff also provided training to graduate students in the education field, demonstrating teaching methods and instructional techniques focused on Delaware's social studies content standards.
- HCA coordinated the Secretary of State's tenth annual fourth grade Delaware Day Competition in which 831 students participated in projects examining relevant themes of the U. S. Constitution.
- At local venues and professional conferences, HCA's historian presented several special lectures on Delaware in the War of 1812.
- The 14th annual Chautauqua tent show, held in Lewes, was coordinated by HCA. Welcoming nearly 2,000 visitors, the weeklong program featured historical vignettes and performances relating to the War of 1812.

Promotion and Recognition

- The enhancement of HCA's web presence occurred through new features: improved access to HCA's blog and Twitter account, addition of an interactive virtual tour of the New Castle Green and increased public interaction through the historic sites' Facebook pages. Web content featured essays on the War of 1812, HCA's annual report and information for volunteer opportunities.
- HCA staff created DelawareHistory, a profile on Twitter as well as a photostream on Flickr, also entitled DelawareHistory, to establish a global reach for the State's historical and cultural assets.
- HCA worked with First State Heritage Park to retool the system of booking and scheduling school groups at Dover sites, developed new outreach to teachers and a new brochure highlighting educational opportunities at the sites.
- In Fiscal Year 2012, 285 events were held at Buena Vista serving 9,364 guests, a 19 percent increase over the previous year, generating income of nearly \$62,885. Buena Vista was featured in a ContentDelaware production showcasing the property's interior spaces, landscape, history and services available for corporate and other private uses.
- The Department of Education recognized HCA's fourth-grade preservation-based educational program titled John's House as a social studies content standards-based program.
- Published 2011 Annual Report: A Year of Renewal, which focuses on efforts to revitalize and enhance activities, services and operations even in a slower economy.

Volunteer Initiatives

- Volunteers provided 2,978 hours of services interpreting HCA's museums, assisting with the Roosevelt Inlet Shipwreck artifact processing, supporting archaeological investigations and providing floral decorations and assistance with property maintenance, administrative tasks and special events.
- The Johnson Victrola Museum operated throughout the year with the use of dedicated volunteers who assist in interpreting the museum and welcoming guests. Volunteers with unique knowledge and demonstration skills have assisted at this and other HCA sites with special public programs.

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- About 50 volunteers, as well as the Governor and the First Lady participated in Belmont Hall Volunteer Tree Planting during Delaware Week of Volunteerism. Work included the installation of 30 native hardwood trees, which replenished trees lost during the storms of the last five years, in addition to ivy removal from all the large trees on site.
- HCA was an active participant in the Plant One Million campaign, an initiative by the Pennsylvania Horticultural Society to have one million trees installed in Delaware, New Jersey and southeastern Pennsylvania area. All of the 70 trees planted on HCA sites are documented and count toward this total.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,331.7	2,554.0	2,593.5
ASF	1,198.2	1,384.4	1,397.9
TOTAL	3,529.9	3,938.4	3,991.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	27.5	29.5	29.5
ASF	13.1	13.1	13.1
NSF	5.4	5.4	5.4
TOTAL	46.0	48.0	48.0

**OFFICE OF THE DIRECTOR
20-06-01**

ACTIVITIES

- Distribute the division's electronic monthly newsletter and maintain HCA web page and social media.
- Store all collections in facilities with temperature, humidity and security controls in place.
- Use MPulse software to schedule and track maintenance service requests at division properties.
- Maintain historic and natural landscapes at division properties and manage greenhouse plant cultivation activities.
- Manage fiscal operations, human resource services, property agreements and volunteer services and track energy consumption and recycling.
- Administer the Cultural Asset Management program to ensure best practices in long-term planning and stewardship of the division's historically significant properties.
- Oversee C.A.R.E. services and expand opportunities for affiliate partnerships throughout the State.

- Research, design and fabricate exhibits relevant to Delaware history.
- Provide education standards based programs in the 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.
- 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 Antiquities Act and Unmarked Human Remains Act.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of visitors:			
conference centers	9,364	9,832	10,300
museums	90,789	95,328	99,868
First State Heritage Park	33,027	34,678	36,330
# of website visitor sessions	87,152	101,374	106,440
# of volunteer hours realized	2,978	4,000	4,500
# of hours of public assistance offered for historic preservation tax credits	296	600	600

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ARTS 20-07-00

MISSION

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

KEY OBJECTIVES

- Support high-quality arts programming statewide that fosters broad public participation, engagement and use of Delaware cultural resources.
- Engage the division's nonprofit arts grantees in professional development and networking opportunities to build capacity and sustainability.
- Expand division outreach to underserved communities with funding, services and public information about the arts.
- Raise the public's awareness of the arts and its impact on education, economy and quality of life.

BACKGROUND AND ACCOMPLISHMENTS

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.

The division has four major programmatic areas: grant-making, professional assistance and organizational development, publicity and communications and promotional events.

As a grant-making organization, the division focuses its efforts on supporting quality arts programming that serves Delawareans. The division strives to improve the application and review process and sustain grant programs that support the needs of the field and increase access to the arts for all Delawareans. The division conducts an extensive citizen panel recruitment and instructional process and uses an independent financial analysis to ensure a thorough and informed review of all grant applications. In addition to its annual grants to eligible organizations and individuals, the division continues to provide opportunity grants on a bi-monthly basis to support new projects and initiatives.

Technical assistance initiatives provide workshops and consulting services to emerging and established arts organizations as they build organizational capacity to

serve Delawareans. The division works with its arts partners, including the Delaware Arts Alliance, to convene the arts community through statewide conferences, workshops, topic-specific focus groups and local meetings.

The division sponsors a variety of communications tools available to arts providers to publicize arts events, disseminate information on arts trends and policy and promote the importance of the arts in economic development, education and quality of life.

The division also sponsors events that promote the arts and artists, provide professional development to artists and administrators and facilitate connections between the arts, business and education communities.

At a time when many arts organizations are facing significant fiscal challenges, the division identifies organizations in financial distress and provides consultation and access to resources that assist in analyzing current business practices to develop more sustainable operations.

Accomplishments

Economic Impact

- Awarded \$1.13 million to arts organizations, \$178,000 to community organizations and \$130,350 to arts education programs. A total of \$115,000 is allocated to initiatives in underserved areas, and \$85,000 is allocated to individual artist fellowships.
- Continued the division's collaboration with the Mid-Atlantic Arts Foundation, resulting in a re-investment of more than \$53,400 in grants by the foundation to performing arts presenters in Delaware.
- Supported collaborative marketing initiatives among Delaware arts organizations that promote Delaware as a cultural destination and the arts as an economic driver. The goal is to increase public attendance and participation in the arts in Delaware.

Education and Advocacy

- Sponsored more than two dozen readings and public appearances by Poet Laureate JoAnn Balingit in schools and community gatherings, meeting with more than 700 individuals.
- Coordinated the 7th annual Poetry Out Loud event, a national poetry recitation contest for high school students. The program encourages high school students to memorize and perform great poems and helps students master public speaking skills and build self-confidence.
- Reached more than 200,000 youth through arts education programs and general support of arts programming targeting youth audiences.

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- Continued a partnership with the Delaware Arts Alliance to co-host Delaware State of the Arts, a weekly radio show, and posted podcasts of the interviews with artists and arts presenters to highlight the role of the arts in people's lives.

Efficiency and Sustainability

- Implemented eGranting (online granting) in Fiscal Year 2013, with assistance and support from GIC, to improve grant processing efficiencies and reduce printing and mailing costs for applicants.
- Enhanced communications through social media (Facebook and Twitter) and produced three video series to promote the arts: Meet the Artist on the state YouTube site; Excellence in Arts Education featuring six arts education programs linking schools to Delaware's arts organizations; and Content Delaware's arts series, featuring nearly four dozen arts programs around the State.
- Expanded promotion of arts events with its bi-weekly Scene Stealers e-mail of calendar events and with increased distribution of electronic newsletter, Arts-E-News, featuring information about division programs. More than 5,000 people receive Arts E-News on a monthly basis.
- Hosted the 2011 Arts Summit in which more than 250 attendees participated in workshops, networking and learning from nationally renowned speakers on current topics in the arts.

Public Engagement and Collaboration

- Partnered with HCA on projects related to the Mezzanine Gallery and public art.
- Assisted the Delaware Arts Alliance in convening and increasing support for the arts at the grassroots level through community forums and electronic communications and surveys.
- Collaborated with GIC in the design and implementation of social networking, video projects and eGranting.
- 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.
- Served as a resource for arts programming or referrals for numerous community groups and agencies including: Libraries, HCA, Parks and Recreation, Department of Education, First State Heritage Park, Delaware Humanities Forum and City of Wilmington.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	980.8	930.0	936.0
ASF	759.3	760.7	763.2
TOTAL	1,740.1	1,690.7	1,699.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3.0	3.0	3.0
ASF	2.0	2.0	2.0
NSF	3.0	3.0	3.0
TOTAL	8.0	8.0	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, fund initiatives and grant opportunities for the division and its constituents, leading to the development and implementation of division-wide arts policy for Delaware.

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PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ of state/federal financial resources for grants (thousands)	1,752.6	1,497.2	1,497.2
% of grantee organizations participating in division sponsored professional development	75*	50	75*
# of unique communities served	27	30	30
# of partners/counties presenting fellowship artists work	2	2	3
# of grant requests processed	260	275	275

**Includes the Arts Summit.*

**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 current information resources and reading material; and to provide transformational leadership for lifelong learning to ensure all Delawareans achieve their full potential.

KEY OBJECTIVES

- Strengthen the library technology infrastructure and maximize the Delaware Library Catalog shared collection.
- Expand library building capacity and access.
- Enhance the professional development of library staff.
- Facilitate development of learning and growth opportunities for individuals and communities.

BACKGROUND AND ACCOMPLISHMENTS

Delaware libraries enjoy a unique vantage point. They serve all the realms of lifelong learning: workforce and economic development, education, community and quality of life issues and individual interests and talents. As such, the services and programs of Delaware’s public libraries and Libraries are heavily used by Delawareans. Delaware public libraries record annually more than four million visits, answer almost half a million reference questions and circulate more than six million books and other materials.

Libraries applies quality tools and a collaborative approach among a multitude of library governing bodies to achieve efficiencies and economy of scale savings statewide and to maximize lifelong learning support.

- The statewide Delaware Library Catalog, www.lib.de.us, provides seamless access for Delawareans to 2.5 million items shared by 52 libraries. All public libraries are included, as well as a number of academic, special and school libraries. All Delaware libraries are invited to join. The single statewide catalog provides the opportunity for collaborative collection development to further broaden and deepen the subject content, as well as manage the expansion of digital content including ebooks.
- The Delaware Library Network now supports every library at 100 megabytes per second, one of the

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fastest library networks in the nation, and provides WiFi public access in each library. Videoconferencing is also being installed to support public training programs.

- Dover Public Library opened a new building in September 2012 providing increased capacity in support of public access computing and community learning opportunities.
- Library partnerships have been expanded to focus on Delaware's present, past and future. The Delaware Library Community Resources Exchange consists of more than 120 nonprofits and agencies working with libraries and sharing information to support people in need, and the Job Centers @ Delaware Libraries are helping people with job skills. Public access to state government information has improved through increased collaboration with GIC. To preserve Delaware's past, Libraries completed implementation of a \$220,000 federal Connecting To Collections grant, which supported training to preserve historical collections of small libraries, museums and historical societies as well as Archives, and is facilitating collaboration to build the digital Delaware Heritage Collection. Through an online forum and community discussions, libraries are collecting Delawareans' versions of the Delaware Dream for development of future library partnerships and programs.
- Delaware Library Access Services for people with disabilities is distributing new digital players and book cartridges provided by the Library of Congress.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,586.2	3,582.6	3,589.8
ASF	4,093.4	2,462.2	2,466.0
TOTAL	7,679.6	6,044.8	6,055.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4.0	4.0	4.0
ASF	4.0	4.0	4.0
NSF	7.0	7.0	7.0
TOTAL	15.0	15.0	15.0

**LIBRARIES
20-08-01**

ACTIVITIES

- Administer the Federal Library Services and Technology Act five-year plan.

- Administer Library Standards funds, a critical source of funding for public libraries.
- Administer Public Library Construction Assistance Act program, which provides up to 50 percent of the cost to build, expand or renovate public library buildings.
- Administer the Public Library Technology Assistance Act program, which provides support for upgrades and integration of new library technologies and replacement of all public access computers every three years.
- Administer the Broadband Technology Opportunities Program grant funded Job Centers @ Delaware Libraries.
- Continue expansion of the Delaware Library Catalog, integrating additional school, academic and special libraries. Support collaborative collection development including expansion of ebooks and other library electronic resources.
- Administer library professional development.
- Administer the virtual reference service, Ask a Librarian, which provides live assistance to Delawareans 24/7.
- Facilitate library partnerships in support of Delaware's present, past and future.
- Administer Delaware Library Access Services for people with disabilities. The library is designated and supported by the Library of Congress.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of library card holders	515,587	525,000	545,000
Library square footage	502,516	538,613	580,115
# of library staff trained	906	915	920
# of library computer users	716,913	720,000	725,000

**STATE
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**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.
- Maintain a 90 percent or higher occupancy rate.
- Develop and implement ongoing staff development and educational programs.
- Expand the use of the automated electronic medical record system implemented in Fiscal Year 2012 for operational efficiency.
- Improve documentation to maximize revenues.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Veterans Home is the first and only veterans long-term care facility in the State. Today it maintains a resident census of 90 percent or higher. In Fiscal Year 2012, the facility received a 5-star rating from Centers for Medicare and Medicaid Services (CMS). The facility opened the remaining 30-bed unit and, in Fiscal Year 2013, continued to fill all 30 beds. In Fiscal Year 2013, the facility reallocated resources to administer an efficient and thorough admissions process. The home now provides 150 beds of skilled and intermediate nursing care for eligible veterans. The facility established a comprehensive strategic plan to chart the future course of the home. A comprehensive disaster plan was also developed in collaboration with the University of Delaware and other Delaware long-term care facilities. The Delaware Veterans Home is dedicated to serving the honorable men and women of the 80,000 plus veterans' community.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	15,698.7	11,912.8	12,174.7
ASF	260.0	5,000.0	5,003.2
TOTAL	15,958.7	16,912.8	17,177.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	207.0	145.0	145.0
ASF	9.0	83.0	83.0
NSF	--	--	--
TOTAL	216.0	228.0	228.0

**VETERANS HOME
20-09-01**

ACTIVITIES

- Develop a COOP in conjunction with the DTI.
- Provide staff with diversified training opportunities to instill the value of high quality resident care and the dignity of each resident.
- Consistently review federal, Veterans Affairs and state standards to ensure compliance.
- Conduct mock surveys throughout facility to ensure compliance with standards.
- Develop and implement plans of correction to address survey results.
- Continue to bring awareness of services to veterans and veteran service organizations by establishing and maintaining relationships with potential referral sources.
- Continue to monitor, maintain and improve staffing plans to ensure required staffing levels are in place as the resident census grows.
- Recruit highly qualified staff by attending area career fairs, healthcare symposia and other potential sources of Registered Nurse (RN) and Certified Nursing Assistant (CNA) candidates.
- Maintain and enhance tracking of credentials for RNs, CNAs and all other credentialed staff to ensure compliance with continuing education and ensure current licensure is maintained.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Resident and family satisfaction index	3.75	4.00	4.00
CMS Star Rating (out of 5)	5	4	4
% occupancy rate	95	97	97
# of contact hours and continuing education units-granting in-service training opportunities offered	22	26	26

**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, licensed financial institutions and mortgage loan originators; resolving consumer complaints and promoting financial literacy; 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 resolving complaints against regulated financial institutions and supporting financial literacy programs in Delaware.
- 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 about 25,000 in 2012.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 14 banks with assets of over \$94 billion, as well as 30 non-deposit trust companies,

two building and loan associations and about 600 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 and 2009, the General Assembly enacted new laws to improve regulation of the mortgage lending industry and protect consumers by providing for licensing of mortgage loan originators. As of the end of Fiscal Year 2012, 1,444 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 five new state-chartered non-deposit trust companies.
- Collected \$112.5 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Conducted 245 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 596 financial services institutions.
- Resolved 701 written consumer complaints.
- Protected homeowners by licensing 1,444 mortgage loan originators.
- Awarded \$452,605 in Financial Literacy Education Fund grants to 22 non-profit organizations to support financial literacy programs in Delaware.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	3,486.7	4,145.4	4,187.7
TOTAL	3,486.7	4,145.4	4,187.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	37.0	36.0	36.0
NSF	--	--	--
TOTAL	37.0	36.0	36.0

**STATE
20-00-00**

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

ACTIVITIES

- Examine state-chartered banks and trust companies for safety and soundness, examine financial services licensees 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.
- Support enactment of significant banking and financial services legislation and improve regulations.
- Administer the Financial Literacy Education Fund and award grants to non-profit organizations to support financial literacy programs in Delaware.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of bank, trust company, licensee and escheat examinations	245	250	250
# of licensed non-depository institutions	596	600	600
# of licensed mortgage loan originators	1,444	1,500	1,500
# of written consumer complaints resolved	701	750	750
\$ bank franchise tax (millions)	112.5	107.7	116.8