

EXECUTIVE 10-00-00

Executive

Office of the Governor

Office of the Budget

Delaware Economic Development Office

Office of State Personnel

- Office of the Budget Administration
- Insurance Coverage Office
- Contingencies and One-Time Items
- Budget Commission
- Statistical Analysis Center

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

- Operations
- Staff Development and Training
- Pensions

Delaware Health Care Commission

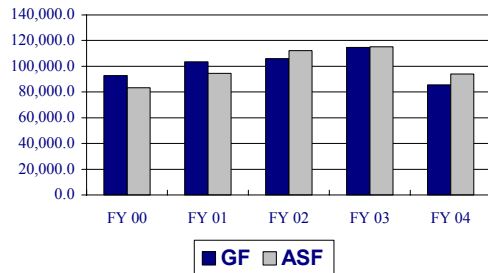
Criminal Justice

Delaware State Housing Authority

- Delaware Health Care Commission
- Delaware Institute of Medical Education and Research (DIMER)
- Delaware Institute of Dental Education and Research (DIDER)

- Criminal Justice Council

Five-Year Appropriation History



FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	84,334.4	85,459.6	98,482.5
ASF	58,115.6	94,114.4	122,849.9
TOTAL	142,450.0	179,574.0	221,332.4

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	351.1	178.1	168.1
ASF	175.5	155.5	155.5
NSF	39.2	39.2	39.2
TOTAL	565.8	372.8	362.8

FY 2005 STATEWIDE HIGHLIGHTS

- ◆ Recommend \$30,013.3 to provide a two percent salary increase plus an additional \$500 effective July 1, 2004 for all Merit System employees, comparable exempt employees, appointed and elected officials, unless they are at the maximum of their pay range.
- ◆ The recommended salary amount includes a contractual increase for Delaware State Police.
- ◆ The recommended salary amount includes a salary increase to provide employees in Public Education and those covered under Plans A, B and D at Delaware Technical and Community College a two percent salary increase.
- ◆ Recommend a two percent salary increase for employees covered under the Competency Based Pay Plan and any attorney covered under the salary matrices approved for the Office of the Attorney General and the Public Defender.
- ◆ Recommend increasing the pay scales for the Merit System, Competency Based Pay Plan and the Attorney General/Public Defender Pay Plan by two percent.

EXECUTIVE 10-00-00

- ◆ Recommend \$5,084.6 to provide a step increase to those employees in Public Education, agency teachers, and those employees in Plan A and Plan D at Delaware Technical and Community College who are entitled to an increase.
- ◆ Recommend an increase in the regular employees' pension rate from 11.56 percent to 12.80 percent. This change includes an increase in the basic pension rate from 4.20 percent to 4.91 percent, which will result in an increase in pension funding of \$6,218.7, an increase in the retiree health rate from 5.91 percent to 6.19 percent, which will result in an increase in pension funding of \$2,442.0, and an increase in the Post Retirement Increase Rate from 1.45 percent to 1.70 percent, which will result in an increase of \$2,189.7.
- ◆ Recommend an increase in the judicial pension rate from 20.81 percent to 21.83 percent, which will result in an increase in funding of \$47.7. Recommend an increase in the State Police pension rate from 10.87 percent to 12.30 percent, which will result in an increase in funding of \$493.2.
- ◆ Recommend \$17,000.0 for an 11.4 percent increase in the state share of employee health insurance premiums.
- ◆ Recommend an increase in state-wide debt service of \$20,833.0.

FY 2005 BUDGET HIGHLIGHTS

OPERATING BUDGET:

Office of the Governor

- ◆ Recommend base funding to maintain Fiscal Year 2004 level of service.

Office of the Budget

- ◆ Recommend inflation and volume adjustments of \$27.0 ASF in Personnel Costs and \$5.4 ASF in Contractual Services to reflect actual expenditures.

Insurance Coverage Office

- ◆ Recommend inflation and volume adjustment of \$800.0 ASF in Workers' Compensation to cover increase in workers' compensation claim costs.

Contingencies and One-Time Items

- ◆ Base adjustments include funding for the following contingencies: One-Time \$1,725.6; Salary Contingency - Attorney Pay Plan \$250.0; Livable

Delaware \$50.0; Compensation Commission \$300.0; Transition \$150.0; Salary/OEC \$29,346.4; Correctional Officer Task Force \$988.2; and Capitol Police/DABCTE Pay Plan \$100.0.

- ◆ Recommend enhancements of \$1,000.0 ASF in Federal Fiscal Relief – Advanced Planning and Acquisition Fund, \$1,000.0 ASF in Federal Fiscal Relief – Federally Qualified Health Centers and \$19,000.0 ASF in Federal Fiscal Relief – Innovative Technology Fund.

Budget Commission

- ◆ Recommend base funding to maintain Fiscal Year 2004 level of service.

Statistical Analysis Center

- ◆ Base adjustments include \$1.0 ASF in Juvenile - YRS.

Delaware Economic Development Office

- ◆ Recommend structural change to transfer (\$675.2) and (16.0) FTEs from the Office of the Director (10-03-01) to the Economic Development Authority (10-03-03). This is part of a department-wide transition to an industry driven organization that will focus on building and growing economies to strengthen Delaware's overall economy.

Office of State Personnel

- ◆ Base adjustment includes \$37.0 in Agency Aide.

Delaware Health Care Commission

- ◆ Recommend base funding to maintain Fiscal Year 2004 level of service.

Criminal Justice

- ◆ Recommend structural changes transferring (\$651.2) in Personnel Costs and (10.0) FTEs; (\$3.8) in Travel; (\$337.4) in Contractual Services; and (\$14.9) in Supplies and Materials to Department of Technology and Information, Office of Criminal Justice Technology, Office of the Director (11-05-01) to better service users of the statewide criminal justice technology network.

Delaware State Housing Authority

- ◆ Recommend an enhancement of \$33.0 in Housing Development Fund.
- ◆ Recommend an enhancement of \$6,000.0 ASF for Federal Fiscal Relief – Housing Development Fund.

EXECUTIVE 10-00-00

Funding to be allocated as follows: Affordable Housing \$4,000.0, Homeownership Acquisition/Rehabilitation \$1,000.0, Multi-family Leveraging \$500.0, and Low Income Housing initiative \$500.0.

CAPITAL BUDGET:

Office of the Budget

- ◆ Recommend \$4,973.1 for COTS – Integrated Case and Financial Management System.

Delaware Economic Development Office

- ◆ Recommend \$20,500.0 for the New Economy initiative. This initiative will be used to establish programs to expand clean energy research and manufacturing, make available venture capital funds, retain jobs in Delaware and provide start-up funds for new high-technology firms.
- ◆ Recommend \$10,000.0 to recapitalize the Strategic Fund, an important tool for attracting and retaining jobs and industry in Delaware.
- ◆ Recommend \$15,000.0 for Flood Mitigation/Water Supply Initiative to expand available fresh water supplies to meet growing residential and business needs.
- ◆ Recommend \$15,000.0 for the Port of Wilmington for capital improvement projects designed to retain existing and attract new customers.
- ◆ Recommend \$9,000.0 for continuing the economic stimulus generated by the Riverfront Development Corporation.

OFFICE OF THE GOVERNOR 10-01-01

MISSION

To serve the citizens of Delaware by implementing the laws of the state and the policies of the Governor effectively and efficiently.

KEY OBJECTIVES

- Schools that set high standards and prepare children for college, work and life.
- A Livable Delaware that strengthens communities and preserves quality of life.
- Health, safety and self-sufficiency for every Delaware family.
- Economic development that nurtures and maintains high-quality jobs.
- A state government that is well-managed.

BACKGROUND AND ACCOMPLISHMENTS

- During a time of national economic downturn and increased demands for state services, Governor Minner has made the tough choices for the citizens of Delaware by re-tooling and re-engineering existing government programs, driving down mandated costs while avoiding laying off any state employees.
- Governor Minner's commitment to sound financial principals has protected the state's AAA bond rating and preserved the essential state services of education, economic development, public safety, health care and children's services.
- Following Sept. 11, 2001, the Governor worked with individuals, business and industry as well as government at every level to better safeguard Delaware from terrorism. An anti-terrorism legislative package included the Emergency Health Powers Act, expanded the amount of health information the state collects, clarified the chain of command in the event of a biological or chemical attack, and ensured the protection of civil liberties in such an attack.

**EXECUTIVE
10-00-00**

- Delaware students are making progress as measured by the Delaware State Testing Program, reflecting further alignment between curriculum and agreed-upon standards for knowledge and skills.
- The Delaware Advisory Council on Cancer Incidence and Mortality created a blueprint for reducing Delaware's high cancer incidence and death rates. The Governor has begun implementing the council's recommendations with \$5 million in first year funding in Fiscal Year 2004.
- The state continues to increase environmental responsibility with corporate executives now held liable for environmental accidents that injure people.

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	2,060.9	2,068.6	2,205.5
ASF	180.2	179.6	179.6
TOTAL	2,241.1	2,248.2	2,385.1

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	24.0	24.0	24.0
ASF	1.0	1.0	1.0
NSF	--	--	--
TOTAL	25.0	25.0	25.0

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
% constituent inquiries responded to within 30 days	98	100	100

**OFFICE OF THE BUDGET
10-02-00**

MISSION

To facilitate preparation and implementation of the Governor's policy agenda, through the shaping of resource allocations, by providing objective policy analysis and fiscal management that provides the greatest value to all Delawareans.

KEY OBJECTIVES

- Improve the commitment to services provided to stakeholders.
- Create the capability to evaluate the impact of federal funding on budget decision-making (operating and capital budgets).
- Increase outreach opportunities to the Governor, legislators, agencies and citizens.
- Promote intergovernmental and interagency coordination of land use decisions and infrastructure investments while maintaining and improving the quality of life.

BACKGROUND AND ACCOMPLISHMENTS

As the steward of the budgetary process, it is the responsibility of the Office of the Budget to promote sound decision-making practices. Since operational agencies are the means by which public policy can be implemented, the Office of the Budget is committed to assisting agencies in the planning and implementation of operational programs and capital projects affecting all Delawareans.

In Fiscal Year 2003, in a continuing effort to bolster the decision-making process, the Office of the Budget in concert with the Office of the Governor, reinvigorated the Strategic Planning Process by assisting agencies in their development of meaningful performance measures. It is anticipated that this new endeavor will provide the ability to track program performance.

In addition to managing the state's budget process, the Office of the Budget provides other services to the agencies. The Office of the Budget manages the State Clearinghouse function for the application of federal grants. This process ensures that agencies seeking federal resources are meeting state requirements. The Office of the Budget maintains a database of all federal funds that have been applied for and tracks federal funds that have been awarded.

**EXECUTIVE
10-00-00**

The Office of the Budget is responsible for developing and continually updating budgeting and accounting policy for the State. The state's Budget and Accounting Manual has been made available on the Internet.

The Office of the Budget has managed the Community Redevelopment Fund since Fiscal Year 1996, including the application process, approval of expenditures, and disbursement of funds.

The Office of the Budget provides management services to other agencies by offering management efficiency studies, assisting with statewide computer system development and implementation, providing strategic planning expertise, and providing other services as requested by agencies.

In the fall of Fiscal Year 2003, the Office of the Budget conducted a series of workshops designed to facilitate the submission of budgets for the agencies. These workshops focused on the budget process and timeline, formatting of the documents and submission overview. More than 150 agency representatives attended the sessions. Also in August and September, the Office of the Budget conducted training in the Budget and Development Information System (BDIS) for more than 60 individuals from state agencies. These training sessions were designed as a refresher course and/or for first-time users of BDIS.

The State Planning and Coordination Office within the Office of the Budget continues to work with the Governor's Cabinet Committee on State Planning Issues in supporting the Governor's "Livable Delaware" initiative. The primary mission of the unit is to seek cooperation in achieving the goals and guiding principles as set forth in the Shaping Delaware's Future report.

In Fiscal Year 2003, the Insurance Coverage Office was transferred to the Office of the Budget. This move is intended to provide the financial oversight to the state's Self Insurance Fund and Workers' Compensation Program. In October 2003, this office was physically relocated to the Thomas Collins Building thereby saving the state rental fees at the Blue Hen Corporate Center.

In Fiscal Year 2001, the Statistical Analysis Center (SAC) was placed under the authority of and subject to the oversight and supervision of the Budget Director.

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	21,823.4	62,734.1	76,938.6
ASF	1,434.4	42,246.9	63,830.3
TOTAL	23,257.8	104,981.0	140,768.9

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	34.0	33.0	33.0
ASF	9.0	13.0	13.0
NSF	3.8	3.8	3.8
TOTAL	46.8	49.8	49.8

**OFFICE OF THE BUDGET ADMINISTRATION
10-02-01**

ACTIVITIES

- Prepare Governor's Recommended Operating and Capital Budgets.
- Conduct fiscal and policy analysis in support of the annual budget process and on-going state operations.
- Provide information system services to support the Budget Development Information System (BDIS).
- Develop and promulgate accounting policy through the State of Delaware Budget and Accounting Policy Manual.
- Develop policies and procedures for the annual budget and strategic planning processes.
- Provide comprehensive administrative support for various Executive agencies and for multiple programs.
- Serve as Single Point of Contact and provide staff support to the Delaware State Clearinghouse Committee.
- Provide staff support for the Cabinet Committee on State Planning Issues.
- Provide specialized management assistance.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
# Outreach/Training Programs (Word processing, Technology, Performance Measures) offered by Budget Office	25	25	26
# specialized staff assistance	6	7	7

**INSURANCE COVERAGE OFFICE
10-02-03**

ACTIVITIES

- Administer the state's Self Insurance Fund.
- Provide loss control services to agencies including work site safety programs and property inspections.
- Workers' Compensation.

EXECUTIVE 10-00-00

- Statewide insurance purchases to cover the state's physical assets.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
Reduce average length of loss time claims (in days)	49	46	43
Reduce workers' compensation incident reporting time (in days)	18	7	5

CONTINGENCIES AND ONE-TIME ITEMS 10-02-04

ACTIVITIES

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

BUDGET COMMISSION 10-02-06

ACTIVITIES

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

STATISTICAL ANALYSIS CENTER 10-02-08

MISSION

Provide the Governor, Legislature and criminal justice agencies with objective research analyses and projections relating to criminal justice issues in order to improve the effectiveness of policy making, program development, planning and reporting.

KEY OBJECTIVES

- Generate statistical, analytical, research and forecasting products concerning crime and the criminal justice system in Delaware.
- Provide technical assistance in the identification of sources, collection, analysis, interpretation, and dissemination of criminal justice statistics to local and state governmental agencies.

- Promote the orderly development of criminal justice information, statistical systems and criminal justice research and analysis within the State.
- Provide statistical and analytical services upon request.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Budget Statistical Analysis Center, in conjunction with criminal justice agencies, maintains research databases related to reported crime and arrests, court activities, domestic violence, and corrections. The center also collects information related to the offender movement, population, recidivism and forecast for Division of Youth Rehabilitative Services (DYRS).

Improvements in the access to state computerized databases coupled with continued improvement of the agency's computer hardware and software have provided increased productivity. Per House Bill 300, the center provides annual studies relating to youth Rehabilitative Services Institutional populations and movements, detail recidivism results for Level 5, 4 and 3 programs, and a juvenile institutions population forecast. In cooperation with the State Police, State Bureau of Identification (SBI), the agency has provided some of the nation's first National Incident Based Statistics crime research.

Extensive efforts have been made to develop accurate and complete indictment and Superior Court Sentencing order information. This data has been the "missing link" for systematic criminal justice system analysis. This information is valuable for Sentencing Research and Evaluation Committee special studies and criminal justice addiction treatment studies.

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

ACTIVITIES

- Perform prison population projections.
- Perform evaluation/assessments of sentencing initiatives and proposed laws.
- Conduct studies and forecast of juvenile crime and institutional population.
- Perform data collection and evaluation of anti-drug and violent crime initiatives.

EXECUTIVE 10-00-00

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
# special studies	15	25	12
# policy analyses	6	6	12
# program evaluations	5	4	4
# ad hoc requests	375	375	375
# technical assistance	24	24	24
# bill analyses	30	30	30
# research databases prepared	17	20	20

DELAWARE ECONOMIC DEVELOPMENT OFFICE 10-03-00

MISSION

The mission of the Delaware Economic Development Office (DEDO) is to retain, expand, attract and create jobs that improve the quality of Delawareans' lives.

KEY OBJECTIVES

The Delaware Economic Development Office strives to become a more proactive and professional economic development organization, focusing on the following goals:

- Work toward a cluster-based economic development organization that boosts the competitiveness of Delaware's businesses through leveraging of our partners;
- Align, create and implement DEDO initiatives that balance economic growth with improved quality of life;
- Provide excellent team infrastructure to execute DEDO's mission; and
- Build an agile learning-based culture that is centered on results.

Toward those goals, DEDO developed objectives including:

- Develop and implement strategies for growing the seven industry clusters on which DEDO will focus;
- Review and update Delaware's menu of tax credits and other investment incentives;
- Nurture and effectively leverage partnerships with DEDO stakeholders;
- Promote local suppliers and contractors where feasible;
- Track, understand and nurture Delaware's role in a globalized New Economy;
- Build Livable Delaware principles into economic development efforts;
- Develop an integrated internal and external marketing and communications strategy;
- Leverage federal grant money for Delaware's economic development efforts;
- Deploy up-to-date, appropriate and well-serviced technology to achieve DEDO's mission;

EXECUTIVE 10-00-00

- Teach all team members to work and manage for results;
- Tie individual learning plans to results-based measures.

BACKGROUND AND ACCOMPLISHMENTS

Aggressive job retention and attraction

Between January 2002 and October 2003, Governor Minner and the Delaware Economic Development Office have worked to attract or retain more than 6,100 jobs. In addition, continuing discussions with employers inside and outside Delaware have retained another 4,000-plus jobs.

Accomplishments in this area include:

- Volkswagen of America's decision to stay at the Port of Wilmington and extend its contract length from 3 years to 5 years, preserving 300 jobs;
- Bank One's decision to consolidate data center operations from Chicago and two other Midwestern states in Delaware, representing a \$300 million capital investment that creates 100 new jobs; in addition, Bank One is preserving the bank's 2,500 existing jobs in Delaware;
- The retention of 455 jobs at AllFirst's customer-service and consumer-loan processing center in Millsboro, despite industry forecasts that acquisition of AllFirst by M&T would shut down the facility;
- Dassault Falcon Jet's announcement that it would launch a \$30 million expansion at New Castle County Airport that would preserve 200 jobs and eventually add 25 new high-tech positions; the announcement was made following the passage in January 2003 of Senate Bill 3, which exempts large aircraft sales from the gross receipts tax;
- The relocation of TransUnion Global Settlement Solutions to Brandywine Town Center, creating 300 jobs within 3 years;
- Baltimore Air Coil's announcement that it would expand its facilities in Milford and add 125 jobs, consolidating the company's East Coast manufacturing plant in Kent County; and
- The retention of 100 full-time jobs at ClientLogic after heavy snows collapsed the Dover catalog fulfillment center's roof; after announcing it would close, the company responded to efforts by Governor Minner and DEDO to locate another facility in Milford.

DEDO's refocusing strategy

During 2003, the Delaware Economic Development Office began to study a more proactive approach for the agency

that focuses on developing and growing Delaware's industry clusters. Clusters are groups of inter-related industries that drive wealth creation in a region, primarily through export of goods and services. The use of clusters as a descriptive tool for economic relationships provides a richer, more meaningful representation of local industry drivers and regional dynamics than do traditional methods. According to the National Governors Association, more than 40 states have adopted a cluster-based economic development strategy.

Through a very inclusive process that involved DEDO employees and partners from industry, academia, local chambers of commerce, trade associations, nonprofits organizations and others, the agency developed a new organizational plan and chose to focus initially on five clusters: Financial Services and Insurance, Life Sciences/Biotechnology, Tourism, Automobile Manufacturing and Chemicals. Through the refocused organization, DEDO also will support the Department of Agriculture in development of agribusiness and the Department of State in continuing to maintain the state's strategic advantage in corporation/legal services.

The clusters will be supported by six Centers of Excellence: Capital Resources, Infrastructure and Intergovernmental Relations, Entrepreneurial and Small Business Development, International Trade, Workforce Development, and Industry Research and Analysis. Those Centers will also support non-cluster companies by assisting them with a range of needs from financing to exporting to worker training.

Tourism will continue to expand its focus beyond marketing and promotion to economic development, recognizing it as a \$1.6 billion industry that employs more than 22,000 people. Tourism will be supported by the entire DEDO organization through the Centers of Excellence.

Helping rural communities grow entrepreneurs

With the support of partners from local economic development, community development, the Small Business Development Center, local government and the financial and business community, DEDO launched a rural communities economic development initiative.

The project builds on DEDO's objective of being more proactive with small businesses and local governments. Delaware's smaller rural communities have assets that are sometimes overlooked – whether it is a scenic waterfront, proximity to a national wildlife refuge, a unique place in history, or a local manufactured product. Combined with connectivity and financial resources, these assets can help a community build its entrepreneurial capacity and become part of DEDO's cluster-based economic development efforts. A first assessment due in January 2004 will provide

EXECUTIVE 10-00-00

recommendations on a comprehensive statewide incubator strategy and identify other opportunities for collaboration with DEDO partners.

Promoting sustainable wages for Delawareans

In 2003, the Metropolitan Wilmington Urban League released a "Self-Sufficiency Index" that examined what hourly wage is required to support a family without government or other subsidy. The study took into account the cost of child care, benefits, shelter, food and other necessities and considered a family's size and location (index calculated for Wilmington, suburban New Castle County, City of Newark, City of Dover, Kent County and Sussex County) when calculating a sustainable wage.

DEDO would like to encourage the self-sufficiency standard when working on economic development projects with employers.

Encouraging brownfields redevelopment

A basic principle of Governor Minner's Livable Delaware agenda is re-use and redevelopment of existing sites, including brownfields with varying degrees of industrial contamination.

Senate Bill 183, part of the Governor's Livable Delaware agenda, passed in June 2001. It offered matching grants of up to \$50,000 from the Strategic Fund for brownfields assessment and cleanup. In 2003, the General Assembly raised the matching-grant cap to \$100,000. In addition, Hazardous Substance Cleanup Act (HSCA) grants of up to \$50,000 are available from the Department of Natural Resources and Environmental Control – thereby tripling the amount of money available to developers of brownfield sites.

The first recipient of a Strategic Fund grant for brownfields cleanup under SB 183 was Cannery Village in Milton, a mixed-use planned development being built on the site of the former Draper King Cole Cannery. Other recipients include owners of the former Deemer Steel site in New Castle, where an apartment complex will be built, and the Harper Thiel site in Wilmington, site of a new church day care center.

This legislation mirrors federal law to restrict liability for prospective purchasers of brownfield sites in an effort to make cleanup more attractive.

Responding to workforce development needs

DEDO's Workforce Development section continued to broker and provide customized training for Delaware's employers. More than 70 employers were served by DEDO in the past fiscal year, including:

- Christiana Care
- Dade Behring
- Daimler Chrysler
- Dassault Falcon Jet

- Dentsply/Caulk
- Dover Downs
- Hotel DuPont
- ILC Dover
- Intervet
- Juniper Bank
- Perdue Farms
- Three Little Bakers Dinner Theater
- Uniqema
- Winterthur Museums

Every dollar spent on training by DEDO yields \$3.24 in new wages.

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	18,545.7	5,854.0	5,618.4
ASF	5,241.5	5,416.2	5,416.2
TOTAL	23,787.2	11,270.2	11,034.6

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	42.0	41.0	41.0
ASF	14.0	14.0	14.0
NSF	--	--	--
TOTAL	56.0	55.0	55.0

OFFICE OF THE DIRECTOR 10-03-01

MISSION

To set the strategic and administrative direction within DEDO and provide the leadership needed to implement agency objectives. To consolidate and oversee marketing and communications strategy and activities so DEDO communicates externally and internally with one consistent voice.

KEY OBJECTIVES

In the refocused DEDO, the Office of the Director will include a new Administration section that encompasses fiscal operations, human resources, information technology and strategic planning. A new Marketing and Communications section will consolidate and integrate all functions related to DEDO's external and internal messaging.

Director/Executive Support

- Implement transition to the refocused cluster-based economic development organization.

EXECUTIVE 10-00-00

- Provide a creative and enabling working environment with an emphasis on quality customer service.
- Continue to integrate the recommendations of the Governor's Strategic Economic Council (SEC).
- Develop and implement Governor Minner's economic development agenda.

Administration

- Design and implement internal policies and procedures.
- Deploy up-to-date, appropriate and well-serviced technology to achieve DEDO's mission.
- Implement learning and performance plans for all employees and tie them to results-based measures.
- Examine DEDO's strategic planning process to determine opportunities for improvement.
- Continue to improve internal accounting management reporting system.
- Develop interactive intranet that promotes knowledge sharing.

Marketing and Communications

- Develop an integrated internal and external communications marketing and communications strategy.
- Create industry-led marketing plans for each cluster.
- Reinvigorate, develop and fully utilize marketing councils for each cluster.
- Organize a DEDO speakers bureau.

ACTIVITIES

- Represent the office before external audiences such as the business community, legislature, state agencies and public forums.
- Develop a statewide economic development policy document.
- Unify and improve the usability of DEDO and Tourism's various web presences.
- Develop publications, marketing and presentation materials to support the attraction and retention of jobs in Delaware
- Generate in-state media coverage to increase awareness of DEDO programs and administration successes among residents and elected officials, and promote free media placements in trade publications and other out-of-state media outlets.

- Review, revise, update, and maintain office policies and procedures, and promote a culture of continuous learning within DEDO and with our external partners.
- Continue to improve the internal budget unit system for tracking and reporting the fiscal activity of budget units.
- Promote new and appropriate technologies within DEDO and repair and configure computers and peripherals in a timely manner.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
% of employees trained in core competencies			100
% of employees with learning and performance plans tied to results-based measures			100
\$ value of DEDO contracts with DE firms			\$2.2 Million
Positive ROI for \$ of advertising investment			>1:1
\$ value of free media placements in non-DE publications			80,000
% of internal processes identified, mapped and implemented			85
% of routine PC maintenance and configuration performed in-house			100
% increase in federal grant money obtained for eco development			100

These are all new performance measures for FY 2005.

DELAWARE TOURISM OFFICE 10-03-02

MISSION

To attract, develop, and promote the type of visitor spending that results in sustainable and significant economic and quality of life benefits, with an added focus on job retention and creation for Delaware residents and small businesses.

KEY OBJECTIVES

- Continue to develop tourism as a full-fledged industry cluster fully integrated with DEDO support operations.
- Increase spending per visitor and length of stay per visit.

EXECUTIVE

10-00-00

- Consolidate all marketing and communications initiatives and spending related to Tourism in new Marketing and Communications section, including Tourism website.
- Help ensure that spending on travel advertising has a positive Return on Investment for the state.
- Launch Handmade in Delaware initiative in collaboration with Entrepreneurial and Small Business Support section that promotes the products of juried and non-juried crafters from throughout the state.
- Increase awareness among residents of Delaware of the value of the tourism industry through June 30, 2006.

ACTIVITIES

- Work with DEDO Centers of Excellence to provide support to businesses within the Tourism cluster and attract destination retail establishments.
- Support eco-tourism efforts within the state.
- Regularly meet with and leverage partners to ensure that industry needs are heard and addressed.
- Establish a call center system to survey, inventory, and manage visitor contacts, leads and fulfillments.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
% increase in gross receipts from hotels			2
% of new Tourism jobs that meet self-sufficiency			5
% increase in \$ spent per visit			5
Increase % of visitors staying 2-3 nights			4

These are all new performance measures for FY 2005.

DELAWARE ECONOMIC DEVELOPMENT AUTHORITY

10-03-03

MISSION

To proactively leverage DEDO's partners and facilitate the growth of Delaware's industry clusters. To provide professional expertise to Delaware businesses and DEDO's market (cluster) leaders.

KEY OBJECTIVES

Market (Cluster) Leaders

- Form cluster development groups for each of the seven clusters and fully map and develop each of the seven clusters: Financial Services and Insurance, Chemicals, Life Sciences/Biotechnology, Tourism, Automobiles, Agriculture and Corporation/Legal Services.
- Nurture and effectively leverage partnerships with DEDO stakeholders.
- Continue to implement the Governor's Strategic Economic Council recommendations.
- Develop statewide Science & Technology strategic plan to attract federal dollars to Delaware and support technology-based economic development.

Centers of Excellence

- Working with local governments, develop pre-approved sites ready for development.
- Implement a Rural Communities Economic Development Strategy.
- Increase the number of brownfield sites that are redeveloped.
- Promote community self-sufficiency through Neighborhood Assistance Act.
- Grow employee value and productivity along with wages.
- Develop a fully functioning GIS component to assist statewide economic development efforts.
- Understand and leverage the full range of finance tools from micro-loan through Initial Public Offering.
- Increase the number of Delaware businesses that export.
- Develop a higher-level, value-added, analytical research capability in Industry Research and Analysis.

ACTIVITIES

Market (Cluster) Leaders

- Proactively recognize and develop opportunities to grow the five industry clusters for which DEDO will take the lead.

Centers of Excellence

- **Capital Resources.** This team will be experts in the range of financial tools from micro-loans to IPO's

EXECUTIVE

10-00-00

— including the Strategic Fund, venture capital, Small Business Innovation Research (SBIR), industrial revenue bonds, investment incentives and tax credits, as well as innovative new financing tools.

- **Entrepreneurial and Small Business Support.** Links with the Small Business Development Center and includes support for minority-owned businesses and Main Street.
- **Industry Research and Analysis.** This team has the skills and tools to provide timely, qualitative analysis of Delaware’s clusters and identify emerging trends.
- **Infrastructure and Intergovernmental Relations.** This section has statewide expertise in the location of infrastructure – including roads, rail, utilities, and fiber. This group will interact with local governments on zoning matters and with state agencies on permitting and other issues to facilitate economic development projects. GIS expertise will be located here.
- **International trade.** This section will help Delaware businesses export their products and facilitate foreign direct investment in Delaware. It will realign its objectives and activities to support the cluster-based approach. A critical partner is the Port of Wilmington.
- **Workforce Development.** This team will realign DEDO’s workforce development efforts with the cluster-based approach and will continue to provide value-added expertise to companies that need customized training.

PERFORMANCE MEASURES

Market (Cluster) Leaders

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
% change in cluster employment			2.5
% growth in contribution to gross state product by cluster			
• Finance			4.8
• Life Sciences/Bio			4.0
• Tourism			4.4
• Agriculture			4.0
• Corp/Legal Svcs			4.0
# of external groups with which DEDO has a formalized partnership			15
% increase in Strategic Fund awards for sustainable-wage jobs			85

These are all new performance measures for FY 2005.

Centers of Excellence

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
% of Strategic Fund awards for projects within state Community and Developing (growth zones) areas			80
% increase in entrepreneurial start-ups that receive assistance provided or brokered by DEDO			10
# of rural communities participating in DEDO’s cluster-based rural development initiative			10
Ratio of private sector investment to state training \$			2:1
New companies making foreign direct investment in Delaware			2
\$ of first-time exporters assisted by DEDO			25
\$value of exports for those first-time exporters			100,000
# of brownfield sites returned to active use			3
% allocation of Neighborhood Assistance Act tax credit			50

These are all new performance measures for FY 2005.

EXECUTIVE

10-00-00

OFFICE OF STATE PERSONNEL

10-04-00

MISSION

Provide the leadership and services for achieving a quality workforce.

KEY OBJECTIVES

- Maximize effectiveness of Human Resource functions through the application of technology, communication and cross training.
- Provide leadership for Human Resource programs aligned with the Governor's initiatives that enhance services to Delawareans.
- Attract, retain, recognize, motivate and develop a quality workforce that makes the State of Delaware the employer of choice.
- Upgrade the Payroll Human Resources Statewide Technology system (PHRST) to enhance performance and usability in order to provide the highest quality, timely human resources data, maximize state functions and agency decision-making and to ensure correct employee paychecks.
- Ensure a diverse and effective state workforce through the Career Development Mentoring Program (for employees, by employees), conducting diversity training statewide, and monitoring Executive Branch agencies for Executive Order 10 compliance.
- Create and/or improve on-line job applications, job testing, pension services, employee training registration, and other State Personnel Office (SPO) services for citizen, employee and employer convenience and to maximize staff productivity.
- Develop creative and fiscally sound benefit programs to attract and retain high quality employees.
- Restructure the current classification system.
- Strengthen and promote positive work environments for all employees through equitable compensation programs and proactive employee relation practices.
- Enhance SPO internal management and operational capacity through effective and expanded use of technology.
- Develop a formal, agency specific workforce/succession planning process.
- Implement and develop competency-based training programs for supervisors, managers and human resource professionals.

- Provide leadership for the implementation of new major modules (such as Recruitment) as part of the PHRST system.

BACKGROUND AND ACCOMPLISHMENTS

In fulfilling its role as a provider agency, the State Personnel Office serves an audience well beyond the 35,000+ state employees, including 173 governmental entities and over 100,000 covered lives served through the benefits program and over 56,000 members in the pension program.

During the past several years, the State Personnel Office has had several major accomplishments that directly benefit the state, its employees, pensioners, and citizens. Key accomplishments include:

- Provided leadership for the implementation of the PHRST system, which provides the state with on-line human resources, benefits administration and payroll capabilities. This system includes all state agencies, courts, school districts, charter schools, Delaware State University and Delaware Technical and Community College.
- Implemented electronic enrollment/eligibility interface with medical and dental carriers.
- Implemented Supervisory and Management Development Certificate programs, which are competency-based and provide a comprehensive series of development opportunities for potential supervisors, supervisors and managers.
- Achieved an extremely high level of customer satisfaction (over 95 percent) for value of training courses as indicated on participant evaluations.
- Provided training services to over 14,000 state employees.
- For the sixth consecutive year, received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the Delaware Public Employees Retirement System.
- During July 2001, the Pension Office moved to a renovated building in the Silver Lake Office complex. The new facility provided much needed space for the staff and resources servicing a growing membership. It allows for confidential, individual counseling on pension matters, on-site workshops and staff training.
- Developed *Walk-In Job Testing* in Georgetown and Dover Employment Services locations and offered

**EXECUTIVE
10-00-00**

on-line computer testing and flexible/nontraditional office hours for citizens' convenience.

- Spearheaded Project French Vanilla as part of the State Business Process Reengineering project to reduce the number of modifications in PHRST.
- Completed the revision of minimum qualifications and rating guides for 139 job classes.
- Revamped SPO's Internet site (which now allows retirees to view their current personal and benefit data) and developed SPO's intranet site.
- Implemented a new Group Universal Life Insurance program that provides portability at retirement or termination from active employment.
- Increased minority representation in statewide workforce from 24 percent in 1996 to a current level of 28 percent; increased minority representation at the Official and Manager level from 6 percent in 1996 to a current level of 18 percent.
- Implemented, on the SPO website, the new classification structure by occupational groups.
- Supported continuous quality improvement efforts through the First State Quality Improvement Fund.
- Managed the Career Development Mentoring Program for 27 pairs of state employees.
- Implemented an on-line employment application system as part of the e-government initiative.
- Conducted an EEO Managers' Conference for 197 managers to assist them in their key role of complying with Executive Order Number 10.

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	12,138.2	6,599.9	6,683.4
ASF	24,611.0	9,998.7	9,998.7
TOTAL	36,749.2	16,598.6	16,682.1

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	55.3	54.3	54.3
ASF	85.5	82.5	82.5
NSF	15.2	15.2	15.2
TOTAL	156.0	152.0	152.0

**OPERATIONS
10-04-02**

ACTIVITIES

- Critical reclassifications, maintenance reviews, new class and career ladder development.
- Selective market variation program.
- Develop, maintain and expand on-line application service.
- Employment test development, validation and administration.
- Ensure State agency compliance with Executive Order 10 to support and encourage a diversified workforce.
- Communications with state employees and agencies.
- Merit rule and policy interpretations.
- Investigation of discrimination complaints.
- Grievance arbitration and fact-finding hearings.
- Labor contract negotiations.
- Provide customer service through web technology to improve the quality and quantity of information available.
- Provide leadership that ensures an automated environment in which all state agencies, school districts, Delaware Technical and Community College and Delaware State University can maintain accurate, timely and complete Human Resources data.
- Timely administration and management of benefits plans for all merit agencies, school districts, charter schools, colleges and universities, municipal government entities, conservation districts and other non-payroll groups as defined by 29 Del. C. c. 52.
- Labor relations policies and consultation.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
% of executive branch agencies reviewed for compliance	100	100	100
% women in state workforce	57	58	58
% women in officials and managers workgroup	50	51	51
% minorities in state workforce	28	29	30

**STAFF DEVELOPMENT AND TRAINING
10-04-04**

ACTIVITIES

- Management Development Institute.
- Computer training.

EXECUTIVE 10-00-00

- Career Enrichment Program.
- Customize Agency Training Programs.
- Management Fellows Program.
- Blue Collar Jobs Training Program.
- First State Quality Improvement Fund.
- Delaware Quality Partnership.
- Organizational Development Services.
- Statewide Employee Recognition Program.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
# of participants completing certificates *	144	180	230

**New performance measure in Fiscal Year 2003.*

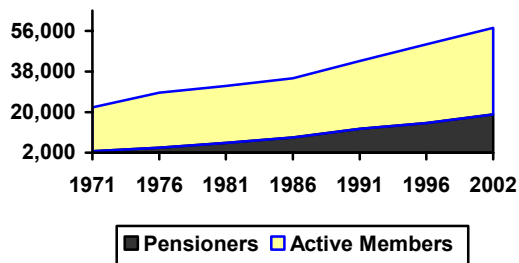
PENSIONS 10-04-06

ACTIVITIES

- Administer the nine state pension plans.
- Provide individual counseling sessions and member workshops.
- Process pension plan applications.
- Maintain pensioner records and statewide employee records and increase accessibility to those records through the Internet.
- Manage state pension payroll.

PERFORMANCE MEASURES

Total Membership



DELAWARE HEALTH CARE COMMISSION 10-05-00

MISSION

The Delaware Health Care Commission is an independent, public body, reporting to the Governor and the General Assembly, working to promote accessible, affordable, quality health care for all Delawareans.

KEY OBJECTIVES

- Access: Improve access to health care for all Delawareans.
- Cost: Promote a regulatory and financial framework to manage the affordability of health care.
- Quality: Promote a comprehensive health care system assuring quality care for all Delawareans.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Health Care Commission was created in 1990 by an act of the General Assembly to develop a pathway to basic, affordable health care for all Delawareans. It was one of several steps taken following a report issued by the commission's predecessor, the Indigent Health Care Task Force. At the core of the task force recommendations was the recognition that the uninsured do in fact receive health care services in Delaware -- because hospitals do not turn them away. The group concluded that no comprehensive, effective solution to the problem would be successful without a systemic, comprehensive look at the entire scope of the structure, financing and delivery of health care in Delaware.

The commission's function as a policy-setting body rather than a service-delivery body gives it unique status in state government. The commission was designed to allow creative thinking that normal service delivery agencies may not be free to pursue. Its initiatives are either recommendations issued after intensive study of a particular aspect of the health care system or pilot projects designed to test new ideas.

In the early 1990s, access was addressed by targeted strategies designed to reduce the number of uninsured. The rapid emergence of managed care brought a shift in focus to addressing the disparity between the new evolving structure of the health care delivery and financing system and the existing government regulatory structure. This produced a new, but important debate

EXECUTIVE 10-00-00

over how much should be regulated by government and how much should be left to free market forces.

In the mid to late 1990s, the commission addressed access through strategies designed to ease the many health professional shortages that existed, and continue to exist today. The Downstate Residency Rotation pilot, loan repayment programs, a special project on access to dental care and a study on the nursing workforce supply are all examples of initiatives designed to assure that Delaware has a sufficient supply of health professionals.

Upcoming years offer the opportunity to focus on access in two important ways:

- The Community Health Care Access Program (CHAP) will strengthen the “safety net” system that cares for the uninsured and focus on finding health homes for them.
- The State Planning Program will design and test new strategies to further reduce the uninsured in Delaware.

An adequate workforce and strong safety net system are the fundamental building blocks for expanded access. The commission’s Uninsured Action Plan is a critical step toward promoting accessible, affordable, quality health care for all Delawareans.

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	2,064.5	2,652.6	2,692.0
ASF	1,617.4	557.1	1,557.1
TOTAL	3,681.9	3,209.7	4,249.1

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	3.0	3.0	3.0
ASF	1.0	1.0	1.0
NSF	--	--	--
TOTAL	4.0	4.0	4.0

DELAWARE HEALTH CARE COMMISSION 10-05-01

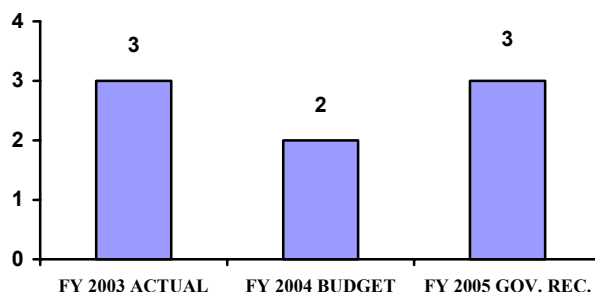
ACTIVITIES

- Continue implementation of Uninsured Action Plan
- Assist in Health Professional Workforce Development
- Develop Information and Technology through Delaware Health Information Network
- Continue Research and Policy Development

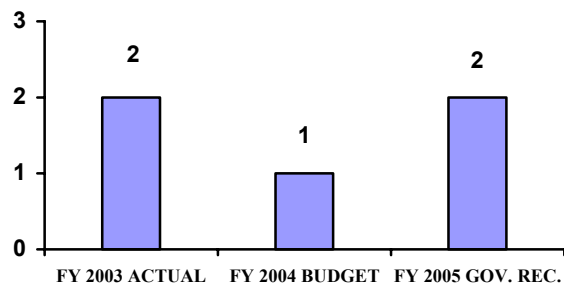
- Work on Specific Health Issues such as infant mortality, diabetes, and health disparities
- Examine Cost Containment Strategies

PERFORMANCE MEASURES

Number of Physicians Recruited to Underserved Areas with Loan Repayment



Number of Dentists Recruited to Underserved Areas with Loan Repayment



Increasing the Supply of Primary Care Providers in Southern Delaware

In response to a shortage of primary care physicians in lower Delaware, the commission in July 1997 launched its downstate residency rotation pilot project.

The pilot is based on evidence that shows that (1) a medical resident’s decision about where to practice is tightly linked to the location of his or her training, and (2) that medical students generally attend medical school and participate in residency training in large urban areas.

Under the pilot, residents in the primary care residency training programs at the teaching hospitals in urban and northern New Castle County – Christiana Care Health System, A. I. duPont Hospital for Children and St. Francis Hospital – may elect to participate in clinical training with preceptors and community hospitals in central and southern Delaware, which tends to be more rural. The downstate hospital systems include Bayhealth

EXECUTIVE

10-00-00

Medical Center, Beebe Medical Center and Nanticoke Memorial Hospital.

The pilot is designed to test whether medical residents participating in primary care residency programs in northern Delaware would consider establishing practice in southern Delaware if they were exposed to the medical community and general lifestyle there.

At the onset of the pilot, the commission established that if four residents participated in the pilot during the first year the project would very likely be successful in increasing the number of physicians providing primary care in southern Delaware. An average of 12 residents has participated each year. Five residents who participated in the program have since completed their residency and established practice in lower Delaware. One of these physician's spouse is also a physician. Another is practicing in Maryland on the Delaware border and seeing Delaware patients. The result is seven new physicians providing primary care in southern Delaware.

In July 2000, the commission launched the Delaware State Loan Repayment Program for Physicians and Dentists. The program is designed to recruit physicians and dentists to areas of the state that have been identified as underserved by the Delaware Health Care Commission. To date, five physicians and two dentists have been recruited as a result of this program.

DELAWARE INSTITUTE OF MEDICAL EDUCATION AND RESEARCH (DIMER)

10-05-02

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Institute of Medical Education and Research (DIMER) was created in 1969 when there was an identified national shortage of physicians, generally thought to be the result of insufficient opportunities for students to pursue a medical education. Many states addressed this problem by establishing medical schools within state university systems. In Delaware, however there was concern that such an undertaking would be too expensive. DIMER was created to serve as an alternative to the University of Delaware establishing its own medical school.

In 1995, the Joint Sunset Committee of the Delaware General Assembly asked the Delaware Health Care Commission to conduct a comprehensive review of DIMER. This study consisted of a review of DIMER's purpose as it relates to the health care needs of all Delawareans. In addition it included an examination of current training and higher education needs and

consideration of ways in which they can most efficiently and effectively be met by DIMER.

The in-depth review resulted in a series of recommendations and enactment of Senate Bill 418, which moved DIMER administration to the commission. This move was based on recognition of the two agencies similar missions of helping the state meet its health care needs. The new DIMER Board was expanded to include broader representation.

In 1999, the General Assembly asked the commission to consider expanding opportunities to pursue a medical education to include Osteopathic Medicine. As a result, DIMER executed an agreement with the Philadelphia College of Osteopathic Medicine that allows the school to function as Delaware's School of Osteopathic Medicine. As a result, Delawareans have enhanced opportunity to earn a MD degree or DO degree.

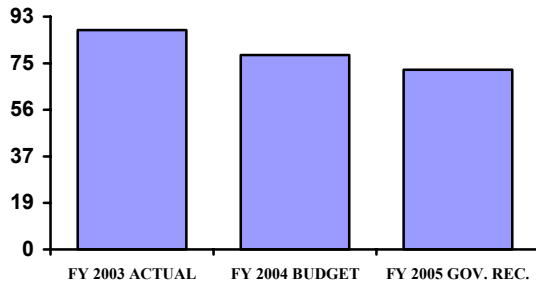
ACTIVITIES

- Initiate, encourage and promote the relationship with Jefferson Medical College as Delaware's medical school and ensure the admission of 20 Delawareans into Jefferson Medical College annually.
- Initiate, encourage and promote the relationship with the Philadelphia College of Osteopathic Medicine that allows the school to function as Delaware's School of Osteopathic Medicine and ensure the admission of five Delawareans into the Philadelphia College of Osteopathic Medicine annually.
- Expand opportunities and incentives for Delawareans to receive training in health and health-related fields and to practice in Delaware.
- Coordinate programs of medical and premedical education with all Delaware institutions of higher learning and Jefferson Medical College.
- Provide education and training programs in the health field and research in health and health-related fields.

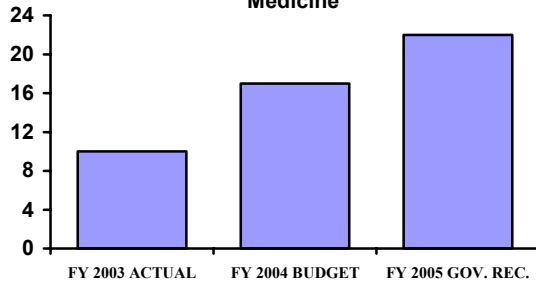
**EXECUTIVE
10-00-00**

PERFORMANCE MEASURES

**Number of Students Matriculated at
Jefferson Medical College**



**Number of Students Matriculated at
Philadelphia College of Osteopathic
Medicine**



**DELAWARE INSTITUTE OF DENTAL EDUCATION
AND RESEARCH (DIDER)
10-05-03**

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Institute of Dental Education and Research (DIDER) was created in 1981. DIDER funds three residency positions at the Christiana Care Health Services (formerly Medical Center of Delaware), which is the only hospital in Delaware with an accredited General Practice residency. DIDER focuses on residency training because it is based on this stage of training that individuals tend to make decisions about the location of their dental practice. Therefore, DIDER believes that providing residency opportunities in Delaware enhances Delaware's ability to attract dental practices. Another benefit is that the residents provide dental services to citizens including those populations who have very limited access, thereby, providing needed community services. Through enactment of House Bill 25 in the year 2001 the Delaware General Assembly established DIDER as an advisory board to the commission.

ACTIVITIES

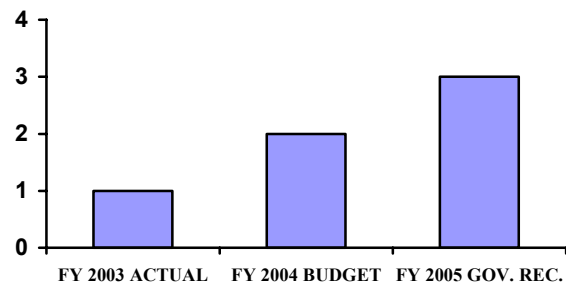
Support, encourage, and promote:

- Accredited general practice residencies in dentistry at any general hospital in the State that will provide a comprehensive post-graduate training program pursuant to the requirements.
- Expansion of opportunities for Delaware residents to obtain post-graduate dental training.
- A strengthening of the factors favoring the decision of qualified dental personnel to practice in Delaware.
- Dental needs of the community at large and particularly those who do not have ready access to dental programs.
- Expansion of opportunities for Delaware residents to obtain training at a reasonable cost in the dental professions.
- Incentives for qualified personnel in the dental professions to practice in Delaware.
- Support of graduate and post-graduate training programs, including emphasis on those programs targeted to meet the state's health care needs.

PERFORMANCE MEASURES

Since July, 2000 five dentists have been placed in shortage areas through the Delaware State Loan Repayment Program.

**Number of Dentists Recruited to
Underserved Areas with Loan Repayment**



EXECUTIVE 10-00-00

CRIMINAL JUSTICE 10-07-00

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	1,797.2	1,907.5	935.5
ASF	--	155.4	176.5
TOTAL	1,797.2	2,062.9	1,112.0

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	22.8	22.8	12.8
ASF	--	--	--
NSF	14.2	14.2	14.2
TOTAL	37.0	37.0	27.0

CRIMINAL JUSTICE COUNCIL 10-07-01

MISSION

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

KEY OBJECTIVES

- Develop a strategic plan for the criminal justice system using objective research, analysis and projections to improve understanding and effectiveness within the criminal justice system.
- Identify budget priorities that can be supported by the Criminal Justice Council and presented annually to the Governor and the Joint Finance Committee.
- Create and pass a legislative package that supports the Criminal Justice Council's mission and goals.
- Promote crime reduction through interdisciplinary approaches that emphasize community partnerships and empowerment. Encourage community participation through public hearings.
- Effectively use technology to enhance the administration of justice (e.g., fully-integrated information systems, videophones, etc.).

- Increase number of victims made whole through effective restitution and timely restoration, placing increased emphasis on juvenile justice, the elderly and victims of domestic violence.
- Establish a fully knowledgeable criminal justice community and general public through training, technical assistance, dissemination of information and the effective use of technology.
- Provide leadership in preventing disparate treatment of any group by including individuals who reflect the diversity of the community in the decision-making process.
- Assist the Judiciary, Attorney General, Public Defender and law enforcement agencies by reducing court delays to standards established by the Chief Justice.
- Promote a full range of sanctions and rehabilitation for offenders, including, but not limited to, job skills, education, counseling and drug and alcohol treatment.

BACKGROUND AND ACCOMPLISHMENTS

The Criminal Justice Council was created by statute in 1984 to develop and implement policies for improving the criminal justice system in the state. The council also serves as a liaison between the federal government and state criminal justice agencies. The council consists of 25 members, including representatives from the judiciary, state and local police departments and state and local government.

The Criminal Justice Council (CJC) approved funding for more than 200 programs in 2003, which supported various types of initiatives to improve the criminal justice system and the community. These initiatives included community-based drug treatment, anti-crime programming, support for law enforcement training and equipment, anti-terrorism training, building security, victim services and community empowerment. Programs received funding through the Edward Byrne Memorial State and Local Law Enforcement Assistance Formula Grant Program, Juvenile Justice and Delinquency Prevention Formula Grant, Violence against Women Act Formula Grant, Victims of Crime Assistance (VOCA) Grant and the Weed and Seed Formula Grant.

Working groups have been established to examine issues of priority interest to the criminal justice community. These working groups bring to the council needs and technology applications such as the mental health issues that impact chronic non-violent offenders and social

EXECUTIVE 10-00-00

factors that lead to juvenile delinquency. The Juvenile Justice Advisory Group, an affiliate of the CJC, published a comprehensive report detailing the various social factors that lead to juvenile crime. The report was used as a basis for juvenile justice planning and allocation of funds. The Mental Health Committee continued to work on the issues of mental health and the criminal justice system. A pilot mental health court was established in New Castle County, in part due to the efforts of the committee.

The Criminal Justice Council continues to work with criminal justice system agencies to identify budget priorities. The council will continue to lobby for the support of these budget priorities. The CJC Executive Committee is continuing efforts to develop a multi-year strategic plan for the criminal justice system.

The Sentencing Accountability Commission (SENTAC) Liaison Committee continues to coordinate the activities of SENTAC and the Criminal Justice Council. The committee is a mechanism to facilitate cooperation between SENTAC and CJC through which the two organizations can work together to effectively promote a full range of sanctions and rehabilitation for offenders. Recently, the council successfully secured discretionary funding to provide enhanced drug and alcohol treatment services to inmates in Department of Correction facilities. The Phase I report, entitled "Sentencing Trends and Correctional Treatment in Delaware," was released to the General Assembly in April 2002. The second phase of the report, dealing with violations of probation and the detainee population, was approved for release in November 2002. SENTAC members drafted two landmark pieces of legislation in 2003, including legislation to increase the minimum weight for the crime of Trafficking in Cocaine from five grams to 10 grams. This legislation was subsequently signed into law.

The CJC enhanced services for victims by providing funds to expand victim/offender mediation to Sussex County; by supporting the expansion of the Children's Advocacy and Family Visitation centers; and by enhancing supportive services for elderly victims. Services for victims of domestic violence in Kent and Sussex counties expanded and now include a hotline service for Spanish-speaking residents. Other victim-related activities include the completion of the data collection process to assess statewide compliance with the Victims' Bill of Rights and sponsoring and presenting the statewide victims conference. The Domestic Violence Coordinating Council, part of the CJC, provided training in domestic violence investigation and processing for 300 police officers in five training sessions held at various locations throughout the state.

The CJC funded a technology study that underscored the need for a mechanism permitting data coordination according to protocols to be worked out among the various criminal justice agencies. This project continues, spearheaded by a Technology Coordinator at CJC.

The Criminal Justice Council, having determined that evaluations are an essential element of any criminal justice initiative, continues to compile process and outcome analyses of selected programs.

In the wake of the events of September 11, 2001, the CJC led the dispatch of two teams of certified victim response workers to the Ground Zero site and focused on statewide security for criminal justice agencies at its fall 2002 retreat. In 2003, 77 professionals received training during the CJC Statewide Crime Victim Services two-day conference. In 2003, the number of certified crisis responders, under the NOVA model, increased from 69 to 122 through CJC-sponsored basic and advanced crisis response trainings. CJC staff continued to provide research on terrorism and anti-terrorism training. In 2002, CJC staff created a five-module training course on terrorism, which provides information on terrorism ranging from history of terrorism to target hardening and first responders' recommendations. The modules have been presented to state and local agencies in Delaware, as well as at national and regional criminal justice conferences and forums, and have been very well received. In 2003, CJC staff created three new modules that specifically address issues regarding terrorism and law enforcement, and worked with state and federal agencies to continue providing training for state and local law enforcement agencies. The CJC is planning to provide additional training in 2004.

PERFORMANCE MEASURES

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
Federal \$ awarded to Criminal Justice	8,587,542	9,266,000	9,266,000
Subgrants awarded	137	150	150
Subgrants active	232	320	320
Videophone sites	92	90	90
Training hours provided	220	200	200
People trained by CJC	1,000	1,000	1,000
Public outreach	50	50	50

EXECUTIVE

10-00-00

DELAWARE STATE HOUSING AUTHORITY 10-08-00

MISSION

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

KEY OBJECTIVES

- Assist 4,575 families to become home owners (73 percent of demand which is 6,250) in the next five years, with 930 families to be assisted in Fiscal Year 2005.
- Assist 2,000 affordable rental units (67 percent of demand which is 2,985) with 400 units to be assisted in Fiscal Year 2005.
- Preserve up to 1,254 units of affordable housing over the next five years, with 250 units to be preserved in Fiscal Year 2005.
- Provide emergency rehabilitation assistance for up to 1,725 units over the next five years, with 345 units to receive such assistance in Fiscal Year 2005.
- Assist 600 tenants to move from assisted to unassisted housing over the next five years, with 120 tenants to move to unassisted housing in Fiscal Year 2005.
- Assist up to 25 infrastructure projects in support of housing over the next five years, or five projects in Fiscal Year 2005.
- Provide financial assistance through the Housing Capacity Building Program (HCBP) to 100 organizations over the next five years with 20 organizations to receive such assistance in Fiscal Year 2005.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware State Housing Authority (the "Authority") was created in 1968. On July 2, 1998, the authority was created as a public corporation of perpetual duration in the Executive Department of the State.

The authority is authorized to (1) make mortgage, construction and other loans to not-for-profit and limited-

profit housing sponsors, (2) make loans to mortgage lenders, (3) purchase qualified mortgage loans from mortgage lenders, (4) apply for and receive assistance and subsidies under programs from the federal government, and (5) issue bonds and notes.

The authority administers 26 programs with 129 staff, addressing the following major affordable housing needs:

- New Construction
- Housing Rehabilitation
- Homeownership Assistance
- Rental Assistance
- Nonprofit Capacity Building
- Emergency and Transitional Housing Assistance
- Rental Service Activities

Accomplishments

- Through a special partnership agreement with Fannie Mae, DSHA released its first private bond placement of approximately \$30 million.
- Nearly 1,000 families accessed mortgage and down payment assistance programs to purchase a home.
- More than 350 units will be added to Delaware affordable housing stock through the \$2.2 million in Housing Tax Credit Program reservations made this year.
- Live Near Your Work, a cooperative employer-driven initiative to help families purchase homes near their place of employment was launched.
- Finanzas, a model bilingual financial literacy program directed to Hispanic immigrants working in the poultry industry was introduced through a joint partnership.
- 4,480 units of affordable housing made available under the Section 8 New Construction Program were monitored for compliance.
- After fire destroyed one building and damaged two others in Lexington Green Apartments in New Castle, DSHA staff worked with the American Red Cross and HUD to find permanent housing for 11 displaced families.
- Five communities renewed their Housing Assistance Payment Contracts, thereby assuring that 212 units remain affordable.
- The quality of life improved for more than 440 families through rehabilitation programs funded through DSHA for housing repairs.
- Awarded 34 new Housing Choice Vouchers, bringing the total to 902.
- Housing Choice Voucher utilization rate averaged 100 percent for the entire fiscal year.

**EXECUTIVE
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- 56 families participated in the Individual Development Account Program with six of the families using their savings to purchase a home.
- The Housing Capacity Building Program raised over \$260,000 in funding, provided over \$137,000 in grants and awarded \$8,500 in training to nonprofit housing organizations in Delaware.
- Contracted with the University of Delaware to conduct an Analysis of Impediments to be used to develop a statewide action plan for removing barriers to fair housing.
- Continued efforts to alleviate homelessness by providing six shelters throughout Delaware with nearly \$80,000 in financial support through the Emergency Shelter Grants Program.
- Released the Statewide Housing Needs Assessment, a comprehensive study of Delaware's affordable housing situation based on the 2000 Census data.
- Offered first onsite Certified Housing Asset Management training, conducted by the Consortium on Housing Asset Management, to owners and managers of affordable housing sites throughout Delaware.

ACTIVITIES

- Homeownership financing
- Rental housing
- Housing preservation
- Resident services
- Community development and planning

FUNDING

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	3,752.6	3,642.9	3,409.1
ASF	10,684.4	35,560.5	41,691.5
TOTAL	14,437.0	39,203.4	45,100.6

POSITIONS

	FY 2003 ACTUAL	FY 2004 BUDGET	FY 2005 GOV. REC.
GF	--	--	--
ASF	50.0	44.0	44.0
NSF	6.0	6.0	6.0
TOTAL	56.0	50.0	50.0

PERFORMANCE MEASURES

Homeownership Housing

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
Single Family	423	280	280
Second Mortgage	146	300	300
Delaware Housing Partnership	49	125	125
Resident Home Program (Sec. 8 Voucher)/PHHOP	1	20	20
HDF	40	130	205
Total	659	855	930

Affordable Rental Housing

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
HDF/Tax Credit/HOME	400	400	400
Preservation	152	250	250

Housing Rehabilitation

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
Neighborhood Revitalization Fund	70	100	*0
Housing Rehabilitation Loan Program	31	75	*0
Community Development Block Grant	114	115	115
Emergency Rehab	210	345	345
Total	425	635	460

** Ending in FY 2004*

Resident Services: Tenants From Assisted to Unassisted Housing

	FY 2003 Actual	FY 2004 Budget	FY 2005 Gov. Rec.
Tenants/(P.H./Sec. 8)	161	120	120