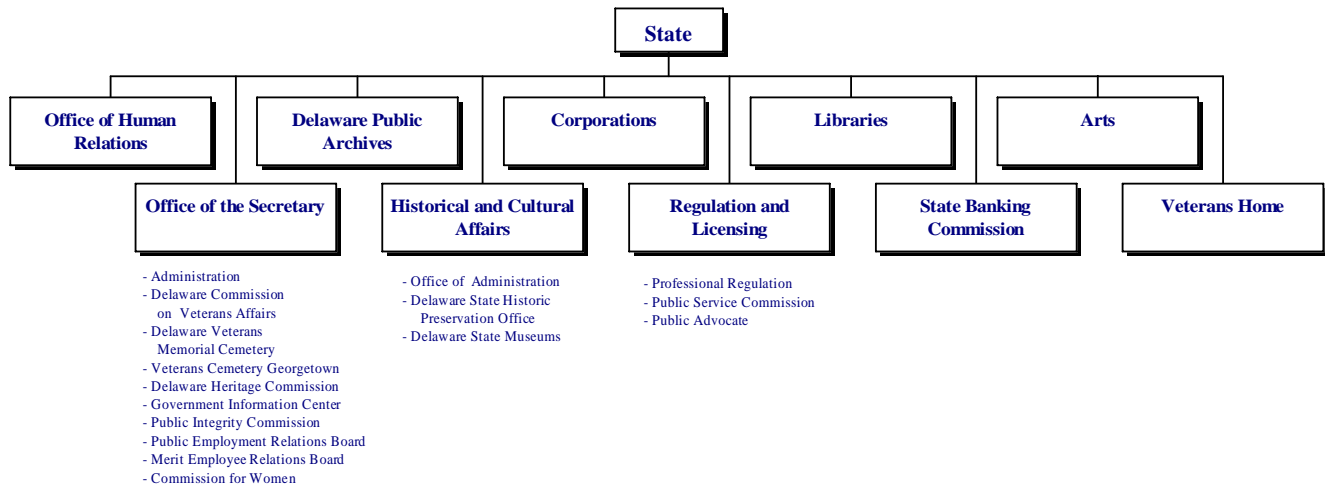


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MISSION

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

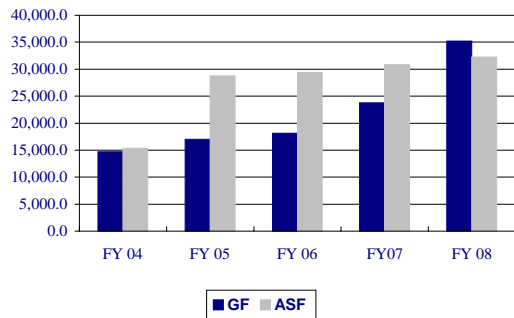
KEY OBJECTIVES

- Attract businesses to Delaware by coordinating marketing efforts with the Delaware Economic Development Office, Office of Management and Budget's International Trade and Development section, Diamond State Port Corporation, chambers of commerce, and others, and developing complementary products and services that leverage the State's existing reputation as a leading financial services center and the Corporate Capital of the World.
- Grow incorporations and banking revenues by maintaining an attractive and innovative regulatory and service environment.
- Promote citizen access to key information services including Delaware.gov, digital archives and the Delaware Library Catalog.
- Apply e-government solutions to boost productivity, enhance customer service, respond to changes in laws, and enhance the availability of on-line services and information.
- Improve the quality, and increase the use of, historic, recreational and cultural assets that make Delaware an attractive place to live, work and visit.

- Increase the number of eligible veterans and their dependents receiving services.
- Provide outstanding long-term care services at the Delaware Veterans Home that improve the quality of life of our residents.
- Promote amicable and supportive relationships among the citizens of Delaware by increasing public awareness of discriminatory practices and human rights.
- Promote the economic, social, educational, personal, and professional growth of Delaware women.
- Ensure the timely and fair administration of rules, regulations and laws overseen by the Department.
- Expand outreach and educational services to consumers and State employees about various matters (financial services, utility services, government ethics laws, employment laws, etc.) handled through the Department.
- Boost the quality of the work environment and enhance safety, security and reliability by implementing comprehensive security, disaster recovery and business recovery plans, and by improving the physical plant of the Department's key operating facilities and historic sites.

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Five-Year Appropriation History



FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	25,593.0	35,196.2	35,890.9
ASF	28,158.9	32,249.3	33,164.2
TOTAL	53,751.9	67,445.5	69,055.1

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	290.1	409.6	410.6
ASF	233.5	239.5	248.5
NSF	19.9	19.9	19.9
TOTAL	543.5	669.0	679.0

FY 2009 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend \$200.0 ASF in Corporations for matching grants pursuant to the Delaware Public Library Technology Assistance Act.
- ◆ Recommend \$189.5 ASF and 5.0 ASF FTEs in Corporations to handle increased workload.
- ◆ Recommend \$152.2 in Public Employment Relations Board to support reallocated positions for collective bargaining legislation (SB 36).
- ◆ Recommend \$150.8 ASF and 2.0 ASF FTEs to provide one Deputy Attorney General in Public Service Commission and in Public Advocate, to adhere to recommendations for cost effectiveness put forth by the Joint Sunset Committee.
- ◆ Recommend \$305.2 in Veterans Home for increased energy costs and to purchase specialize equipment and supplies.
- ◆ Recommend \$142.7 ASF and 1.0 ASF FTE Administrative Specialist II in Professional Regulation to support the Pharmacist Administrator

in the regulation of controlled substances distribution.

CAPITAL BUDGET:

- ◆ Recommend \$350.0 for Museum Maintenance to allow the Division of Historical and Cultural Affairs to perform minor and emergency repairs, allowing eight museum sites to operate safely.
- ◆ Recommend \$750.0 for the Minor Capital Improvements and Equipment program to prevent the deterioration of various treasured historic buildings, grounds and museums, including improving the safety and environmental conditions of facilities.
- ◆ Recommend \$305.0 for the Minor Capital Improvements and Equipment program for the Veterans Home.
- ◆ Recommend \$5,000.0 for the construction of a new library for the City of Dover, \$2,500.0 for the expansion of the City of New Castle Public Library, \$25.0 for the planning of a new library in Claymont, and \$1,000.0 for the expansion of the Milford District Free Library.

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

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,494.9	4,001.9	4,187.1
ASF	3,475.4	2,468.9	2,572.5
TOTAL	6,970.3	6,470.8	6,759.6

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	43.0	47.0	49.0
ASF	11.0	12.0	13.0
NSF	--	--	--
TOTAL	54.0	59.0	62.0

**ADMINISTRATION
20-01-01**

MISSION

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

KEY OBJECTIVES

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

- Implement automation improvements designed to continually improve business functions and communications capabilities.
- Provide support services to the Secretary of State related to official duties and functions on the Board of Pardons, Delaware Stadium Corporation, Diamond State Port Corporation, Delaware Economic and Financial Advisory Council (DEFAC), and other boards, committees and task forces.

BACKGROUND AND ACCOMPLISHMENTS

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

In addition to providing direction to the various operating divisions, the Secretary of State provides policy guidance in a number of other areas. The Secretary serves as Chair of the Delaware Stadium Corporation and on the board of the Diamond State Port Corporation. In these roles, responsibilities include overseeing and maintaining the development of the stadium and the port to ensure their continued contributions to the State's economy. By virtue of the Delaware Constitution, the Secretary of State is the Secretary of the Board of Pardons. Under state law and various executive orders, the Secretary administers regulations affecting nearly 9,000 Delaware notary publics and actively participates in numerous public bodies including DEFAC, Open Space Council and Biggs Museum Board.

Through the Division of Corporations and the State Bank Commissioner, the Department contributed \$882 million of net General Fund revenue in Fiscal Year 2007. The challenge facing the Department is to continue to maintain the State's leadership in the corporate, legal and banking services industries and to leverage those relationships to attract related businesses and industries.

Through the Delaware Public Archives, Division of Libraries and Government Information Center, the Department has the statutory responsibility to ensure

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citizen access to governmental, educational and recreational information. The Delaware Public Archives safeguards public records and made more than 17,400 new digital archival images available to the public in Fiscal Year 2007. Our libraries foster education and recreational enjoyment and last year served more than four million visitors and circulated more than seven million books and other materials. The Delaware Government Information Center promotes easy and organized access to on-line information and resources, and recorded an average of 288,000 unique visitors a month to the State's web portal in Fiscal Year 2007.

Through Historical and Cultural Affairs, Archives, Arts, and Delaware Heritage Commission, the Department plays a major role in preserving and celebrating the past and exposing citizens and visitors to the State's rich culture and history. Archives, state museums and conference centers hosted more than 113,000 visitors in Fiscal Year 2007 at their public exhibit and meeting spaces where the story of our democracy can be seen, touched and heard.

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

Through the Division of Human Relations, the Department protects Delaware's citizens from discriminatory practices and promotes equal opportunity and protection for all persons. The Commission for Women promotes the economic, social, educational, personal, and professional growth of Delaware women. Each year, these divisions participate in hundreds of outreach and educational activities.

Through the Division of Professional Regulation, Delaware Public Service Commission and Delaware Public Advocate, the Department provides regulatory, licensing, investigative, and consumer services to protect the public's health, safety and economic welfare. The Division of Professional Regulation (DPR) issues licenses to more than 62,000 professionals in Delaware. Last year, 75 percent of all license renewals used DPR's new on-line license renewal service. The Public Service Commission (PSC) currently has regulatory authority over 120 energy, telecommunications, water, and wastewater service providers and franchisees. The Delaware Public Advocate (DPA) represents the interests of utility customers before the PSC as well as other state and federal courts and administrative bodies. The PSC and DPA together handled more than 2,045 utility customer complaints in Fiscal Year 2007.

Through the Merit Employee Relations Board (MERB), Public Employment Relations Board (PERB) and Public Integrity Commission (PIC), the Department administers state laws governing employment relations and ethics. In Fiscal Year 2007, these agencies continued to expand and enhance their websites to improve citizen access to statutes, regulations and on-line services.

The Commission of Veterans Affairs serves Delaware veterans through its administrative offices and the Delaware Veterans Memorial cemeteries. In recent years, the Commission has played a vital role in securing legislation and developing rules and regulations to administer the Veterans Home.

The Veterans Home provides long-term care services such as skilled nursing care to Delaware veterans at its facility in Milford. The Delaware Veterans Home was completed on time and on budget and began admitting residents in June 2007. The Home passed its state certification in June 2007 and its federal certification in October 2007. The Veterans Home will gradually ramp up to its full capacity over an 18 month period consistent with federal admission guidelines.

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.
- Prepare budgets and control expenditures throughout the Department.
- Process applications, collect fees and commission notaries public.
- Promote employee recognition initiatives.

DELAWARE COMMISSION ON VETERANS AFFAIRS 20-01-02

MISSION

To assist, advise and represent Delaware's veterans and their dependents regarding available programs and benefits.

KEY OBJECTIVES

- Increase claims processed with the U.S. Department of Veterans Affairs on behalf of Delaware veterans and their dependents.

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- 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.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Commission of Veterans Affairs (DCVA) was established in 1987 as an operational unit of the Department of State, Office of the Secretary. Its responsibilities include the protection and enhancement of federal and state benefits and entitlements to 79,029 Delaware veterans and their dependents.

The Commission continues to increase services to approximately 37,495 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 our ability to provide access. Our mobile van, Veterans Service Center, continues making scheduled community visits further enhancing the delivery of services.

The Commission, partnering with the Department of Veterans Affairs, Vet Center, provides individual and group counseling services to veterans and family members. In addition, support groups are offered for war veterans, significant others and women veterans.

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

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

The Commission continues to utilize technology for its benefits delivery network. The DCVA web site/home page was accessed 377,138 times during Fiscal Year 2007.

Accomplishments

- Maintained a website that allows citizen access to services offered by the Commission and U.S. Department of Veterans Affairs.
- Published *THE CENTURION*, a quarterly veterans' newsletter distributed to over 8,000 homes and other sites throughout the State. This publication is also accessible on the website.

- Improved veterans' ability to obtain copies of their Statement of Military Service (DD-214).
- Distributed a State Veterans Benefit Booklet to all veterans who claim Delaware as their home of record upon discharge from military service.

ACTIVITIES

- Manage the claims processing system for veterans and their dependents and effectively monitor all federal legislation vis-à-vis the U.S. Department of Veterans Affairs.
- Maintain a digital imaging repository for all veterans' DD-214 or similar verification of active military service documentation.
- Continue annual ceremonies associated with the Delaware Memorial Bridge and Delaware Veterans Memorial Cemetery honoring veterans on Memorial Day, Flag Day and Veterans Day.
- The second annual Women Veterans Symposium and Expo will be held in the spring of 2008 at the Delaware Technical and Community College, Terry Campus.
- Continue outreach efforts conducted through the publication of a quarterly newsletter published by the Commission of Veterans Affairs.
- 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, non-profit organizations, and interstate departments of Veterans Affairs for the purpose of promoting issues beneficial to veterans and their dependents.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of claims processed	1,099	1,126	1,154
# of outreach services to veterans and their dependents	51,588	52,878	54,200
# of federal/state referrals	4,523	4,636	4,752
\$ of claims awarded (million)	6.1	6.1	6.1

DELAWARE VETERANS MEMORIAL CEMETERY
20-01-03

MISSION

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

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KEY OBJECTIVES

- Increase the number of interments.
- Increase the number of grave sites.
- Increase the number pre-approved interment applications.

BACKGROUND AND ACCOMPLISHMENTS

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

Volunteerism plays an important part in the operation of the cemetery. Numerous hours of assistance have been given by veterans groups, community organizations, youth organizations, and family members of the deceased. It is estimated that at least 50,000 citizens visit the cemetery annually.

Demand for cemetery services will remain strong for several years as World War II, Korean War and Vietnam War veterans and their spouses continue to age. Staff will continue to reach out to all veterans and their dependents in an effort to raise awareness of State veteran services.

Accomplishments

- Processed and approved over 29,000 applications for burial at the DVMC over the past 17 years.
- Effectively handled over 10,000 interments at the DVMC over the past 17 years.
- Maintained an internet site 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.

ACTIVITIES

- Maintain the DVMC site in New Castle County (52 acres) which serves as a memorial to those who have honorably served their state and country.
- Manage federal and state funds for various capital improvement projects at the cemetery ensuring quality workmanship on all projects.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of interments	717	735	753
# of gravesites maintained	10,038	10,773	11,526
# of cumulative approved interment applications	19,010	19,485	19,972

VETERANS CEMETERY GEORGETOWN
20-01-04

MISSION

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

KEY OBJECTIVES

- Increase the number of interments.
- Increase the number of grave sites maintained.
- Increase the number of pre-approved interment applications.
- Increase the number of available in ground vaults and columbarium niches at the DVMC, Sussex County.

BACKGROUND AND ACCOMPLISHMENTS

The Sussex County DVMC opened in October 1999. Outreach programs to veterans organizations and other community-based groups in Kent and Sussex counties are ongoing.

Volunteerism plays an important part in the operation of the cemetery. Numerous hours of assistance have been given by veterans groups, community organizations, youth organizations, and family members of the deceased. It is estimated that at least 50,000 citizens visit the cemetery annually.

Demand for cemetery services will remain strong for several years as World War II, Korean War and Vietnam War veterans and their spouses continue to age. Staff will continue to reach out to all veterans and their dependents in an effort to raise awareness of State veteran services.

Accomplishments

- Processed and approved over 7,000 applications for burial at the DVMC over the past 8 years.
- Effectively handled over 1,400 interments at the DVMC over the past 8 years.

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- Maintained an internet site 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.
- Sought Department of Veterans Affairs, National Cemetery Administration's approval to begin planning of the 10-year expansion project.

ACTIVITIES

- Maintain the DVMC site in Sussex County (65 acres) which serves as a memorial to those who have honorably served their state and country.
- Manage federal and state funds for various capital improvement projects at the cemetery ensuring quality workmanship on all projects.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of interments	222	228	234
# of gravesites maintained	1,447	1,675	1,909
# of cumulative approved interment applications	5,769	5,913	6,061
# of ground vaults and columbarium niches	2,024	2,024	2,024

DELAWARE HERITAGE COMMISSION
20-01-05

MISSION

To promote and preserve Delaware history and heritage through the publication of books and public programming.

KEY OBJECTIVES

- Increase Delaware Heritage Commission program participation rates.
- Continue to promote history and heritage of Delaware through publications, grant programs, public programs, collection of oral history, heritage tourism, and outreach with schools, teachers, and historical societies.
- Continue to support sister agencies within the Department of State.
- Train small museums and historical societies in the art of oral history each year.

BACKGROUND AND ACCOMPLISHMENTS

Accomplishments

- Trained the Milford Historical Society, Nanticoke Indian Center, Rehoboth Beach Historical Society, and Lewes Historical Society in the art of oral history.
- Reprinted the book *African American Education in Delaware* and published *Pierre S. du Pont IV*, the sixth book in the Delaware Governors series.
- Celebrated the 230th anniversary of the Battle of Cooch's Bridge with the American Revolution at Iron Hill LIVE event.
- Sponsored the 11th Delaware Book Fair and Authors Day.
- Sponsored the first annual Capital Classroom in-service day for teachers.
- Successfully opened the Commission's online bookstore.

ACTIVITIES

- Create public programming events for children, young adults and seniors.
- Administer the commission's Oral History program.
- Administer Challenge Grants and McKinstry Awards.
- Promote Delaware authors and Delaware publications dealing with Delaware history.
- Coordinate and assist with significant historical anniversaries in Delaware.
- Provide educational outreach to small museums, schools and historical societies.
- Administer the annual Delaware Book Fair and Authors Day held each April.
- Conduct periodic tours of Delaware's Mason-Dixon Line.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of outreach events	25	28	30
# of patrons to Delaware Book Fair and Authors Day	511	525	550
# of Oral History training seminars	4	5	6

GOVERNMENT INFORMATION CENTER
20-01-06

MISSION

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

KEY OBJECTIVES

- Promote adoption of the common look and feel website standard.
- Increase the number of monthly visitors to Delaware's portal.
- Establish e-partnerships with all local and county governments.
- Promote an increase in the usage of specific online services.

BACKGROUND AND ACCOMPLISHMENTS

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

Over the past five years the GIC has demonstrated significant and measurable success resulting in the creation of a new budget unit within the Department of State. This milestone marks the beginning of a renewed commitment to promote current online resources and to advocate for new online initiatives that enhance citizen access to government services and information online.

Accomplishments

- Delaware.gov was named among the top five state portals in the nation by the Center for Digital Government in 2007, and the top state portal in the nation in 2005.
- Delaware was ranked first in the annual e-government survey by Brown University in 2007, improving from a ranking of 49th in 2000.
- Promulgated Website Common Look and Feel Standards to nearly 100 percent of the State's webpages.

- Launched more than 30 new online services including the public meeting calendar, Virtual Tax Service Center, Polling Place Locator, Online Delaware Code, Division of Motor Vehicles website, Division of Professional Regulations website, and the Delaware Digital Archives.
- Enhanced over 500 online PDF documents to include accessibility features and enable citizens and businesses to fill in and save forms on their local computers.
- Developed web publishing standards designed to improve the accessibility of state websites for the physically-disabled and others.
- Launched an enterprise-wide calendar for public meetings.
- Offered Writing for the Web course to State employees.
- Enabled online public commenting to proposed regulation changes.

ACTIVITIES

- Promote adherence to State standards at the First State Webmaster Association meetings.
- Offer web related training to State agencies at no cost.
- Partner with the Department of Technology and Information (DTI) to create, modify and enforce State standards.
- Participate in outreach events to promote the use of Delaware.gov.
- Encourage agencies to use Delaware.gov in future advertising campaigns.
- Partner with local and county government offices to improve the web offerings to their content on Delaware.gov
- Encourage State agencies to notify GIC staff of additions or updates to agency web content.
- Participate in quarterly Municipal Web Developer meetings.
- Encourage the use of existing online resources and standards by local and county governments.
- Provide promotional materials to information intermediaries such as libraries and schools.
- Provide informational speeches at civic organizations and conferences throughout Delaware.

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PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of common look and feel adoption	98	100	100
# of portal visitors (average unique visitors per month)	288,045	316,850	348,535
% of e-partnerships established	37	100	100
# of online transactions for fishing licenses	1,556	1,842	2,025
# of online transactions for personal campsite reservations	9,410	9,922	10,914
# of online transactions for personal income tax returns	250,425	275,470	303,020
# of subscribers on Delaware Information Subscription Service	14,689	16,150	17,775

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

MISSION

To instill the public's confidence in the integrity of its government by administering and enforcing laws on: (1) ethics for the State Executive branch and local governments; (2) financial disclosure for Executive, Legislative, and Judicial branches; (3) dual compensation for State and local employees and officials holding two government jobs; and (4) registration and expenditures by lobbyists.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

The Public Integrity Commission (PIC) interprets the ethics law for more than 58,000 State employees, officials and all appointees to boards and commissions. It also has ethics jurisdiction over 52 local governments. The financial disclosure law applies to more than 300 officials and the lobbying law applies to 257 lobbyists representing more than 528 employers and organizations.

In Fiscal Year 2007, it interpreted 72 requests for advisory opinions and complaints against public

officials. This was approximately 20 less than Fiscal Year 2006 because of a unique event for that year, which was a large number of filings from State employees who also contract with the State as foster care providers. Because the State agencies involved needed to publicly notice and bid the contract to avoid violating the Delaware Code restricting State employees from contracting with the State, many of the Fiscal Year 2006 filings carried over into Fiscal Year 2007. Due to the increased carry over, the written response within 45 days performance measure was only 85 percent. However, each requestor receives a verbal decision on the same date the Commission meets to review the requests. For the foster care providers, they were notified of the reason the Commission had to defer decisions.

In Fiscal Year 2007, 267 lobbyists registered to represent 619 employers. This was an increase of 27 lobbyists, and an increase of 219 organizations represented. Lobbyists filed 2,476 organizational quarterly expense reports.

Of 267 lobbyists, only 4 do not file electronically, or receive electronic notice on reporting reminders or other relevant correspondence. The remainder submit their registrations, authorizations and quarterly reports to PIC's electronic database. This expedites the registration and filing process for lobbyists, and decreases PIC's costs for mail service, paper and personnel time spent issuing late notices, tracking expenditures, notifying public officers of the costs of gifts they received from lobbyists, etc. Electronic filing for lobbyists has been in effect since 2002.

This past fiscal year was only the second time public officers had the choice to file their annual financial disclosure report online or by hard copy. Out of 332 public officers, 58 percent filed online. The first time they filed, out of 317 public officers, approximately 46 percent filed online.

ACTIVITIES

- Issue written opinions on whether State employees, officers, honorary officials, agencies and lobbyists are complying with the ethics, financial disclosure and dual compensation 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 as necessary, violations of 29 Del. C. c. 58.
- Provide seminars and publications to aid in compliance with 29 Del. C. c. 58.

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PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of advisory opinions, waivers and complaints	72	70	70
# of people receiving training	430	345	400
% of opinions issued within 45 days	85	90	93
% of disclosures filed online	58	60	75

PUBLIC EMPLOYMENT RELATIONS BOARD
20-01-09

MISSION

The Public Employment Relations Board (PERB) provides timely, competent and trustworthy support for the collective bargaining process in order to promote harmonious and cooperative labor-management relationships between public employers and their employees. PERB also protects the public by assuring the operations and functions of governmental entities are not interrupted by labor strife.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

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

PERB is often involved with labor/management issues that arise as a consequence of governmental decisions, such as the operational impact of structural

reorganization; staff shortages and/or hiring freezes; projected fiscal shortfalls/surpluses in municipalities, counties and public school districts; and the impact of educational reforms on the working conditions of public school employees.

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

The passage of the Wage Bargaining bill for State merit employees in July 2007, made significant changes in both the scope and structure of collective bargaining between the State and its merit employees. PERB is responsible for developing and administering an effective process for transforming the existing bargaining structure into the statewide structure mandated by the statutory changes.

PERB has 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.

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 procedures for restructuring and creating bargaining units for purposes of compensation bargaining.
- Facilitate the resolution of negotiation impasses through mediation, fact-finding and binding interest arbitration.
- Administer the binding grievance arbitration panel for public school labor and management.
- Systematically encourage the use of alternative dispute resolution procedures to resolve unfair labor practice charges, representation questions and negotiation disputes whenever possible.
- Increase the number of public sector labor disputes resolved informally through PERB intervention and facilitation prior to the completion of formal case processing procedures.

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- Develop processing and case line summaries which clarify Delaware public sector collective bargaining law.
- Develop and increase accessibility to PERB processes and decisions through electronic media.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of disputes informally resolved through PERB facilitation	40	40	45
% of cases resolved within 90 days of filing	45	50	50
% of mediation cases proceeding to Binding Interest Arbitration/Fact Finding (BIA/FF)*	35	40	50
% of BIA/FF in which facilitated settlement reached prior to decision*	100	50	50
# of new cases filed	48	60	60
# cases processed	69	75	85
# of cases electronically filed and/or processed	18	30	40
# decisions issued	26	35	42

**New performance measure resulting from passage of SB36. Because of changes made to the mediation and binding interest arbitration provisions of the statute, PERB has a reduced ability to work toward facilitated solutions.*

MERIT EMPLOYEE RELATIONS BOARD
20-01-10

MISSION

To resolve 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 cases heard within 150 days.
- Reduce the number of hearings that are rescheduled.

BACKGROUND AND ACCOMPLISHMENTS

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

The Board consists of five members representing all three counties with two members having a background in labor, two in management and a chair. The Board meets

three times per month and every effort is made to hear cases in the order in which they are received. However, when appeals involve terminations, suspensions without pay or demotions, the rule of thumb is modified and these types of disciplinary appeals take precedence over other types of appeals.

The Board continues its campaign to eliminate or otherwise reduce the backlog of grievances currently before it. There are currently 38 active grievance appeals pending.

Accomplishments

- Thirty-one cases were received in Fiscal Year 2007, of those six were adjudicated or resolved through settlement or withdraw. The remaining 25 have been scheduled for hearings through the remainder of Calendar Year 2007 and into 2008. During Fiscal Year 2007 the MERB adjudicated, settled or withdrew some 24 cases that were submitted in Fiscal Year 2006. The MERB has added extra hearing days to its schedule in an effort to keep up with the number of grievances submitted.

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of cases scheduled within 150 days of receipt	100	100	100
% of cases not requiring rescheduling	50	70	85

COMMISSION FOR WOMEN
20-01-11

MISSION

To provide leadership, advocacy and resources on issues impacting women by supporting and promoting laws, policies, practices, and programs that enable and support equity, social and economic justice for all Delaware citizens, and most specifically women.

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KEY OBJECTIVES

- To maintain a pulse on the issues of concern to women in Delaware.
- To lead, support and promote activities, programs, policies, and laws that address the particular needs and concerns of women.
- To facilitate and provide access to information resources and services that improve the quality of life for women and their families.
- To promote just laws, policies and practices, and to eliminate discriminatory laws, policies and practices in ways that improve the quality of life for Delawareans especially women.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Commission for Women (DCW) is committed to providing leadership, advocacy and resources on issues affecting 52 percent of the State's population. It works cooperatively and collaboratively with other government and non-profit agencies, women's organizations, legislators, and the community on matters of political, social and economic justice. The DCW has convened forums for public dialogue on issues including social security, welfare reform, balancing work and family, eldercare, and equal pay. The Commission has developed, designed and produced information resources on such issues as legal rights, domestic violence, women's health screenings, self-esteem, family relations, stress, sexual harassment, voting, and lobbying. With the University of Delaware, the Commission has hosted several international forums with delegations of women leaders from Kyrgyzstan and Afghanistan, and with the National Association of Commissions for Women hosted an extremely successful national convention of commissions from across the nation. The DCW also led all aspects of the development and implementation of the first statewide program in the nation designed to improve the skills and earnings of low-wage single working mothers via online learning. Recent accomplishments include: providing leadership and advocacy among relevant State agencies to determine a permanent solution to a transportation dilemma that threatens the health and safety of women housed at the Women's Treatment and Work Release facility; partnering with the National Association of Commissions for Women to implement a national initiative that positions commissions for women as leaders in the effort to educate women and others on the silent and debilitating disease of osteoporosis; collaborating with the State Office of Women's Health

to strengthen its capacity to improve the health status of women and girls in Delaware; collaborating with the U.S. Women's Chambers of Commerce to engage Delaware leaders in dialogue regarding the economic power and progress of women and to identify local strategies and solutions for improving procurement opportunities, access to capital, business and professional mentoring, and political commitment to progress for women; celebrating the 26th anniversary of the DCW Hall of Fame of Delaware Women; and partnering with the outreach and education of the Office of the State Bank Commissioner to connect homeowners in Delaware with the information, resources and services to prevent and avoid foreclosure; and broadening and increasing visibility and access to the information and resources of the DCW by expanding participation in community-based activities and events statewide.

ACTIVITIES

- Conduct, support and promote conferences, discussion groups, workshops, and other forums that educate and inform on issues of particular concern to women.
- Review, monitor and advise on legislation, policies, programs, and practices relative to the disparate impact on women.
- Serve as a central source of information, referral and advocacy for women, and agencies/organizations serving women, on issues that impact the quality of life of Delaware women.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of agencies/organizations utilizing DCW resources	564	580	595
# of meetings/forums/conferences for women	43	49	56
# of Hall of Fame nominations	33	38	43
# of intra/inter/other-agency referrals	*	800	1,000
# of educational opportunities provided for Delaware women	*	10	20
# of resources/publications shared with women	14,572	15,000	15,300

**New performance measure.*

STATE
20-00-00

OFFICE OF HUMAN RELATIONS
20-02-00

MISSION

To ensure equal opportunity for all people of Delaware by protecting them against practices that discriminate based on race, color, age, sex, religion, marital status, national origin, creed, familial status, or disability so that all may enjoy the quality of life Delaware offers. This includes fostering amicable relationships among the various genders, as well as the racial, ethnic, religious, social, and cultural groups within the State, and to educate the community at large regarding discrimination, including sexual orientation and economic status.

KEY OBJECTIVES

- Close all housing complaints of discrimination within 100 days of the date received and filed within the office.
- Investigate, negotiate and settle all Equal Accommodation complaints of discrimination within 120 days of the date received and filed with the office.
- Increase the number of educational seminars, trainings and workshops.
- Increase the number of Housing and Equal Accommodation conciliations.
- The State Human Relations Commission shall meet monthly and cooperate with the Governor, General Assembly, public agencies, officials, firms, corporations, civic groups, and individuals in promoting amicable relationships among the various racial and cultural groups within the State.

BACKGROUND AND ACCOMPLISHMENTS

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

In 1963, the Equal Accommodations Law was passed and in 1969, the Equal Rights to Housing Law was passed. In 1970, the Office of Human Relations was established to provide staff support to the Commission. The Commission acts as conciliator in matters involving race, age, marital and familial status, color, sex, creed, religion, national origin, or disabilities; and to

investigate, conduct surveys and studies and make recommendations to the Governor and General Assembly regarding updates to the statute.

The passage of the Delaware Fair Housing Act in 1992, and the Equal Accommodations Act in 1996, marked two important milestones for the Office of Human Relations. The Fair Housing Act allowed Delaware's Office of Human Relations to remain certified by the U.S. Department of Housing and Urban Development (HUD) as a substantially equivalent fair housing agency. As a result, the office is eligible for federal funding. The Act also permits a Human Relations Commission panel, or Superior Court, to hear cases of alleged discrimination. The Delaware Fair Housing Act requires the State to provide legal representation for complainants who allege housing discrimination. The Equal Accommodations Act provides tougher penalties for those convicted of discrimination.

The Office of Human Relations handles approximately 200-250 complaints of discrimination, conducts approximately 250-300 outreach and education events, and mediates/conciliates approximately 100-150 community conflicts on a yearly basis.

Accomplishments

- Conducted and participated in 303 outreach and education events.
- Investigated, negotiated and settled 100 percent of all Equal Accommodation complaints within the 120 day mandate.
- Investigated, negotiated and settled 100 percent of all Housing complaints within 100 days of the federal mandate.
- Successfully conciliated 80 percent of all Housing and Equal Accommodations complaints of discrimination.
- Recognition from HUD as a best practice agency.
- Creation of a media campaign video.

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	560.9	581.5	602.3
ASF	5.0	10.0	10.0
TOTAL	565.9	591.5	612.3

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POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	9.0	9.0	9.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	10.0	10.0	10.0

OFFICE OF HUMAN RELATIONS
20-02-01

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of educational seminars, training and workshops	303	364	360
# of days to close Fair Housing cases	*	*	93
# of days to close Public Accommodations cases	*	*	107

**New performance measure.*

DELAWARE PUBLIC ARCHIVES
20-03-00

MISSION

The Delaware Public Archives (DPA) safeguards Delawareans right to know. DPA is entrusted to manage a valuable public asset, the records of our 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.

KEY OBJECTIVES

- Increase online digital images.
- Increase interactions with government and public clients.
- Increase use of Archives website.
- Implement a client satisfaction survey instrument.

BACKGROUND AND ACCOMPLISHMENTS

The past decade has been one of change, growth and progress for DPA. During this period DPA planned and implemented a transition from the overcrowded and deteriorating conditions of the past to modern state of the art facilities that are among the finest in the nation. In addition to achieving the goals of providing a safe and proper location for our State's documentary heritage, we have expanded the use of these precious resources through an aggressive agenda of public programs.

The responsibilities of DPA include:

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

The facilities of DPA include state of the art records storage spaces, a large and well-equipped area for research, exhibition space, a training and education

room, and administrative offices. In Fiscal Year 2007, more than 13,111 people visited DPA to conduct research, view exhibits and attend workshops and special events.

The DPA website continues to rank among the top sites for usage in state government. In Fiscal Year 2007, the site logged 259,957 unique visitors.

Accomplishments

- **Public Programs:** During Fiscal Year 2007 an active agenda of outreach and educational programs was conducted. Activities included special exhibitions such as Delaware Answers the Call and The Delaware Railroad: 150 Years which attracted over 1,000 visitors to DPA. Also worthy of note was the initiation of DPA's popular Hometown Delaware project, which seeks public assistance with the identification of persons in DPA photographs at public libraries. Special events hosted included a series of well-attended First Saturdays in The First State presentations in support of the First State Heritage Park. Over 3,000 persons viewed Delaware's copy of the Bill of Rights and the Archives' 17th Century Delaware exhibit.
- **Historical Markers/Monuments:** In Fiscal Year 2007, 25 new markers were unveiled. Access to information concerning historical markers was greatly enhanced with the completion of a statewide mapping effort. Website users can now obtain detailed information about marker locations and view nearby places of interest. Noteworthy activities also included DPA's coordination of the commemoration of Captain John Smith's exploration of the Nanticoke, which culminated in a monument dedication at Phillips Landing Wildlife Refuge attended by over 500 persons.
- **Digital Archives:** By the end of Fiscal Year 2007, DPA had placed a total of 17,428 scanned images on the web as part of the Digital Archives initiative. These images are used in online exhibits which appear on DPA's website. During the year, 21,319 additional images were created for government agencies and patrons. Negotiations with online content providers were initiated for the purpose of promoting expanded digitization of resources and enhanced access via DPA's website in Fiscal Year 2008.
- **Government Services/Disaster Preparedness:** In addition to responding to nearly 10,000 contacts with state and local government agencies concerning various aspects of records management, DPA initiated an aggressive effort to address disaster

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preparedness planning in Fiscal Year 2007. A Safety and Emergency Preparedness team was established. An assessment of agency preparedness was completed, and a Pocket Response plan for use in the event of emergencies was drafted and distributed. A major revision of DPA's existing disaster plan was also completed, and all state and local government records retention schedules were revised to identify records necessary for business recovery.

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,809.4	2,770.3	3,138.9
ASF	377.8	407.9	341.8
TOTAL	3,187.2	3,178.2	3,480.7

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	29.0	30.0	30.0
ASF	6.0	6.0	5.0
NSF	--	--	--
TOTAL	35.0	36.0	35.0

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

ACTIVITIES

- Identify, collect, preserve, and enhance accessibility to public records of enduring historical and evidential value.
- Promote the availability and use of public records as a unique and invaluable source of information.
- Promote a greater knowledge of Delaware history as documented by the resources of the Delaware Public Archives.
- Advise and educate state and local government officials and employees about the creation, management, use, preservation, and disaster preparedness of public records.
- Determine final disposition of all government records regardless of physical format.
- Provide staffing and administrative support for the Council on Archives.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of on-line digital images (cumulative)	17,428	18,735	20,140
# of digital images created	21,319	22,918	24,637
# of government client interactions	9,183	9,871	10,611
# of public client interactions	15,603	16,773	18,030
# of unique visitors	259,957	279,453	300,411
# of visitor sessions	*	291,324	313,194
Client survey score (1-5)	*	3.75	4.25

**New performance measure.*

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REGULATION AND LICENSING
20-04-00

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	75.0	--
ASF	8,169.3	8,925.6	9,219.1
TOTAL	8,169.3	9,000.6	9,219.1

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	1.0	--
ASF	74.0	74.0	78.0
NSF	--	--	--
TOTAL	74.0	75.0	78.0

PROFESSIONAL REGULATION
20-04-01

MISSION

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

KEY OBJECTIVES

- Increase customer satisfaction index and maintain acceptable service levels during employee absences through a more equitable distribution of administrative duties and a team approach.
- Increase customer usage of online services offered through the Division's website.
- Eliminate excessive licensure files and document handling through deployment of a document imaging system.
- Reduce the average number of days to resolve complaints from the public.
- Transition the Office of Controlled Substances from the Division of Public Health.

BACKGROUND AND ACCOMPLISHMENTS

Professional Regulation provides regulatory oversight for 33 boards/commissions, which are comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, fiscal and investigative support for 44 professions, trades

and events. The Division currently provides services for over 300 board/commission members and over 62,000 licensees. Licensure fees fund the Division and the expenditures attributed to each licensing board.

Accomplishments

- The Division developed a plan to restructure the administrative unit which includes a customer service team to handle email and phone inquiries, to be implemented in Fiscal Year 2008.
- Issued 11,853 licenses to new applicants and renewed 26,274 licenses, with a total licensee population of over 62,000. Those licensees regulated are comprised of a diverse group of professions, trades and events in areas including healthcare, occupational and business.
- Continued to implement online renewals in additional professions, 75 percent or 20,090 licensees, renewed online using credit cards.
- Screened 510 complaints, accepted 383 for investigation and completed 368 investigations.
- Coordinated and provided administrative support for more than 300 public meetings/hearings.

ACTIVITIES

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

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- Contract with professional testing services and national professional organizations to provide examination services for license applicants.
- Conduct and assist board members with license applicant examinations.
- Assist boards/commissions to draft legislation, coordinate meetings with stakeholders, obtain legislative sponsors, and track and implement successful legislation.
- Attend regional and national conferences to monitor regulatory trends and requirements.
- Determine eligibility for licensees seeking admittance into the Voluntary Treatment Option program, coordinate assessment/treatment with approved providers and monitor for compliance.
- Enter and update licensing data into the database to create individual licensing, complaint and investigation records.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
License renewals:			
# completed online	20,090	21,295	22,572
% completed online	75	81	87
# of unique website visitors (per month)	18,309	19,000	19,700
Customer satisfaction index (1- 5 scale)	4.53	4.76	4.76
# of days to resolve complaints	51	50	49

PUBLIC SERVICE COMMISSION
20-04-02

MISSION

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

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

KEY OBJECTIVES

- Maintain docket files electronically and in a format that is easily searchable and secure.
- Review all major utilities' quarterly financial data and investigate significant issues that arise from such review.
- Ensure that the utility's quarterly financial reports comply with the Public Service Commission's (PSC) order issued in the company's last base rate case.
- Maintain high satisfaction levels when PSC staff responds to complaints and inquiries made by regulated utility customers.
- Prepare legislation to facilitate the implementation of the recommendations of the Joint Sunset Committee and communicate with the Committee to ensure full compliance.
- 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

The PSC is principally charged with the regulation of rates and services provided by investor-owned electric, natural gas, telephone, water, wastewater, and cable television utilities that serve customers in Delaware. In exercising its regulatory authority, the PSC recognizes that utilities are entitled to earn a fair return on their investments, while providing their customers with reliable and safe services at just and reasonable rates. At present, the PSC has regulatory authority over 11 water suppliers, 13 wastewater utilities, four cable television franchises, two natural gas utilities, an electric utility, 21 electric suppliers, and 71 local exchange telephone service providers. In addition, the PSC has issued Certificates of Public Convenience and Necessity for 197 providers of intrastate, competitive telecommunications services. It also reviews the financial and tariff filings of these utilities.

In Calendar Year 2006, the PSC opened 522 dockets, which resulted from formal filings made by utilities requesting or requiring Commission action. Another responsibility of the PSC is conducting safety inspections of natural gas pipelines as part of a joint effort with the federal government to ensure the safety of those lines, and in turn the safety of natural gas operators and customers. As one of its responsibilities, the PSC's Engineering and Compliance section handles numerous

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informal complaints from utility customers ranging from billing to major service disruption complaints. In Fiscal Year 2007, this section handled over 1,800 of these informal complaints compared to nearly 800 complaints handled in 1999. The PSC maintains a detailed database for every customer contact, conducts quality control surveys, and utilizes computer software that can pinpoint clusters of complaints that may be received by the PSC relating to an individual utility.

Fiscal Year 2007 includes the second stage in the PSC's efforts to manage the process of transitioning Delaware's electric industry to a competitive retail environment, which began with the enactment of the Electric Utility Restructuring Act of 1999. In accordance with the Act, by Commission order dated October 19, 2004, the PSC initiated its process to select a standard offer service (SOS) provider(s) for Delmarva Power electricity customers who did not have the opportunity to choose an alternative electricity supplier or who decided not to select one after the rate caps were to be removed in May 2006. The dramatic rise in the cost of fuels used to generate electricity, the fact that Delmarva Power had sold off or transferred all of its own generating facilities to unregulated affiliates as permitted by the Act, and deficient regional wholesale market rules contributed to a very steep increase in prices on May 1, 2006 for all of Delmarva Power customers. As a result of these increases, the Electric Utility Retail Customer Supply Act of 2006 was enacted to provide more flexibility in the procurement of electricity for SOS customers. The Commission remains in the continuing process of implementing several key aspects of this comprehensive legislation.

Reliability of electric service has been a prime concern of the PSC. The PSC, after completing its formal rules for reliability evaluations in-state, continues to actively participate in regional and Federal Energy Regulatory Commission (FERC) proceedings related to electric reliability and electric pricing. The PSC has determined that its participation has become vital as a means in dealing with rising electricity rates and assuring reliable service.

The Commission staff and Verizon Communications, Inc. (VCI) negotiated a cable television franchise agreement, approved by the Commission, to serve the unincorporated areas of the State. The Commission is expecting that over time, with appropriate rules, that the entry of competitors such as VCI could ultimately create a competitive market, which will promote greater efficiency and, consequently, better pricing for consumers. However, it should be observed that VCI's build-out of its network to provide cable services will take a number of years, making it clear that the

competitive landscape will take some time to develop. The Commission is also actively involved with VCI relating to what appears to be deteriorating telecommunications service in some areas, potentially due to its business plan to divert resources for its roll-out of its fiber cable.

In the past couple of years, the Commission has worked with Delmarva Power and Chesapeake Utilities Corporation to implement hedging programs in order to minimize price volatility experienced by their natural gas customers. While these programs cannot completely protect customers from the extreme market fluctuations such as the ones that have occurred recently, these programs have served to mitigate the extent of the increases.

In July 2006, the PSC began conducting an investigation into the adequacy of the water supply of its two major regulated water utilities in northern New Castle County. This recently concluded proceeding was the first full-fledged investigation under the Water Self-Sufficiency Act of 2003, which requires these utilities to have a self-sufficient supply of water by 2010.

Accomplishments

- Last year staff reviewed the annual SOS procurement process in order to identify areas for improvement.
- Staff negotiated a settlement approved by the Commission stipulating a revenue increase of \$9,000,000, which represented a 3.9 percent increase over total gas revenues for natural gas base levels.
- Participated in informal workshops, due to concerns about customer service, to develop future performance measures for Delmarva Power. Established specific, defined metrics and measurements with accompanying automatically triggered fines for inadequate service.
- Processed water and wastewater requests for Certificates of Public Convenience and Necessity (CPCN).
- Processed over 200 tariff revisions, CPCNs, financing applications, and other filings.
- Required wastewater utilities to compile accounting records according to the National Association of Regulatory Utility Commissioners (NARUC) Uniform System of Accounts for Wastewater Utilities for the 2006 accounting year. Staff conducted an ongoing assistance program for the utilities to achieve the goal.

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- Successfully conducted and brought to conclusion three major water rate cases. All three cases ended with settlements that significantly reduced the rates requested by the utilities while assuring safe and efficient service.
- Substantially upgraded its program to deal with utility customer complaints; the Commission handles over 1,800 complaints a year.
- Actively participated in the five year update of the State's Energy Plan as required by 29 Del. C. § 8055 (c)(3).

ACTIVITIES

- Receive, investigate and respond to consumer inquiries with special emphasis on complaints.
- Review and process filings presented to the PSC by regulated utilities in a timely manner and by making fair and reasonable recommendations to the Commissioners.
- Ensure that the regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and laws.
- Conduct conveniently located and time sensitive public hearings, as required, in the course of processing utility filings.
- Conduct safety inspections on natural gas and propane pipelines to ensure compliance with federal safety standards.
- Ensure that the Class A regulated utilities' financial performance is not in excess of its authorized rate of return.
- Monitor processes that can be computerized and implement necessary programs and procedures to accomplish the goal of reducing the dependency on paper.
- Monitor state and national issues that affect the PSC and communicate these issues to staff and commissioners.
- Manage public awareness campaigns for utility deregulation, energy efficiency and quality of service efforts.
- Oversee Delmarva Power's SOS electricity procurement process, review its Integrated Resource Planning and balance rules to promote greater electric supply competition, while at the same time protecting consumer interests.
- Conduct investigations into the adequacy of supply of the two investor-owned water utilities in northern New Castle County.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Customer satisfaction level with complaint/inquiry investigation and resolution process (scale of 1-5)	3.9	>4.0	>4.0
% of draft legislation completed per Sunset Committee recommendations	*	50	100
Dockets filed:			
# maintained electronically	580	560	560
% maintained electronically	100	100	100
Major utilities:			
# of rate of return reports reviewed semi-annually	8	8	8
% of rate of return reports reviewed semi-annually	75	100	100

**New performance measure.*

PUBLIC ADVOCATE
20-04-03

MISSION

The Division of the Public Advocate (DPA) represents and serves the interests of all Delaware utility consumers before the Public Service Commission of Delaware, state and federal courts, and federal administrative and regulatory agencies in matters involving rates, services and practices of regulated public utilities. The DPA advocates the lowest reasonable utility rates for consumers, consistent with the maintenance of adequate and reliable utility service, while maintaining an equitable distribution of rates among all classes of consumers.

KEY OBJECTIVES

- Increase public outreach by conducting at least two town hall meetings in each county over the next four years, and increasing visitor sessions on the DPA's informational website.
- Maintain the historical minimum standards of system average interruption frequency index (SAIDI) and customer average interruption frequency index (CAIFI) of electric reliability, established under the traditional regulated environment.
- Ensure that Delaware electric consumers receive the benefits of region wide transmissions investments in reduced congestion costs.
- Implement new customer demand response programs in order to reduce the growth in peak as

well as overall load and, thus, put downward pressure on electric rates.

BACKGROUND AND ACCOMPLISHMENTS

DPA remains active in all phases of policymaking and regulatory proceedings, implementing the Delaware Electric Retail Customer Supply Act of 2006, which is ongoing over the next five years. DPA is the only non-industry sector voting member in the PJM (regional transmission organization that coordinates the movement of wholesale electricity in all or parts of Delaware and the surrounding states) stakeholder process for Delaware electric customers. DPA is empowered to shape the market model for the PJM wholesale market. Delaware continues to import over 50 percent of its electric load, thus the State is dependent on an efficient wholesale market for pricing, reliability and adequate supply.

Electric restructuring has changed DPA's role in electric industry ratemaking by requiring DPA to be more active at the regional and federal levels (e.g., the Federal Energy Regulatory Commission and PJM). At least 60 percent of Delaware consumers' overall electric charges will be determined outside the Delaware regulatory process before entities such as these.

DPA will continue with its traditional role with electric utility ratemaking for distribution charges. This role has expanded with the enactment of the Delaware Electric Retail Customer Supply Act of 2006 with regard to Delmarva's procurement of power supply. This legislation requires Delmarva Power to procure supply for Delaware customers with an integrated resource plan for power supply, approved by PSC. These proceedings are still ongoing, and DPA will continue to aggressively represent Delaware consumers in these proceedings.

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

The lack of lower cost generation facilities available to Delawareans, the lack of investment in transmission and generation facilities, as well as increased prices in the natural gas market, have resulted in higher generation prices. Current market conditions make it unlikely that retail prices in Delaware will decrease if we are to maintain the same level of service reliability. Under the circumstances, DPA will remain active in its duties with PJM to ensure that the Delaware energy markets maintain reliability with reasonable prices.

DPA will remain active in all litigation, as well as customer service issues, relating to public water and wastewater utilities.

In telecommunications, Verizon has elected to be regulated pursuant to the 1995 Telecommunications Technology Investment Act (TTIA), until at least 2011. Thus, DPA will continue its role with annual price cap filings, service reclassifications and competitive service investigations in regards to the fair competition imputation standard set forth in the TTIA.

DPA will also be an active participant before the Federal Communications Commission with regard to Universal Service funding for telecommunication services throughout the United States and its territories. Furthermore, DPA will continue with its participation in the proceedings before the Universal Service Administration Council.

Accomplishments

Saving Delaware utility customers millions in Fiscal Year 2007:

- In PSC Docket 06-158, Artesian Water Resources filed a \$9.8 million rate increase and DPA negotiated a settlement with an avoided cost savings for consumers of \$3.8 million.
- In PSC Docket 06-174, United Water Resources filed a \$5.8 million rate increase and DPA negotiated a settlement with an avoided cost savings of \$2 million.
- In PSC Docket 06-145, Tidewater Utilities filed a \$5.4 million rate increase and DPA negotiated a settlement with an avoided cost of \$1.5 million.
- In PSC Docket 06-284, Delmarva Power filed a \$14.9 million rate increase and DPA negotiated a settlement with an avoided cost savings of \$5.9 million.

Required land developers to pay their share of utility expansion costs:

- DPA successfully petitioned the PSC to re-open Regulation Docket 15 which dealt with regulated water utilities. DPA believed that existing ratepayers were being burdened with rate increases from new development due to the under collection of contributions from real estate developers. The modified rules now require at least \$1,500 per home be collected by the water utility from developers to more accurately recover costs from the new homes, which were the primary causers of the additional cost of providing service.

Kept wholesale energy rates reasonable:

- DPA has filed a complaint with the Federal Energy Regulatory Commission (FERC) with regard to PJM

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business operations tariffs governing the wholesale market monitor. The market monitor is responsible for protecting consumers from market manipulation by generators.

ACTIVITIES

- Continue engagement in all aspects of public utility regulation at both the local and national levels.
- Investigate and track consumer inquiries and complaints, conduct and attend statewide public comment sessions and workgroup meetings.
- Establish and maintain quarterly town hall type meetings for consumers and small businesses.
- Update and expand DPA’s website, providing the public with new policy developments and emerging issues with regard to utility services in the State and region.
- Participate in DPA’s statutory tasks, such as the Water Supply Coordinating Council, Governor’s Energy Council and the Green Energy Endowment program.
- Participate in regional and national stakeholder groups such as the Regional Greenhouse Gas Initiative, National Energy Reliability Council, Generation Resource Adequacy, and the PJM Members Committee.
- Utilize DPA’s status as a voting member of PJM to ensure that sufficient collars are put on the cost of new entry of generation assets in regard to the flow through charges to retail customers.
- Increase electric customers’ access to lower cost electric generation assets by advocating that PJM allocates sufficient transmission investment dollars for the Delmarva region.
- Participate in PSC proceedings that modify the current SOS procurement process in Delaware to provide a seamless transition for retail customers to choose a new supplier.
- Educate consumers about their potential energy savings by incorporating load management into their households.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of town hall meetings	8	8	8
Consumer congestion \$ reductions for PJM zone (million)	18	18	10
# of new demand response programs implemented	3	2	0
# of customer experienced electric service interruptions	128	<133	<133
# of system electric service interruptions	1.57	<1.63	<1.63
% of customer inquiries responded to in one day or less	*	50	50
% of customer complaints resolved in 3 days or less	*	50	50

**New performance measure.*

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CORPORATIONS

20-05-00

MISSION

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

KEY OBJECTIVES

- Increase the number of entities domiciled in the State.
- Increase general fund revenue each year.
- Increase the level of customer satisfaction annually as measured by customer service surveys.
- Increase the use of electronic UCC filings.
- Increase the receipt of electronic annual report filings.
- Increase the receipt of electronic tax payments for alternative entities.
- Increase overall score on Delaware Quality Award (DQA) employee survey each year.

BACKGROUND AND ACCOMPLISHMENTS

The challenge facing the Department over the next three years is to continue to maintain the State's leadership in the corporate and business entity service industry and by attracting businesses and industries to the State. The Division will continue to do this by building brand awareness and recognition both domestically and internationally of Delaware's position as the Corporate Capital of the World. We must also continue to provide leadership in efforts to leverage Delaware's international reputation to help attract complementary businesses to be created and located in Delaware. These efforts should enhance the likelihood of generating increased revenue for the State.

Revenue collected by the Division accounted for 22 percent of the State's General Fund revenue in Fiscal Year 2007. The success in generating such substantial state revenue is attributable to several factors including: the excellent business climate that Delaware offers; the

foundation of over 100 years of state corporate law; the prestigious Delaware Court of Chancery; ongoing marketing initiatives; a state of the art information processing system; a cooperative legislature that responds quickly to necessary changes in the law; and a history of excellent customer service provided by Division staff.

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

The Division continues to experience growth in UCC filings, and new formations of limited liability companies and statutory trusts. The Division continues to work with its partners, including corporate attorneys, registered agents, the General Assembly, legal scholars, and others to ensure that every marketing opportunity is fully explored and every opportunity to improve efficiency is implemented so the Division is well positioned as the economy continues to grow.

Accomplishments

- Increased the net number of business entities in Delaware by 10.9 percent, or 78,793, in Fiscal Year 2007.
- Handled a 7.7 percent increase, or 10,884, in new business entity formation filings, and a 14.1 percent increase, or 27,742, in UCC filing volumes.
- Reverted \$6.9 million of unspent funds to the State's General Fund in Fiscal Year 2007.
- Improved customer service with new online service offerings such as online fillable forms and annual reports.
- Improved efficiency by significantly increasing the percentage of customers using electronic filings in Fiscal Year 2007. Online tax payments increased from 21.3 percent to 53.4 percent of filers. Online UCC filings increased from 43.4 percent to 48.1 percent of filers.
- Enhanced the State's reputation by implementing new legislation aimed at deterring the formation of business entities that might be used for illicit activities.

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FUNDING

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
GF	--	--	--
ASF	12,012.6	16,739.0	17,128.5
TOTAL	12,012.6	16,739.0	17,128.5

POSITIONS

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
GF	--	--	--
ASF	101.0	108.0	113.0
NSF	--	--	--
TOTAL	101.0	108.0	113.0

**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.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of entities domiciled (thousand)	803.0	867.0	936.0
\$ of net General Fund revenue (million)	709.4	746.1	784.3
Customer service score	9.2	9.4	9.6
% UCC e-Corp filings	48.0	51.8	55.9
% of domestic corporations filing annual reports electronically	80.6	98.0	99.9
% of alternative entities paying electronically	36.5	46.0	56.0
% of positive staff responses to the seven categories of the Delaware Quality Award Survey	61.1	64.1	67.3

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

MISSION

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

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

The Division fosters historic preservation of the State's rich cultural resources through historical research, stewardship, management of historic properties, interpretation, and public education.

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

HCA has management oversight for 32 historic properties and adjacent lands across the State, including the operation of eight museums, two conference centers, a visitor center, and seven museum history stores. Historic properties under the care of HCA include schools, courthouses, lighthouses, historic homes, mills, and a (former) church. HCA actively partners with other history minded organizations in the management of some of these properties.

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Additionally, HCA cares for more than 90,000 objects in its museum collections and approximately four million artifacts in its archaeological collections. These collections are placed at more than 20 additional sites across the State and include the exhibition of items in government offices, courthouses and other publicly owned venues.

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

Accomplishments

- **Business Controls and Services** - HCA developed a conference center business plan that includes a reservation and credit card payment system, food services upgrade, client base expansion, and enhanced community usability of the sites. HCA is participating in the Department of Technology and Information's and Government Information Center's shopping cart service that allows users to purchase and register for products, seminars and events, and is linked to the State and HCA websites.
- **Information Services** - HCA implemented the Cultural and Historic Resource Information System (CHRIS). The system is designed to provide planning professionals and the public with online GIS applications containing data on location, cultural resource designations and photographs of the State's National Register-listed properties.
- **Stewardship, Physical and Intellectual Controls and Curatorial Services** - Improved management efficiency, intellectual and physical controls, and information access of Division holdings by:
 - Developing a Cultural Asset Management program (CAMP) to coordinate capital improvement planning and ensure proper stewardship and efficient management of HCA properties.
 - Implementing property maintenance software (MPulse) for work order scheduling, and creating an electronic record of Mechanical, Electrical and Plumbing (MEP) system upgrades and structural improvements.
- Developing and implementing a division-wide disaster preparedness plan enabling statewide response to emergencies ensuring the protection of visitors and personnel, collections and resources.
- Updating collection policies and procedures to reflect best professional and ethical practices for collections acquisition and management.
- **Preservation Incentives** - Assigned \$5.0 million in State Historic Preservation Tax Credits to property owners for projects revitalizing historic properties in Delaware communities. Residential properties comprised 40 percent of the projects receiving tax credits and \$542,700 (11 percent) of the total amount credited. Income producing properties comprised 60 percent of the projects receiving tax credits and \$4,557,300 (89 percent) of the total amount credited.
- **State Historic Preservation Plan** - Conducted statewide public meetings and oversaw development of Delaware's State Historic Preservation Plan. This document establishes the framework for effective decision making, for coordinating statewide preservation activities, and for communicating statewide preservation policy, goals and values to the public.
- **Preservation Environmental Reviews** - HCA received 445 new Environmental Review cases from federal agencies during Fiscal Year 2007 and brought 409 of these cases to full closure. In addition, HCA provided reviews and comments for 134 Preliminary Land Use Plans (PLUS), six of which concerned local governments' comprehensive plans. HCA entered into negotiations with the Division of Social Services (DSS) to secure burial space for unmarked human remains from pending cases.
- **Historic Preservation Designations** - Listed the Roosevelt Inlet Shipwreck (Lewes) in the National Register of Historic Places and added documentation to the National Register listing for the Patio residence at Archmere Academy (Claymont), raising it to a national level of significance. HCA also oversaw the establishment of a new Certified Local Government in Milton.
- **Preservation Technical Assistance** - Provided technical assistance to developers regarding three unmarked cemeteries guiding them on delineation

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and avoiding impact. An HCA funded condition assessment and recommendation report enabled the Delaware Academy of Science to receive a National Trust for Historic Preservation grant award in the amount of \$92,275 to undertake restoration of historic Iron Hill School in Newark. Administered Federal Historic Preservation Fund grants of \$46,600 to assist in local historic site survey, preparation of National Register nominations, and review of land use plans for effects on historic resources.

- **Preservation and Museums Outreach** - Sponsored a statewide preservation conference in Dover on the economic benefits of historic preservation with more than 200 people attending. Coordinated archaeology awareness program attended by more than 3,000 people. HCA staff conducted professional development sessions for 100 Delaware educators.
- **Visitation** - Welcomed 88,447 people to HCA's eight museums, visitor center and historic sites, and served 9,639 people at two conference centers. Supported First State Heritage Park at Dover in welcoming 23,395 visitors. Enrolled in the American Association for State and Local History's Performance Management program for Visitor Satisfaction Survey to assess visitor satisfaction, the museum's place in the community and demographic information about HCA's museum visitors; Zwaanendael Museum served as the pilot site for this project.
- **Museum Exhibits** - Developed a comprehensive and integrated exhibits methodology. Researched, designed, fabricated, and installed a major exhibit, *Fighting the Dragon: Firefighting in the State of Delaware*, at the State Visitor Center and Galleries. Designed and implemented interactive archaeology exhibit, *Rediscovery Through Recovery*, featuring the Severn shipwreck project at Zwaanendael Museum and refurbished second floor gallery. Improved exhibit promotion by designing and installing exhibit announcement banners on the exterior of the Visitor Center and galleries. Designed an online companion exhibit to the New Castle Courthouse interpretation of *Emeline*, a story of the Underground Railroad.
- **Museum and Historic Property Restoration** - Achieved substantial completion of major historic restoration projects at the Old State House, New Castle Courthouse and New Castle Academy, as well as capital improvements at Buena Vista, Belmont Hall and Cooch-Dayett Mill. Initiated

partnerships with private organizations and individuals for the adaptive re-use of Cooch-Dayett Mills and Darley House that will return these properties to active community use. Private partners are raising private funds to assist these efforts.

- **Horticultural Services** - Completed restoration of formal gardens at John Dickinson Plantation (JDP). Increased public awareness of horticultural activities through the development of a virtual tour of the restored formal garden at JDP on HCA's webpage. Developed a new garden brochure for Zwaanendael Museum, and updated tree brochures for The Green in New Castle and JDP.
- **Division Awards** - Three HCA properties received preservation awards from Preservation Delaware in 2007 recognizing them for Government Involvement in a Preservation Project (Fenwick Island Lighthouse); Improved Heritage Tourism Experience (Abbott's Mill); and Archaeological site Preservation or Protection (New Castle Courthouse). The Museum of Small Town Life was awarded AAA Mid-Atlantic's Top Ten Admission Free Attractions on the East Coast.

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,716.3	3,510.9	3,544.6
ASF	271.3	349.7	349.7
TOTAL	3,987.6	3,860.6	3,894.3

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	41.1	41.1	41.1
ASF	1.5	1.5	1.5
NSF	6.9	6.9	6.9
TOTAL	49.5	49.5	49.5

OFFICE OF ADMINISTRATION
20-06-01

ACTIVITIES

- Adopt collection policy with acquisition, loan and de-accessioning procedures.
- Adopt ethics and collecting disclosure statements.
- Use PastPerfect software to maintain intellectual control over objects and artifacts at the collection level.
- Store all collections in facilities with temperature, humidity and security controls in place.

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- Use MPulse software to maintain condition assessment and site management plan for each HCA site.
- Use horticultural plans that interpret HCA's historic gardens and landscapes.
- Use facilities management software to maintain control over building site plans and construction updates.
- Ensure compliance with accounting and purchasing regulations.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of sites/collections managed under a management control/maintenance/preservation program	30	60	75
# of HCA staff hours in professional development opportunities	*	428	471

**New performance measure.*

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

ACTIVITIES

- Use Environmental Review Tracking and Monitoring reports.
- Maintain a Cultural History Resource Information system.
- Administer the State Historic Preservation Tax Credit program and provide public outreach, fiscal tracking and activity reporting.
- Provide technical assistance and subject area expertise in the fields of historic preservation, archaeology and architectural history.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of management software programs implemented and/or expanded	2	3	4

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

ACTIVITIES

- Create a visitor satisfaction assessment survey.
- Use and foster existing brand, Saving Delaware History, in all public educational programming.
- Develop a standard look and feel for programmatic and site brochures.
- Develop new special events and invigorate established events.
- Create an oral, printed and online interpretative program for all HCA museums.
- Create an online companion exhibit for all gallery spaces.
- Foster education and interpretation to a wider public forum.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of visitors satisfied with experience at sites/museums/online services	*	*	80
# of visitors:			
conference centers	9,639	10,802	11,343
museums	88,447	92,869	97,512
First State Heritage Park	23,395	24,564	25,792
# of website visitor sessions	195,067	204,820	215,061

**New performance measure.*

ARTS
20-07-00

MISSION

The Delaware Division of the Arts is dedicated to nurturing and supporting the arts to enhance the quality of life for all Delawareans.

KEY OBJECTIVES

- Increase financial and technical assistance resources directly available to the field through the Division of the Arts and funding partners.
- Engage the Division's nonprofit arts grantees in professional development and networking opportunities.
- Expand Division outreach with funding and services.
- Partner with organizations to present the work of artist fellowship recipients in each county.

BACKGROUND AND ACCOMPLISHMENTS

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

As a grant-making organization, the Division has focused its efforts on streamlining the application and review process, sustaining grant programs to support the needs of the field and generating greater awareness of its grant programs. The Division has broadened its citizen panel recruitment and training processes and instituted an independent financial review to ensure a thorough and informed review of all grant applications. In addition to its regular grant categories, the Division continues to support two specialized grant programs, now in their second year: Public Impact grants that recognize exemplary work in the area of community impact and Cultural Access grants that help arts organizations make their programs more accessible to people with disabilities.

The Division has also sustained its commitment to individual artists through artist fellowships and opportunity grants, as well as through participating with Mid Atlantic Arts Foundation in an e-grant system for fellowship applications. The Division anticipates adopting e-granting for other grant programs in the future; introducing grants designed specifically to address the needs of new and emerging organizations; and introducing grant programs designed to inspire the commissioning of new works of art in the State.

Accomplishments

Grant Making

- Awarded \$1.45 million to arts organizations, \$143,000 to community organizations, \$27,000 to arts initiatives in underserved areas, \$65,000 to individual artists, and \$138,000 to arts education programs.
- Recognized organizations doing exemplary work in the areas of community impact by awarding eight Public Impact grants through a highly competitive process.
- Fostered public art projects throughout the State, including the New Castle County Courthouse, Brandywine Park in Wilmington, Main Street Dolphin project in Rehoboth Beach, Wilmington Rotary's Can-Do Playground in Brandywine Hundred, and Mill Park in Milton.
- Continued the Division's collaboration with the Mid Atlantic Arts Foundation, resulting in an investment of \$48,400 by the Foundation in grants to performing arts presenters in Delaware.

Technical Assistance

- Collaborated with the non-profit Finance Fund to develop a five-year trend analysis of funding for the arts in Delaware.
- Hosted a three-day writing retreat for literary artists, conducted by Dr. Fleda Brown and Dr. Cruce Stark of the University of Delaware (UD), for masters-level poets and fiction writers.
- Sponsored the 2007 Arts Summit to provide workshops focused on marketing, audience development, fundraising, and new technologies to enhance arts organizations' impact in their communities.
- Facilitated collaborations on programming and the cross promotion of independent film programs in Delaware by convening a statewide network of film presenters.

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Publicity and Promotion

- Presented Heartbeat of the Arts, featuring reviews and opinions of arts events; and Delaware State of the Arts pod casts of radio interviews with artists and arts providers in the State.
- Increased communications while cutting costs by producing an electronic newsletter, Arts-E-News, featuring information about Division programs.
- Maintained the Division's web-based, searchable artist roster that allows Delaware artists to apply, update their information and submit work samples online; the roster now presents more than 140 Delaware artists.
- Engaged UD students to review the Division's website, make recommendations for upgrading its features and implement approved changes.
- Partnered with the Biggs Museum of American Art in Dover to promote the Division's artist fellowship winners annually. Through exhibitions, readings, performances, public receptions, and education programs the museum has provided access to these artists and their artwork.
- Arranged one on one meetings with the editorial and features staff of the local media, including: News Journal, Delaware Today, WHYY, WSCL, El Tiempo Hispano, and the Cape Gazette.
- Published and disseminated the results of Arts and Economic Prosperity: The Economic Impact of Nonprofit Arts Organizations and Their Audiences in the State of Delaware.
- Increased public access to information about the arts by publishing Art Guide, which promotes art exhibits, programs and events throughout the State.

Public Participation

- Sponsored readings and public appearances by Poet Laureate Fleda Brown in schools and community gatherings throughout the State.
- Coordinated the second annual Poetry Out Loud event, a national poetry recitation contest for high school students. The program encouraged high school students to memorize and perform great poems, helped students master public speaking skills and build self-confidence.
- Served as a resource for arts programming for numerous community groups and agencies including: Delaware Veterans Home, Delaware Festival of the Book, Delaware Folk Life program, Division of Libraries, Division of Historical and

Cultural Affairs, Department of Parks and Recreation, Department of Education, First State Heritage Park, Delaware Humanities Forum, City of Wilmington, Governor's School for Excellence, Tourism Office, and Main Street organizations.

	FUNDING		
	FY 2007	FY 2008	FY 2009
	ACTUAL	BUDGET	GOV. REC.
GF	2,062.8	2,085.1	2,091.9
ASF	--	--	--
TOTAL	2,062.8	2,085.1	2,091.9

	POSITIONS		
	FY 2007	FY 2008	FY 2009
	ACTUAL	BUDGET	GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	3.0	3.0	3.0
TOTAL	9.0	9.0	9.0

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 citizen 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 the arts through division-sponsored initiatives such as the Artline, Arts E-News and the Division's website. Partner with print, radio and television media outlets to expand their coverage of the arts.
- Promote Delaware artists through Mezzanine Gallery exhibitions and performances, issue artist fellowship grants, coordinate the Poet Laureate's appearances, and compile the Delaware Artist Roster.
- Research trends, funding initiatives and grant opportunities for the Division and its constituents, leading to development and implementation of division-wide arts policy for Delaware.

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- Research and implement advancing technologies in electronic communications, e-granting and e-government initiatives.

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
\$ of financial resources for grants (million)	1.88	1.90	1.91
% of grantee organizations participating in division sponsored professional development	16	50*	35
# of communities served	31	28	30
# of partners/counties presenting fellowship artists work	1	2	2
Customer satisfaction (scale 1-5)	**	3.0	3.5

**Arts Summit.*

***New performance measure.*

LIBRARIES
20-08-00

MISSION

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

KEY OBJECTIVES

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

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

BACKGROUND AND ACCOMPLISHMENTS

The services and programs of Delaware's public libraries and the Division of Libraries are heavily used. Delaware public libraries recorded more than 4.2 million visits, answered more than 535,000 reference questions and circulated more than 7.5 million books and other materials during 2007.

The State has provided significant funding to support public libraries including: State aid for operating expenditures, library construction, library technologies, and Librarian/Archivist Scholarship Loan program. Delaware is ranked 9th in the nation per capita library income, which increased from \$2.2 million in Fiscal Year 2001 to more than \$4.6 million in Fiscal Year 2008.

The Division of Libraries administers the Library Standards program, a critical source of funding for public libraries. State grants allow public libraries to purchase materials for their collections and to support library technologies. The Division also administers the Delaware Public Library Construction Assistance Act

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that provides up to 50 percent of the cost to build, expand or renovate public library buildings, administering \$38 million of library construction grants over the last decade. The Delaware Public Library Technology Assistance Act provides support for upgrades and integration of new library technology. The Public Library Computer Replacement program enables replacement of all of the public access computers in public libraries every three years.

Phase I of the Delaware Library Catalog (www.lib.de.us) went live in March 2006 and provides seamless access to the holdings of 28 libraries including all of the public libraries in Kent and Sussex counties, Delaware Technical and Community College, Wesley College, Delaware Public Archives, and the Division of Libraries. Four more libraries were added in Fiscal Year 2007 - Division of Historical and Cultural Affairs, Division of Substance Abuse and Mental Health, Lewes Historical Society, and Sussex Tech High School. The SchoolRooms portal which organizes library resources by education content areas was also successfully piloted at Sussex Tech High School library.

DeLAWARE library online resources contains thousands of full text magazines, newspapers, e-audio books, reference sources, and directories, as well as specialized databases for testing, genealogy and local and state history. In Fiscal Year 2007 DeLAWARE recorded more than 582,000 searches and more than 902,000 views/downloads.

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

The Delaware Library for the Blind and Physically Handicapped (LBPH) is part of the network of the National Library Service for the Blind and Physically Handicapped of the Library of Congress and provides talking books and playback equipment on loan through the mail to persons who are unable to read standard print due to a visual, physical or learning disability. The LBPH circulated 48,423 talking books to over 1,200 Delawareans unable to read print resources.

The Delaware Center for the Book is a designated state center of the Library of Congress as an umbrella organization to facilitate collaboration among all entities promoting libraries and reading in Delaware. More than 2,500 book enthusiasts attended the first ever Delaware Book Festival in November 2006 at the First State Heritage Park. The Delaware Summer Library Reading program encourages children to read over the summer and helps them to maintain their reading skills. More than 14,000 children participate in the annual program.

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	10,028.9	7,943.5	7,724.1
ASF	364.3	--	--
TOTAL	10,393.2	7,943.5	7,724.1

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	12.0	13.0	13.0
ASF	--	--	--
NSF	9.0	9.0	9.0
TOTAL	21.0	22.0	22.0

LIBRARIES
20-08-01

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of library card holders	493,934	518,000	545,000
Library square footage	392,864	413,167	525,880
# of professional development enrollments	575	460	483
# of library computer users	57,697	63,467	69,813

STATE
20-00-00

DELAWARE VETERANS HOME
20-09-00

MISSION

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

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

As a result of cooperative, bi-partisan efforts, Delaware broke ground on the construction of its first and only State Veterans Home on August 1, 2006. This project is the culmination of several years of hard work on the part of the Governor's Office, Legislature, the Commission of Veterans Affairs, veteran service organizations and Delaware's 80,000+ veterans. The Home was dedicated on December 6, 2006, and admitted its first three residents on June 11, 2007. The Home provides 150 beds of skilled and intermediate nursing care for eligible veterans. This long-term care facility is dedicated to serving the honorable men and women of the Delaware Veterans community.

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,903.8	14,228.0	14,602.0
ASF	--	--	--
TOTAL	2,903.8	14,228.0	14,602.0

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	150.0	262.5	262.5
ASF	--	--	--
NSF	--	--	--
TOTAL	150.0	262.5	262.5

VETERANS HOME
20-09-01

ACTIVITIES

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

**STATE
20-00-00**

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of surveyed residents and family members who are satisfied with care	*	87	90
% of quality measures performing at or above the state and national mean	*	80	85
% occupancy rate	*	75	90
% staff vacancy rate	*	15	15
# of CEU-granting in-service training opportunities offered	*	6	12

*Facility opened June 11, 2007.

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

MISSION

To serve the public interest in a safe and sound financial services industry by regulating and examining State banks, trust companies, and licensed financial institutions, resolving consumer complaints, providing consumer education programs to Delaware residents, 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.
- Create an environment of service to consumers by responding to informational inquiries and resolving complaints against regulated financial institutions.
- Promote consumer education about financial services by developing financial education programs, conducting public meetings and events, and partnering with other state and community organizations.
- 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 30,000 in 2007.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today the office supervises 20 banks with assets of over

**STATE
20-00-00**

\$50 billion, as well as 23 non-deposit trust companies, two building and loan associations, and over 1,000 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. The bank franchise tax administration is demanding due to the substantial collection levels and the increase in the requisite oversight. The public need for information and consumer protection has also increased.

Accomplishments

- Chartered one new bank.
- Collected \$175.2 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Adopted regulations implementing the alternative bank franchise tax structure enacted by the General Assembly, authorizing banks to pay tax using a three-factor apportionment for income based on property, payroll and receipts and a location benefit component.
- Partnered with Delaware's State Housing Authority and Attorney General's Office, the Homeownership Preservation Foundation, NeighborWorks America and the Federation of State Housing Counselors on a public awareness and assistance campaign about foreclosure prevention that included a hotline number for homeowners to call, implementing recommendations in a statewide study of foreclosures.
- Conducted 258 examinations of state-chartered banks, trust companies, building and loan associations, state-licensed financial services businesses, and the escheat of abandoned property by banking organizations.
- Issued licenses to 1,022 financial services institutions.
- Resolved 527 written consumer complaints.

FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	16.0	--	--
ASF	3,483.2	3,348.2	3,542.6
TOTAL	3,499.2	3,348.2	3,542.6

POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	40.0	38.0	38.0
NSF	--	--	--
TOTAL	40.0	38.0	38.0

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

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of bank, trust company, licensee, and escheat examinations	258	300	300
# of licensed non-depository institutions	1,022	1,100	1,100
# of written consumer complaints resolved	527	800	800
# of consumer education meetings and events	107	150	150
\$ bank franchise tax (million)	175.2	146.4	152.7