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# **FISCAL YEAR 2009**

## **STATE OF DELAWARE**

### **GOVERNOR'S RECOMMENDED BUDGET**

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

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

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

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

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# FINANCIAL OVERVIEW

## RECOMMENDED APPROPRIATIONS

The Governor's Fiscal Year 2009 Recommended General Fund Operating Budget is \$3,410.8 million. In addition, the Governor has set aside \$58.4 million for Grants-in-Aid and \$55.6 million in dedicated cash to the Bond and Capital Improvements program. Total recommended Fiscal Year 2009 General Fund appropriations are \$3,524.8 million. Total appropriations represent 98.0 percent of projected net Fiscal Year 2009 revenue plus carryover funds which is within the constitutionally mandated limitation on appropriations.

The Governor's Fiscal Year 2009 Recommended Bond and Capital Improvements Act totals \$473.3 million. Of this amount, \$239.6 million is recommended for state capital projects and \$233.7 million is recommended for transportation projects. Of the \$239.6 million supporting state projects, \$177.4 million is General Obligation Bond Authorization, \$55.6 million is General Fund cash, and \$6.6 million is reversions and reprogramming of existing authorization.

Fiscal Year 2009 appropriations are based on Delaware Economic and Financial Advisory Council (DEFAC) revenue and expenditure estimates of December 17, 2007. The Governor has recommended adjustments to these figures that increase the DEFAC revenue estimates by \$23.8 million in Fiscal Year 2009. These recommended adjustments are as follows:

- ◆ An increase of \$24.0 million in Abandoned Property by allocating previously earmarked funds back to the General Fund.
- ◆ A \$0.2 million decrease in Other Revenue to deposit dangerous drug license fees collected by the Division of Professional Regulation into a special fund to support the Division's regulatory activities.

## DEFAC GENERAL FUND REVENUE FORECASTS

DEFAC has projected net General Fund revenue collections for Fiscal Year 2008 of \$3,377.7 million and \$3,524.1 million for Fiscal Year 2009. The highlights of the forecast include:

- ◆ **Personal Income Tax** - This tax, closely modeled after federal income tax law, is progressive in nature with marginal rates from zero to 5.95 percent. DEFAC estimates (after refunds) are \$1,033.2 million for Fiscal Year 2008 and \$1,080.7 million for Fiscal Year 2009.

- ◆ **Franchise Tax** - This tax is imposed upon domestic corporations incorporated in Delaware and is based on either the outstanding shares of stock of a corporation or on gross assets. DEFAC estimates (after refunds) are \$556.4 million for Fiscal Year 2008 and \$579.2 million for Fiscal Year 2009.

- ◆ **Business and Occupational Gross Receipts Tax** - This tax is imposed on the gross receipts of most businesses with tax rates ranging from .077 percent to 1.54 percent, depending upon the category of the business activity. DEFAC estimates are \$158.0 million for Fiscal Year 2008 and \$164.8 million for Fiscal Year 2009.

- ◆ **Lottery** - This category includes video lottery operations as well as traditional lottery sales. DEFAC estimates are \$257.0 million for Fiscal Year 2008 and \$264.5 million for Fiscal Year 2009.

- ◆ **Corporation Income Tax** - This tax is imposed on every domestic and foreign corporation doing business in Delaware, depending upon the amount of a corporation's taxable income that is apportioned and allocated to Delaware. DEFAC estimates (after refunds) are \$145.8 million for Fiscal Year 2008 and \$136.5 million for Fiscal Year 2009.

- ◆ **Bank Franchise Tax** - This tax is imposed on the net income of banks, trust companies and savings/building and loan associations and their subsidiaries. DEFAC estimates are \$143.9 million for Fiscal Year 2008 and \$159.7 million for Fiscal Year 2009.

- ◆ **Abandoned Property** - Any debt obligation which has gone unclaimed or undelivered, or security that has remained undelivered for five or more years after the date the owner should have received it or was entitled to claim it must be reported to the State as abandoned property. DEFAC estimates are \$369.0 million for Fiscal Year 2008 and \$380.0 million for Fiscal Year 2009.

- ◆ **Realty Transfer Tax** - The State imposes a tax of 2 percent of the fair market value of the property divided equally between the grantor and the grantee. Local governments are permitted to levy a 1.5 percent tax. In cases in which the local levy exceeds 1.0 percent, the State rate decreases to 1.5 percent. DEFAC estimates are \$84.1 million for Fiscal Year 2008 and \$82.0 million for Fiscal Year 2009.

# GOVERNOR'S POLICY OVERVIEW

The Minner - Carney administration's unwavering commitment to fiscally responsible financial planning continues with the presentation of the Fiscal Year 2009 Recommended Operating Budget.

This budget is presented during a time of uncertainty in the national economy coupled with continuing increases in the demand for government services. The Minner - Carney administration's responsible budgeting practices over the years have enabled Delaware to successfully meet these challenges and remain resilient to the economic pressures. In addition, Delaware's solid financial base has been recognized nationally for excellence including the consistent reaffirmation of the State's AAA bond rating.

The proposed Fiscal Year 2009 Operating Budget totals \$3,410.8 million, an increase of 3.81 percent over the Fiscal Year 2008 Operating Budget. This budget, in combination with the Recommended Capital Budget and recommended set aside for Grants-In-Aid, is within the constitutionally mandated 98 percent limit on appropriations. In light of the uncertain economic climate, the Governor has prudently constrained agency budget growth by targeting additional funding to areas of critical core government services.

In addition, this budget will continue to build on the successes achieved during the Minner-Carney administration including:

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

## SCHOOLS THAT SET HIGH STANDARDS AND PREPARE CHILDREN FOR COLLEGE, WORK AND LIFE

- ◆ The Governor recommends \$132.7 million in the Capital Budget for public education construction projects.
- ◆ The Governor recommends \$2.6 million for the full-day Kindergarten initiative bringing the total funding for this initiative to \$12.1 million. The appropriation will provide funding for full-day Kindergarten in eleven school districts, nine charter schools and will continue funding pilot classrooms in two additional school districts.

- ◆ The Governor recommends \$9.8 million for projected unit growth of 125 Division I, II and III units in the 2008-2009 school year.
- ◆ The Governor recommends \$3.0 million in Public School Transportation to address growing demand.
- ◆ The Governor recommends a total of \$2.8 million in support of Department of Education and Vision 2015 initiatives. This includes, but is not limited to, funding to begin implementation of the Delaware virtual school, early childhood success funding, funding for skills, knowledge and responsibilities pay supplements, funding for the vision network, and funding to address the growing population of limited english proficient (LEP) students.
- ◆ The Governor recommends an additional \$689,000 in SEED Scholarship funding bringing total funding for this initiative to \$3.1 million. This initiative provides college scholarships to eligible students graduating from Delaware high schools.
- ◆ The Governor recommends \$80,200 for an additional Reading Resource Teacher at a new school in the Smyrna School District. This initiative brings total funding to \$8.4 million and supports a total of 119 reading resource teachers statewide.
- ◆ The Governor recommends \$62,100 to fund an additional Math Specialist at a new school in the Indian River School District. Funding for this initiative totals \$2.8 million and supports 43 math specialists statewide.

## A LIVABLE DELAWARE THAT STRENGTHENS COMMUNITIES AND PRESERVES QUALITY OF LIFE

- ◆ The Governor recommends continued support through dedicated revenue in the amount of \$10.0 million for Farmland Preservation and \$10.0 million for Open Space.
- ◆ The Governor recommends \$3.2 million in the Capital Budget for Conservation Cost Share projects to support best practices in the management of soil nutrients for urban and rural landowners.
- ◆ The Governor recommends \$2.2 million in the Capital Budget to continue the Beach Preservation program. These funds will be used for the Fenwick Island project and for statewide dune maintenance.
- ◆ The Governor recommends \$1.0 million in the Capital Budget for the Clean Water State Grant Match. Funding for this grant match is recommended through the Twenty-First Century

# GOVERNOR'S POLICY OVERVIEW

Fund and will leverage an additional \$5.0 million in federal funding to improve water treatment facilities statewide.

- ◆ The Governor recommends \$250,000 for the Delaware Emergency Mortgage Assistance program (DEMAP). This program provides mortgage assistance loans to eligible Delaware families who are suffering from significant financial hardships.

## HEALTH, SAFETY AND SELF-SUFFICIENCY FOR EVERY DELAWARE FAMILY

- ◆ The Governor recommends \$36.2 million for the Medicaid program to cover increasing health care costs and a client base that is projected to reach over 153,000 persons during Fiscal Year 2009.
- ◆ The Governor recommends the continued funding of \$16.2 million (all funds) to provide funding for a comprehensive list of cancer treatment initiatives as covered in the Cancer Council recommendations.
- ◆ The Governor recommends \$8.5 million in the Capital Budget in support of libraries throughout the State.
- ◆ The Governor recommends \$5.0 million in the Capital Budget for the Housing Development Fund to preserve the supply of low-income housing units for families in need.
- ◆ The Governor recommends \$4.5 million in the Capital Budget to complete the enhancements to the State's 800 MHz emergency radio communication system.
- ◆ The Governor recommends \$3.4 million for population growth in the juvenile justice system.
- ◆ The Governor recommends \$1.6 million for the Self Directed Services program (SDSP) to provide in-home rehabilitative services for persons with developmental disabilities.
- ◆ The Governor recommends \$1.3 million for Infant Mortality Task Force recommendations. This funding will be used to expand access to care to the uninsured population, annualize recommendations from Fiscal Year 2008 and to initiate three additional recommendations.
- ◆ The Governor recommends \$695,000 (all funds) for 10 new troopers. This funding coupled with the recently signed agreement with Sussex County will ultimately exceed the administration's goal of 680 troopers over the next several years.

- ◆ The Governor recommends \$250,600 to support initiatives to reduce health disparities in Delaware.
- ◆ The Governor recommends the initiation of a pilot Sunday Bus Service program for select routes in New Castle County to provide greater opportunities for the citizens of Delaware to access services and employment opportunities.

## ECONOMIC DEVELOPMENT THAT NURTURES AND MAINTAINS HIGH QUALITY JOBS

- ◆ The Governor recommends \$8.0 million in the Capital Budget to the Strategic Fund. This fund provides a flexible funding mechanism for attracting new jobs and retaining existing jobs in Delaware.
- ◆ The Governor recommends \$2.0 million in the Capital Budget for the fifth year of funding for New Economy Initiative programs. This initiative focuses on expanding Delaware's research base in biotechnology and life sciences and supports the initiation of a regional infrastructure investment plan.
- ◆ The Governor recommends \$2.0 million in the Capital Budget for the Diamond State Port Corporation.
- ◆ The Governor recommends \$1.0 million in the Capital Budget for the Fraunhofer Center for Molecular Biotechnology for vaccine development efforts. These funds represent the third year of a five-year commitment and are projected to leverage a total of \$10.0 million in private funding.

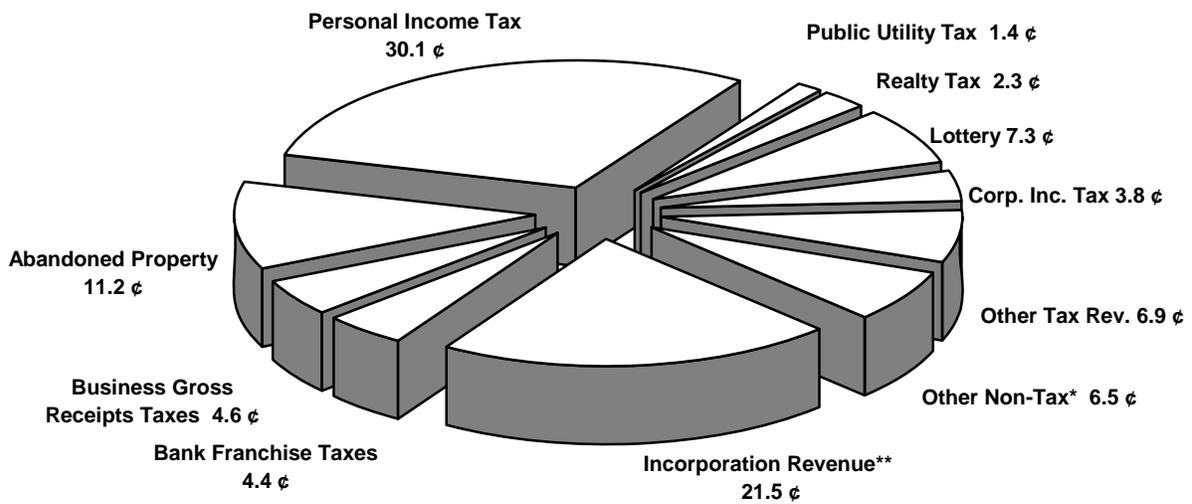
## A STATE GOVERNMENT THAT IS WELL-MANAGED

- ◆ The Governor recommends \$21.0 million in the Capital Budget for minor capital improvements, equipment purchases and maintenance and restoration of State facilities. These funds are intended to maintain state-owned facilities in a safe condition and improve the functionality of buildings, grounds and building systems.
- ◆ The Governor recommends \$3.7 million in the Capital Budget to continue the implementation of the ERP Project to replace the Delaware Financial Management System (DFMS) and the Department of Transportation's BACIS accounting system and to upgrade and add functionality to the Payroll/Human Resource Statewide Technology (PHRST) system. The implementation of this system will provide one financial management system statewide and integrate with PHRST system.

# FINANCIAL SUMMARY

## BUDGET DOLLAR GOVERNOR'S RECOMMENDED BUDGET Fiscal Year 2009

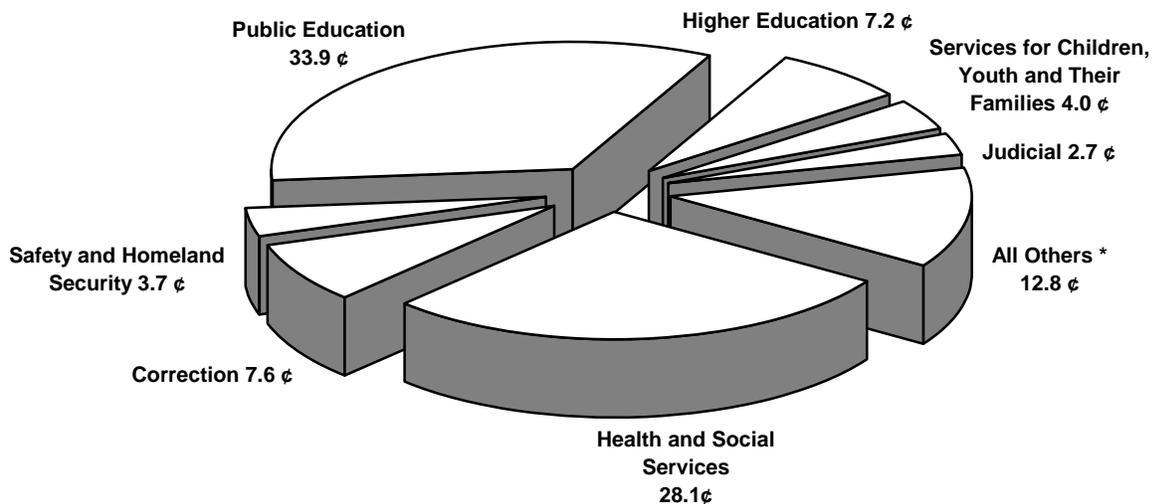
### Sources of Funds (Net of Refunds)



\* Includes Prior Year Unencumbered Cash Balance.

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

### Appropriations



\* Includes One-Time Items

## FINANCIAL SUMMARY

### Estimated General Fund Revenue

The Delaware Economic and Financial Advisory Council (DEFAC), at the December 17, 2007 meeting, adopted a Fiscal Year 2009 revenue estimate of \$3,524.1 million.

	(\$ MILLIONS)		
Revenue Categories	2007 Actual	2008 Forecast	2009 Forecast
Personal Income Taxes	\$ 1,172.8	\$ 1,210.2	\$ 1,266.6
Corporation Income Taxes	190.8	185.8	176.5
Franchise Taxes	540.4	567.4	590.2
Business and Occupational Gross Receipts Taxes	157.3	158.0	164.8
Hospital Board and Treatment Sales	63.6	71.5	80.1
Dividends and Interest	25.3	25.3	25.9
Public Utility Taxes	46.2	47.5	49.9
Cigarette Taxes	88.3	133.0	151.8
Estate Taxes	0.4	0.1	0.0
Realty Transfer Taxes	90.9	84.1	82.0
Insurance Taxes	88.3	90.1	95.1
Abandoned Property	364.9	369.0	380.0
Business Entity Fees	65.4	69.9	72.7
Bank Franchise Taxes	175.2	143.9	159.7
Lottery Sales	256.7	257.0	264.5
Limited Partnerships & Limited Liability Corporations	91.9	107.6	120.6
Uniform Commercial Code	13.0	14.3	13.3
Other Revenue by Department	103.5	90.6	93.7
<b>Total Receipts</b>	<b>\$ 3,534.9</b>	<b>\$ 3,625.3</b>	<b>\$ 3,787.4</b>
<b>LESS: Revenue Refunds</b>	<b>(244.7)</b>	<b>(247.6)</b>	<b>(263.3)</b>
<b>SUBTOTAL</b>	<b>\$ 3,290.2</b>	<b>\$ 3,377.7</b>	<b>\$ 3,524.1</b>
<b>PLUS: Abandoned Property</b>			<b>24.0</b>
<b>Other Revenue by Department</b>			<b>(0.2)</b>
<b>TOTAL</b>			<b>\$ 3,547.9</b>

# FINANCIAL SUMMARY

## GENERAL FUND BUDGET BY DEPARTMENT BY FISCAL YEAR

	<b>FISCAL YEAR 2008</b>	<b>FISCAL YEAR 2009 RECOMMENDED</b>
Legislative	\$ 15,257.0	\$ 15,414.4
Judicial	89,108.3	91,390.3
Executive	144,528.8 *	150,102.3 *
Technology and Information	39,022.3	39,929.8
Other Elective	57,815.5	53,488.1
Legal	43,751.3	45,590.4
State	35,196.2	35,890.9
Finance	20,828.7	21,130.2
Health and Social Services	907,139.4	959,153.6
Children, Youth and Their Families	130,725.8	136,601.9
Correction	253,169.2	258,958.1
Natural Resources and Environmental Control	43,170.7	44,596.0
Safety and Homeland Security	121,325.8	126,973.3
Labor	7,351.2	7,524.3
Agriculture	8,714.9	9,079.3
Elections	4,055.1	4,145.5
Fire	4,776.3	4,746.6
National Guard	4,794.3	4,886.2
Exceptional Citizens	176.6	184.9
Higher Education	241,714.4	246,186.3
Public Education	1,112,961.7	1,154,793.4
<b>STATE TOTAL</b>	<b>\$ 3,285,583.5</b>	<b>\$ 3,410,765.8</b>

\*Includes One-Time Items to be allocated statewide.

## FINANCIAL CHARTS

### FISCAL OVERVIEW (\$ Million)

	Fiscal Year 2007 Actual	Fiscal Year 2008 Estimated	Fiscal Year 2009 Projected
Revenue	\$ 3,290.2	\$ 3,377.7	\$ 3,547.9
Appropriations			
Budget	3,101.9	3,285.6	3,410.8
Grants	50.0	47.7	58.4
Supplementals			
-enacted	243.3	77.9	
-estimated			55.6
Total Appropriations	3,395.2	3,411.2	3,524.8
Continuing and Encumbered			
Appropriations (prior year)	342.5	335.8	283.0
Total	3,737.7	3,747.0	3,807.8
Less: Continuing & Encumbered			
Appropriations (current year)	(335.8)	(283.0)	(160.0)
Reversions	(12.0)	(10.0)	(10.0)
Total Ordinary Expenditures	3,389.9	3,454.0	3,637.8
Balances			
Operating Balance	(99.7)	(76.3)	(89.9)
Prior Year Cash Balance	690.6	590.9	514.6
Cumulative Cash Balance	590.9	514.6	424.7
Less: Continuing & Encumbered			
Appropriations (current year)	(335.8)	(283.0)	(160.0)
Reserve	(175.4)	(182.8)	(190.6)
Unencumbered Cash Balance	79.7	48.8	74.1
Appropriation Limit			
Cumulative Cash Balance (prior year)	690.6	590.9	514.6
Less: Continuing & Encumbered			
Appropriations (prior year)	(342.5)	(335.8)	(283.0)
Reserve (prior year)	(161.1)	(175.4)	(182.8)
Unencumbered Cash Balance	187.0	79.7	48.8
+Net Fiscal Year Revenue	3,290.2	3,377.7	3,547.9
Total (100% Limit)	3,477.2	3,457.4	3,596.7
X 98% Limit	0.98	0.98	0.98
<b>APPROPRIATION LIMIT</b>	<b>\$ 3,407.7</b>	<b>\$ 3,388.3</b>	<b>\$ 3,524.8</b>

Figures represent DEFAC revenue and expenditure estimates as of the December 17, 2007 meeting.

## FINANCIAL CHARTS

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

SOURCE	Enacted FY 2007	Enacted FY 2008	Governor's Recommended FY 2009
<b>STATE CAPITAL PROJECTS</b>			
General Obligation Bonds	\$ 163,835.0	\$ 170,700.0	\$ 177,395.0
Reversions and Reprogramming	11,540.4	26,003.4	6,594.8
Bond Premium	2,472.2	8,897.1	-
General Funds	243,345.1	77,900.0	55,600.0
<b>Sub-Total (Non-Transportation):</b>	<b>\$ 421,192.7</b>	<b>\$ 283,500.5</b>	<b>\$ 239,589.8</b>
<b>TRANSPORTATION PROJECTS</b>			
Transportation Trust Fund	\$ 60,555.1	\$ 200,130.5	\$ 233,712.0
Transportation Trust Fund - Reauthorization	115,753.1	55,911.5	-
<b>Sub-Total (Transportation):</b>	<b>\$ 176,308.2</b>	<b>\$ 256,042.0</b>	<b>\$ 233,712.0</b>
<b>GRAND TOTAL:</b>	<b>\$ 597,500.9</b>	<b>\$ 539,542.5</b>	<b>\$ 473,301.8</b>

# LEGISLATIVE 01-00-00

## Legislative

General Assembly -  
House

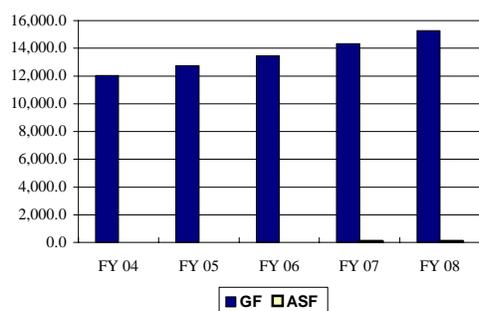
General Assembly -  
Senate

Commission on  
Interstate Cooperation

Legislative Council

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

### Five-Year Appropriation History



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	13,174.0	15,257.0	15,414.4
ASF	--	100.0	100.0
<b>TOTAL</b>	<b>13,174.0</b>	<b>15,357.0</b>	<b>15,514.4</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	83.0	86.0	86.0
ASF	1.0	1.0	1.0
NSF	--	--	--
<b>TOTAL</b>	<b>84.0</b>	<b>87.0</b>	<b>87.0</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend base funding to maintain Fiscal Year 2008 level of service.

### GENERAL ASSEMBLY - HOUSE 01-01-01

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

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	5,638.9	6,079.9	6,157.1
ASF	--	--	--
<b>TOTAL</b>	<b>5,639.2</b>	<b>6,079.9</b>	<b>6,157.1</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	31.0	32.0	32.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>31.0</b>	<b>32.0</b>	<b>32.0</b>

**LEGISLATIVE  
01-00-00**

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

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

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

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,160.8	3,856.1	3,898.1
ASF	--	--	--
<b>TOTAL</b>	<b>3,160.8</b>	<b>3,856.1</b>	<b>3,898.1</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	18.0	20.0	20.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>18.0</b>	<b>20.0</b>	<b>20.0</b>

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

The Commission on Interstate Cooperation pays national association dues for State membership and assessment to the Delaware River Basin Commission. The Commission enables legislators and certain non-legislators to attend seminars and conferences to gain information in areas of benefit to the State.

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	770.6	811.4	811.4
ASF	--	--	--
<b>TOTAL</b>	<b>770.6</b>	<b>811.4</b>	<b>811.4</b>

# LEGISLATIVE

## 01-00-00

### LEGISLATIVE COUNCIL

#### 01-08-00

### RESEARCH

#### 01-08-01

#### MISSION

The Division of Research was created by the General Assembly to act as a reference bureau for information relating or pertaining to legislative matters and subjects of interest to the Senate or House. To meet this mandate, the Division conducts a wide-range of activities including (but not limited to) legislative research, bill drafting, committee staffing, and the development, production and promulgation of public information concerning the General Assembly.

The Division publishes the monthly Delaware Register of Regulations in hardcopy and electronic formats. This publication and thousands of other public documents, including the Delaware Code, are available on the General Assembly website ([www.legis.state.de.us](http://www.legis.state.de.us)).

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

- The Registrar of Regulations and staff continued development of a Delaware Administrative Code, with additional volumes being published and several

major State agencies initiating a total renumbering of their regulations.

- The Registrar of Regulations and staff have continued the development and expansion of the searchable electronic cumulative table of all regulations processed since July 1997.
- Updated versions of the Delaware Code on-line continue to be released.
- The Laws of Delaware beginning with the 140<sup>th</sup> General Assembly have been put online with links to each piece of legislation.
- The Division's Technical Advisory Office provided the General Assembly with a thorough technical evaluation of the corn ethanol manufacturing and distribution for Delaware.
- The Technical Advisory Office provided guidance for:
  - Brownfields Advisory Council in land use and clean up protocol;
  - Nutrient management and water quality improvement through involvement with the Delaware Nutrient Management Commission, Center for Inland Bays and Sea Grant Advisory Council; and
  - Waste management through yard waste planning/disposal/composting and recovery of recyclables.

#### ACTIVITIES

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

# LEGISLATIVE

## 01-00-00

- Maintain computerized activity logs on the Legislative Tracking System to record bills drafted, research reports, memos completed, and other activities.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of requests for legislative information	25,321	30,000	32,000
# of bills and other publications mailed	44,099	45,000	45,000
% of same day requests responded to	100	100	100

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,317.7	1,935.1	1,950.5
ASF	--	--	--
<b>TOTAL</b>	<b>1,317.7</b>	<b>1,935.1</b>	<b>1,950.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	19.0	19.0	19.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

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

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,151.8	2,312.5	2,335.3
ASF	--	100.0	100.0
<b>TOTAL</b>	<b>2,151.8</b>	<b>2,412.5</b>	<b>2,435.3</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 GOV. REC.
GF	15.0	15.0	15.0
ASF	1.0	1.0	1.0
NSF	--	--	--
<b>TOTAL</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>

### ***CODE REVISORS***

#### ***01-08-03***

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	104.6	222.4	222.4
ASF	--	--	--
<b>TOTAL</b>	<b>104.6</b>	<b>222.4</b>	<b>222.4</b>

### ***COMMISSION ON UNIFORM STATE LAWS***

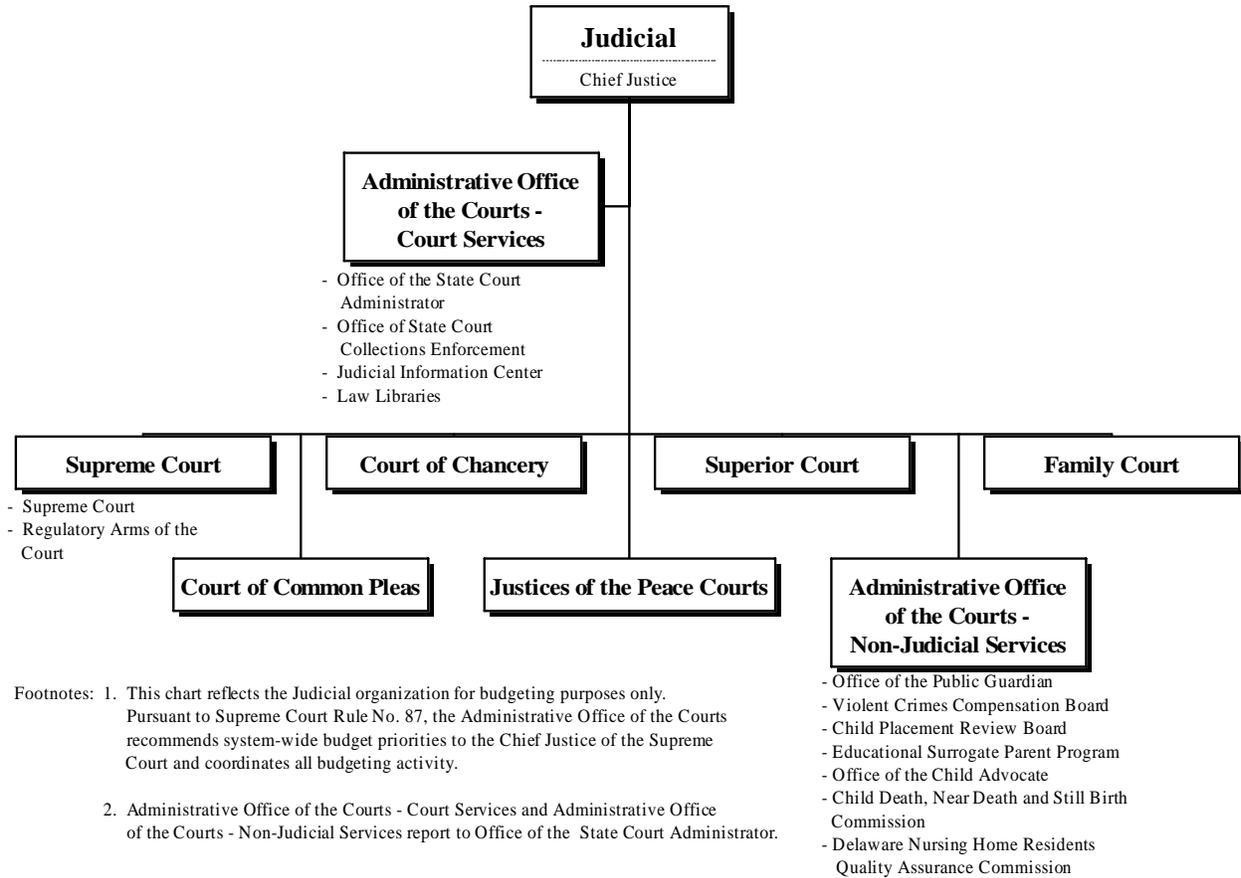
#### ***01-08-06***

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	29.8	39.6	39.6
ASF	--	--	--
<b>TOTAL</b>	<b>29.8</b>	<b>39.6</b>	<b>39.6</b>

**JUDICIAL**  
**02-00-00**



**MISSION**

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

**KEY OBJECTIVES**

- Dispose of cases within time standards set by the Chief Justice.
- Support development of additional alternative dispute mechanisms.
- Develop and expand existing problem solving courts, as needed.
- Develop transnational practice in the courts.
- Enhance safety and security of courthouses.

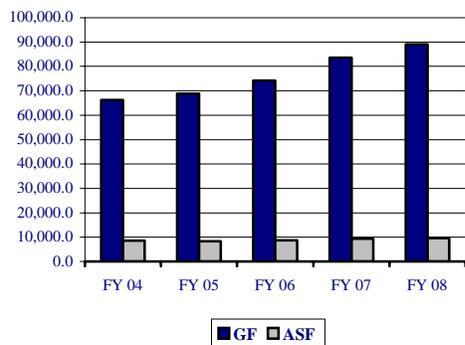
- Continue implementation of the Courts Organized to Serve (COTS) initiative.

**BACKGROUND**

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

# JUDICIAL 02-00-00

## Five-Year Appropriation History



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	89,389.8	89,108.3	91,390.3
ASF	7,151.9	9,625.3	9,793.8
<b>TOTAL</b>	<b>96,541.7</b>	<b>98,733.6</b>	<b>101,184.1</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,108.8	1,118.8	1,136.8
ASF	98.7	98.7	98.7
NSF	12.3	12.3	11.3
<b>TOTAL</b>	<b>1,219.8</b>	<b>1,229.8</b>	<b>1,246.8</b>

telephone system upgrades at the New Castle County Courthouse.

### CAPITAL BUDGET:

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

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$737.4 and 18.0 FTEs to provide six month funding in Superior Court to staff two additional courtrooms to address increased caseloads. Recommend one-time funding of \$98.0 in the Office of Management and Budget's contingency for equipment and supplies.
- ◆ Recommend \$75.0 in the Court of Common Pleas for an expiring federal grant.
- ◆ Recommend \$129.5 in the Justices of the Peace Court for technology improvements and increased lease costs.
- ◆ Recommend \$91.0 in the Judicial Information Center for COTS maintenance agreement, lease costs and other technology improvements
- ◆ Recommend one-time funding in the Office of Management and Budget's Development Fund for

# JUDICIAL

## 02-00-00

### SUPREME COURT

#### 02-01-00

#### MISSION

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

#### KEY OBJECTIVES

During Fiscal Year 2009, the Court expects to accomplish the following:

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

Under Article IV, Section 11 of the Delaware Constitution, the Court has final appellate jurisdiction in criminal cases from the Superior Court in which the sentence shall be death, imprisonment exceeding one month, or fine exceeding \$100 and in such other cases as shall be provided by law; and in civil cases as to final judgments and in certain other orders of the Court of

Chancery, Superior Court and Family Court. Appeals are heard on the record established in the trial court.

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

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

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

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

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

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

The Commission on Continuing Legal Education is authorized by Supreme Court Rule 70 and Mandatory Continuing Legal Education Rule 3. The purpose of the Commission is to ensure that minimum requirements for continuing legal education are met by attorneys in order to

**JUDICIAL**  
**02-00-00**

maintain their professional competence throughout their active practice of law.

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

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

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

The Court's major accomplishment within the past year was the disposition of most cases within 37.6 days of the date of submission. This disposition rate is well under the 90-day standard that the Court has set in accordance with ABA standards.

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,189.8	3,195.0	3,256.9
ASF	108.5	149.4	149.4
<b>TOTAL</b>	<b>3,298.3</b>	<b>3,344.4</b>	<b>3,406.3</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	27.0	27.0	27.0
ASF	--	--	--
NSF	11.3	11.3	11.3
<b>TOTAL</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>

***SUPREME COURT***  
***02-01-10***

**ACTIVITIES**

- Dispose of appeals.
- Monitor time schedules.
- Dispose of complaints against judicial officers appointed by the Governor.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of filings	666	685	705
Average # of days from under advisement to final decision:			
criminal	43.6	42.0	42.0
civil	31.6	30.0	30.0
Average # of days from initial filing to final decision:			
criminal	201.4	195.0	195.0
civil	165.4	160.0	160.0
% of cases disposed of within:			
30 days of date of submission	46.9	48.0	48.0
90 days of date of submission	95.1	96.0	96.0
290 days of the date of filing of the notice of appeal	84.6	86.0	86.0
1 year of filing of the notice of appeal	92.5	94.0	95.0

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

**ACTIVITIES**

- Office of Disciplinary Counsel and Board on Professional Responsibility:
  - Dispose of complaints against lawyers.
- Lawyers' Fund for Client Protection:
  - Process claims with the fund; and
  - Audit lawyers' financial accounts.
- Board of Bar Examiners:
  - Process applications to take the Bar examination.
- Commission on Continuing Legal Education (CLE):
  - Process lawyer compliance affidavits; and
  - Evaluate CLE programs.

# JUDICIAL

## 02-00-00

### PERFORMANCE MEASURES

#### Office of Disciplinary Counsel

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of new matters filed	645	660	675
# of matters disposed	292	300	315
# of cases pending or stayed	353	340	320
# of private admonitions with or without probation	6	10	14
# of public reprimands with or without probation	1	3	5
# of suspensions and interim suspensions	5	6	7
# of disbarments	6	5	5
# of reinstatements	2	2	2

#### Lawyers' Fund for Client Protection

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of claims:			
paid	38	40	45
denied or withdrawn	11	12	14
pending	6	8	10
Total	55	60	69
\$ amount of claims:			
made	274,101	300,000	325,000
paid	104,673	120,000	135,000
pending	533,276	500,000	475,000

#### Board of Bar Examiners

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of applications processed	240	250	260
# of applicants passing Bar exam	148	150	155

#### Commission on Continuing Legal Education

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of transcripts processed	1,449	1,600	1,600
# of programs evaluated	3,800	4,000	4,000
\$ amount of fines and sponsor fees paid	25,400	26,000	27,000

## COURT OF CHANCERY

### 02-02-00

#### MISSION

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

The Court consists of one chancellor, four vice-chancellors (who are appointed for 12-year terms) and two masters in chancery (who hold hearings and issue reports). The Court of Chancery holds court in all three counties.

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

# JUDICIAL

## 02-00-00

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,086.6	3,074.5	3,135.0
ASF	1,266.4	2,135.1	2,214.0
<b>TOTAL</b>	<b>4,353.0</b>	<b>5,209.6</b>	<b>5,349.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	29.0	29.0	29.0
ASF	23.0	23.0	23.0
NSF	--	--	--
<b>TOTAL</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>

### **COURT OF CHANCERY** **02-02-10**

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of decisions rendered within 90 days after readiness for adjudication	99.9	95.0	95.0
# of matters filed*	4,142	4,204	4,120

\*Includes all matters filed in the Court of Chancery.

### SUPERIOR COURT

#### 02-03-00

#### MISSION

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

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

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

#### KEY OBJECTIVES

Superior Court expects to accomplish the following during Fiscal Year 2009:

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

# JUDICIAL

## 02-00-00

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

### BACKGROUND AND ACCOMPLISHMENTS

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

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

This year Superior Court proudly celebrated its 175<sup>th</sup> anniversary. A special ceremony was held on April 9, 2007, which was the anniversary of the first session of the Court in 1892.

The nation's top corporate counsel and senior litigators for the sixth time in as many years recognized the Superior Court of Delaware as the premier court of general jurisdiction in the country. The Harris Poll State Liability Systems Ranking Study conducted for the U.S. Chamber Institute for Legal Reform measured corporate America's perception of which state is doing the best job of creating a fair and reasonable litigation environment. Among the areas surveyed were overall treatment of tort and contract litigation, treatment of class action suits, punitive damages, promptness of summary judgment/dismissal, discovery, scientific and technical evidence, judges' impartiality and competence, and juries' predictability and fairness. The study's respondents, corporate general counsels and senior attorneys at companies with annual revenues of at least \$100 million, graded all 50 states in each of the categories. Delaware was ranked number one overall.

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

justice and public service for which it is well known both in Delaware and throughout the nation.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	21,645.6	21,605.1	22,693.4
ASF	--	--	--
<b>TOTAL</b>	<b>21,645.6</b>	<b>21,605.1</b>	<b>22,693.4</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	295.5	295.5	313.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>295.5</b>	<b>295.5</b>	<b>313.5</b>

## SUPERIOR COURT

### 02-03-10

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Criminal case filings:			
New Castle	5,718	6,061	6,485
Kent	2,258	2,439	2,585
Sussex	2,230	2,408	2,577
Civil case filings:			
New Castle	9,823	11,373	13,089
Kent	1,633	1,827	2,293
Sussex	1,413	1,717	2,009
Criminal case dispositions:			
New Castle	5,711	6,324	6,675
Kent	2,211	2,343	2,490
Sussex	2,001	2,105	2,210
Civil case dispositions:			
New Castle	9,646	11,672	13,889
Kent	1,363	1,472	1,575
Sussex	1,299	1,352	1,420
Criminal cases pending:			
New Castle	1,505	1,520	1,551
Kent	478	512	547
Sussex	524	561	617
Civil cases pending:			
New Castle	7,103	8,310	9,785
Kent	1,235	1,733	1,904
Sussex	686	891	1,258

# JUDICIAL

## 02-00-00

### COURT OF COMMON PLEAS

#### 02-06-00

#### MISSION

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Court of Common Pleas has jurisdiction over:

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

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

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

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

two in Kent County and two in Sussex County. One commissioner sits in New Castle County and one is shared between Kent and Sussex counties.

In Fiscal Year 2007, the Court of Common Pleas experienced statewide increases in all case categories. Civil caseload rose by 15.9 percent, criminal misdemeanor filings rose by 14.6 percent and preliminary hearing cases increased by 13.6 percent.

The Court operates a court-supervised, comprehensive drug diversion program for non-violent offenders. This voluntary program includes regular appearances before a judge, and participation in substance abuse education, drug testing and treatment. The Court has handled more than 4,100 participants since the program's inception in 1998.

The Court began a mediation dispute resolution program in 2001. In partnership with the Center for Community Justice and Delaware Center for Justice, the Court has referred more than 3,900 cases for mediation, with a success rate of nearly 90 percent. Mediation provides an alternative to criminal prosecution and leaves participants with an increased sense of satisfaction about the criminal justice process. The Court's mediation program has been expanded and is available to parties in civil cases as well as criminal cases.

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

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

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

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	9,121.5	9,035.0	9,310.6
ASF	241.6	235.3	243.2
TOTAL	9,363.1	9,270.3	9,553.8

# JUDICIAL

## 02-00-00

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	128.0	130.0	130.0
ASF	4.0	4.0	4.0
NSF	1.0	1.0	--
<b>TOTAL</b>	<b>133.0</b>	<b>135.0</b>	<b>134.0</b>

### **COURT OF COMMON PLEAS** **02-06-10**

#### ACTIVITIES

- Courtroom activities.
- Case processing activities.
- Accounting and collections activities.
- Court security.
- Automation.
- Statewide court operations management.

#### PERFORMANCE MEASURES

##### Criminal Filings/Dispositions/Collections

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of misdemeanor:			
filings	99,345	106,056	113,221
dispositions	92,691	93,000	93,000
pending	33,893	34,000	34,000
# of felony filings	10,413	10,500	10,500
\$ amount collected (thousands)	6,343.9	6,350.0	6,350.0

##### Criminal Misdemeanor Filings

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	52,437	55,980	59,762
Kent	21,471	22,921	24,469
Sussex	25,437	27,155	28,990
Total	99,345	106,056	113,221

##### Civil Case Filings

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	7,069	7,673	8,329
Kent	2,002	2,173	2,358
Sussex	2,349	2,550	2,768
Total	11,420	12,396	13,455
# of months to disposition:			
New Castle	13.9	10.0	10.0
Kent	5.3	4.5	4.5
Sussex	9.1	10.0	10.0

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

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Traffic	25	26	18
Non-jury	16	31	18
DUI	23	24	18
Domestic violence	11	8	8
Drug	19	12	12
Jury trial	19	25	18

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

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Non-jury	5	5	5
Jury trial	10	6	6

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

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Non-jury	7	8	5
Jury trial	8	8	8

# JUDICIAL

## 02-00-00

### FAMILY COURT

#### 02-08-00

#### MISSION

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

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Family Court of the State of Delaware - its judicial officers and staff - is committed to securing meaningful access to justice for those who come before the Family Court; striving for safety, permanency and rehabilitation of our children; protecting the peace and safety of the public; resolving disputes impartially and fairly; demanding respect, intellectual honesty, integrity, and accountability from ourselves as well as from those we serve; responding to the social changes and innovative ideas of the future; giving due deference to legal precedents; and ultimately, enhancing the quality of life of the citizens, children and families of the State of Delaware.

**Court Improvement Project (CIP)** - CIP is a multi-year, federally funded grant project designed to support state courts in efforts to improve their handling of cases involving children in foster care, termination of parental rights and adoption proceedings. Delaware has participated in this project since its inception in 1994 and continues to utilize this federal resource to embark on a partnership with the child welfare system by focusing on the common goal of improving the safety,

stability and well-being of children who have experienced abuse and neglect.

The Court is building a foundation through partnerships with others in the child welfare system, primarily the Division of Family Services, but also with legal professionals, advocates, service providers, and others.

The Court used federal resources to engage a full time Court Improvement Program Coordinator. Among other contributions, this has enabled the Court to develop a five-year strategic plan for data collection, training and collaboration, and to apply for additional federal funds to support the activities in the plan.

**Mental Health Diversion Court** - The Family Court, in collaboration with the Public Defender's Office and the Division of Child Mental Health, has received federal grant money through the Criminal Justice Council to pilot a Mental Health Diversion Court for juveniles with criminal charges pending against them in the New Castle County Family Court. The program offers a treatment-based resolution of the delinquency charges of juvenile offenders with mental health disorders. The program began in January of 2007 and quickly acquired a full caseload.

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

**Delaware Girls Initiative (DGI)** - DGI began as a statewide volunteer initiative comprised of more than one hundred advocates. Its mission is to advocate for a continuum of services that ensures gender specific resources and programs for all girls at risk in Delaware. DGI has grown from purely volunteer committee work into a program staffed with two full time employees.

**Services for Self-Represented Litigants** - In its continued efforts to serve pro se litigants, Family Court helped nearly 50,000 people by providing assistance through statewide resource centers.

Over the past year, the Court has developed and implemented instruction booklets and informational resources in the areas of termination of parental rights, adoption, registration of foreign custody orders, and registration of foreign protection orders. The booklets and resources are available to pro se litigants in Family Court Resource Centers and are accessible on the Family Court web page.

## JUDICIAL 02-00-00

**Domestic Violence Court** - Family Court began a pilot program in each county in September 2007, creating a specialized Domestic Violence Court. The intention of this specialized court is to create greater continuity in Family Court cases involving domestic violence; and to create a more standardized system of compliance for offenders, which will include review hearings.

**Court Appointed Special Advocate (CASA) program**

- The CASA program provides volunteer advocacy for every child in the court system that has been abused and/or neglected. In 2006, nearly 215 CASA volunteers represented 553 children in Delaware. Volunteers are recruited through a variety of outreach efforts such as public service announcements, radio interviews, print advertisements, DART bus campaign, and participation in festivals and community activities.

**Human Resources Development** - The Family Court continues to focus on the professional development of its administrative support staff with the goal of enhancing overall organizational effectiveness and individual competencies. The emphasis is on providing our employees with the knowledge and skills needed to effectively provide information and assistance to litigants.

**Call Center Pilot** - The Family Court Customer Call Center is a pilot program in New Castle County with significant statewide potential. The Customer Call Center offers representatives who answer a variety of Family Court related questions.

The pilot program was initiated to enhance the image of the Court; reduce high call volume in the processing units; improve operating efficiencies; and enhance the level of service provided to the Court's internal and external customers.

The Customer Call Center representatives have taken 17,496 calls from January 24, 2007 through June 30, 2007. These calls were taken from the selection of options from the main number to the New Castle County Family Court. This number is not inclusive of the total number of calls Family Court receives.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	19,153.0	19,393.2	19,728.2
ASF	3,687.6	3,945.2	4,019.9
<b>TOTAL</b>	<b>22,840.6</b>	<b>23,338.4</b>	<b>23,748.1</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	272.3	278.3	278.3
ASF	63.7	63.7	63.7
NSF	--	--	--
<b>TOTAL</b>	<b>336.0</b>	<b>342.0</b>	<b>342.0</b>

### *FAMILY COURT 02-08-10*

### ACTIVITIES

- Administrative support: operations, fiscal, personnel, automation, records management, statistics, planning and research.
- Case management: intake, file preparation, schedule, notification, case preparation, conduct judicial officer hearings, case adjudication, pre-sentence investigation and ancillary matters.
- Diversion: intervention, amenability, substance abuse, interviews, evaluations, and arbitration/mediation hearings.
- Special programs: acquire, implement, maintain and evaluate special programs, including those that are federally funded.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of adult and juvenile criminal cases disposed of within 45 days of the filing	52	55	55
% of adult and juvenile criminal cases disposed of within 90 days of the filing	86	90	90
% of proceedings involving dependent, neglected or abused children in the custody of Department of Services for Children, Youth and Their Families with a permanency plan established within 12 months of the removal of a child from the home	95	95	95
% of protection from abuse petitions disposed of within 30 days of filing	89	95	95
% of child support matters disposed of within 90 days of the receipt of the petition	69	75	75
% of civil decisions rendered within 90 days of taking the matter under advisement	90	90	90

# JUDICIAL

## 02-00-00

### Adult Criminal Case Filings

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	3,642	3,667	3,692
Kent	875	881	887
Sussex	793	799	804
Total	5,310	5,347	5,383

### Juvenile Delinquency Case Filings

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	5,311	5,347	5,384
Kent	1,864	1,877	1,890
Sussex	1,703	1,715	1,726
Total	8,878	8,939	9,000

### Civil Case Filings by County

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	24,124	24,290	24,457
Kent	8,986	9,048	9,110
Sussex	10,374	10,445	10,517
Total	43,484	43,783	44,084

### Total Case Filings by County

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	33,077	33,304	33,533
Kent	11,725	11,806	11,887
Sussex	12,870	12,959	13,047
Total	57,672	58,069	58,467

### Mediation Filings by County

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	9,147	9,210	9,273
Kent	2,577	2,595	2,613
Sussex	3,350	3,373	3,396
Total	15,074	15,178	15,282

## JUSTICES OF THE PEACE COURTS

### 02-13-00

### MISSION

As the place where justice starts, the following is the mission of the Justices of the Peace Courts:

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

### KEY OBJECTIVES

- Provide exemplary customer service.
- Improve the infrastructure of the court.
- Provide reasonable court access and locations.
- Provide convenient, safe and secure facilities for the public and court employees.
- Improve efficiency and the quality of justice.
- Promote modifications to the Motor Vehicle Point System and traffic charges process.
- Work in conjunction with the Division of Motor Vehicles, police agencies, other courts and the Department of Safety and Homeland Security to reduce the flow of paperwork between the courts and other agencies and to use mobile computers for citation information.
- Complete implementation of the records retention policy as it relates to manual and automated systems.
- Participate in the COTS initiative.

### BACKGROUND AND ACCOMPLISHMENTS

The Justices of the Peace (JP) Courts are authorized by Article IV, Section 1 of the Delaware Constitution.

As early as the 1600s, Justices of the Peace were commissioned to handle minor civil and criminal cases. Along with a host of other duties, the administering of local government in the 17th and 18th centuries on behalf of the English Crown was a primary duty of the Justices of the Peace. With the adoption of the State Constitution of 1792, the Justices of the Peace were stripped of their general administrative duties, leaving them with only minor civil and criminal jurisdiction. Beginning in 1966, the Justices of the Peace were integrated into the State's judicial system.

## JUDICIAL 02-00-00

Justices of the Peace Courts are Delaware's entry-level courts and are where the great majority of all criminal cases pass. Justices of the Peace Courts have criminal jurisdiction to hear:

- Criminal misdemeanor cases as listed in 11 Del. C. §2702 and all criminal violations;
- Most 21 Del. C. traffic offenses which do not involve physical injury or death;
- County code violations;
- Truancy cases;
- Alcoholic beverage violations; and
- Miscellaneous violations initiated by other state agencies.

Justices of the Peace Courts have civil jurisdiction over:

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

Justices of the Peace Courts also have jurisdiction to:

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

There are 18 Justices of the Peace trial courts located in 14 court facilities. Two courts in New Castle County and one court in both Kent and Sussex counties are open 24 hours a day, 365 days a year. The Delaware Code authorizes 60 Justices of the Peace and one Chief Magistrate to serve as the administrative head of the court. Justices of the Peace are appointed by the Governor and confirmed by the Senate for a first term of four years and for second and subsequent terms of six years.

Justices of the Peace Courts are unique in that they are the only Delaware court that employs constables, a

quasi-police force charged with carrying out its judicial orders.

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

The Truancy Court has partnered with Children and Families First to introduce a Truancy program, which will provide time-limited, intensive wraparound services for families of youth who have a history of truancy or are at risk of being truant. The program, which will operate in New Castle and Kent counties, will assist families across multiple life domains, including situations with environmental stressors (such as poverty, lack of social supports, educational advocacy, etc.); students that may have undiagnosed or newly diagnosed behavioral health issues; and caregivers that are struggling with a mental health or substance abuse problem.

**Statewide Videophone Court** - The statewide Videophone Court at JP Court 2 in Rehoboth Beach creates time and staffing efficiencies with specialization which includes one stop videophone proceedings for law enforcement. Videophone arraignments, initial presentments, capias returns and warrant requests throughout the state are processed through JP Court 2. The Statewide Videophone Court currently handles approximately 2,500 videophone cases each month.

**Legal representation at JP Court 20** - At the beginning of its sixth year, the pilot project providing legal representation at JP Court 20 demonstrates the benefits of coordinated efforts among state agencies through the use of existing resources (Judiciary) and federal grant funds (Attorney General and Public Defender) to reduce delays and provide better services to victims and others in the courts. The availability of prosecutors and public defenders at Court 20 has benefited the criminal justice system by resolving cases earlier and providing victim services earlier in the process.

**Capias processing** - The Court piloted its capias reduction plan in two New Castle County and two Kent County JP Court locations in efforts to eliminate extremely stale capiases in which there is no real likelihood of bringing to justice those who failed to appear in court or failed to pay fines and costs while providing for a clear understanding of capiases that are still viable. JP Courts changed policy to permit individual JP courts to handle other JP Court locations' capiases which has resulted in significant time savings for law enforcement, correctional officers and defendants.

**JUDICIAL**  
**02-00-00**

**Technology** - This year the JP Courts implemented the second phase of the statewide case management system, COTS. COTS is now operating in all JP Court civil locations. Processes were honed, reports were refined, staff was trained, and data was reviewed to ensure a smooth transition to COTS. With implementation of the second phase, the advantages are improved financial processing; all case documents will be in electronic format; and availability of records will be enhanced by the ability of filing electronically.

The JP Courts Statewide Mail-In Fine Center received 171,065 payments last fiscal year, collecting a total of \$6,169,438. A project to implement electronic payment of traffic tickets is under development, with issues being resolved relative to online credit card arrangements.

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	17,205.3	17,182.5	17,321.8
ASF	--	--	--
<b>TOTAL</b>	<b>17,205.3</b>	<b>17,182.5</b>	<b>17,321.8</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	246.5	248.5	248.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>246.5</b>	<b>248.5</b>	<b>248.5</b>

**JUSTICES OF THE PEACE COURTS**  
**02-13-10**

**ACTIVITIES**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of shifts per week with security coverage	57	57	59
% of videophone proceedings that take place within 45 minutes of receipt	100	100	100

**Criminal and Traffic Filings**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	61,623	65,388	69,383
Kent	27,603	29,289	31,078
Sussex	39,961	42,402	44,992
Voluntary Assessment Center (VAC)	153,796	163,191	173,160
<b>Total</b>	<b>282,983</b>	<b>300,270</b>	<b>318,613</b>

**Civil Case Filings**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle	22,591	23,971	24,227
Kent	6,689	7,098	7,173
Sussex	5,173	5,489	5,548
<b>Total</b>	<b>34,453</b>	<b>36,558</b>	<b>36,948</b>

**Total Case Filings by County**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New Castle County	84,214	89,359	93,610
Kent County	34,292	36,387	38,251
Sussex County	45,134	47,891	50,540
Voluntary Assessment Center (VAC)	153,796	163,191	173,160
<b>Total</b>	<b>317,436</b>	<b>336,828</b>	<b>355,561</b>

# JUDICIAL

## 02-00-00

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

#### MISSION

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Administrative Office of the Courts (AOC) was established in 1971 pursuant to 10 Del. C. §128. The function of the office is to assist the Chief Justice in carrying out the responsibilities as administrative head of all courts in the State.

Since 1971, several administrative directives promulgated by the Chief Justice and Supreme Court Rule 87 have expanded and clarified the role and responsibilities of the AOC. The role described in these documents includes delivering services to courts, judicial agencies and external customers in the areas of budget development, personnel policies, fiscal policies, collections, technology policies and services, records management, interpreters, planning and research, facilities, education and law libraries. The AOC has recently initiated a new strategic planning process and is working on further defining its roles within the context of Supreme Court Rule 87.

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

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	13,804.7	13,205.3	13,433.3
ASF	9.5	33.4	33.4
<b>TOTAL</b>	<b>13,814.2</b>	<b>13,238.7</b>	<b>13,466.7</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	81.5	80.5	80.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>81.5</b>	<b>80.5</b>	<b>80.5</b>

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

#### MISSION

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

#### KEY OBJECTIVES

- Expand data collection and analysis capabilities; work with OSCCE to increase court collections; enhance safety and security of courthouses; develop a continuity of operations plan; and support efforts to recruit, hire and retain the most qualified candidates and provide promotional opportunities.
- Enhance public access to the courts through provision of interpreters and information to unrepresented litigants.
- Enhance public trust and confidence in the courts through a public information and staff training program.

#### BACKGROUND AND ACCOMPLISHMENTS

Several of the accomplishments during the past fiscal year include:

- Initiated continuity of operations planning for the Judicial branch.
- Developed an AOC intranet site to provide information to employees in such areas as staff training programs, New Castle County Courthouse building information, information system resources, court interpreters, and human resources.

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- Enhanced the Court Interpreter program through the development of Court Interpreter Rules, a continuing education policy, and a pilot telephone program policy, as well as increased the number of persons attending the orientation program, and the number of certified court interpreters.
- Hosted a Mid-Atlantic Conference on Access to Court Records to discuss issues of concern to court systems in the region.
- Reinvigorated and revised the staff training program for Judicial branch employees and developed a new online sign-up system for training programs.
- Provided staff support and assistance in policy development to Judicial branch committees, including the Court Interpreters Advisory Committee, the Courthouse Operations Policy Committee, the Law Library Committee, the Council of Court Administrators, and various COTS committees.
- Implemented a fire safety plan for the New Castle County Courthouse.
- Addressed retention and recruitment problems for conflict counsel.

### ACTIVITIES

- Provide centralized services to the New Castle County Courthouse including safety and security planning and coordination, operating the information desk, filing and payments center, pro se center, and mail room.
- Provide judicial education and staff training services.
- Administer the statewide Court Interpreter program.
- Conduct research and analysis related to justice and speedy trial issues.
- Coordinate and prepare the Annual Report of the Judiciary.
- Administer the Judicial branch public information program.
- Assist in policy coordination and development for issues affecting all courts.
- Coordinate preparation, review and submission of the Judicial branch budgets.
- Serve as legislative liaison for the Judicial branch.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of prospective interpreters attending orientation programs	115	125	130
# of people assisted by NCCCH Self-Help Center staff*	16,295	17,110	17,700
# of NCCCH Self-Help Center volunteers	12	12	15
# of NCCCH Self-Help Center volunteers hours	243	243	255
# of pro bono attorney volunteers	15	15	20
# of pro bono attorney volunteer hours	102	102	110

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

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### OFFICE OF STATE COURT COLLECTIONS ENFORCEMENT 02-17-03

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### MISSION

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

### KEY OBJECTIVES

- Increase the collection of delinquent receivables referred to the Office of State Court Collections Enforcement (OSCCE).
- Increase offender accessibility to satisfy financial sanctions by expanding the use of OSCCE locations as one-stop judicial payment centers.
- Develop and implement new initiatives to assist in the collection of delinquent receivables.
- Participate in branch-wide planning efforts to develop and implement standard financial policies and procedures as it relates to COTS.
- Improve the operational efficiency and effectiveness of the office.

### BACKGROUND AND ACCOMPLISHMENTS

OSCCE continues to evolve, increasing opportunities to function as a one-stop judicial financial center. There are

## JUDICIAL 02-00-00

six judicial payment centers located throughout the State that provide cashiering services for Superior Court, Family Court, Justices of the Peace Courts and Department of Correction receivables. OSCCE's specialized collection program, which includes letter dunning, monetary intercept programs and case management activities, continues to propel the organization forward in achieving the remarkable 97 percent growth in collections it has experienced since Fiscal Year 2000.

In an effort to provide efficient services to the citizens of Delaware, OSCCE continues to build positive working relationships with all branches of state government. Currently, OSCCE assists the Department of Elections with voter restoration rights; works with the Division of Revenue to offset state tax refunds against delinquent receivables owed to the State; and has obtained access to Department of Labor employment records, which allows verification of financial resources when instituting payment agreements. OSCCE is in the developmental stages of several new programs aimed at addressing the collection of outstanding court receivables. OSCCE continues to research and implement new technologies to assist the judiciary with the handling of court receivables.

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of contacts necessary to administer accounts:			
verbal	7,135	8,200	9,000
written	28,870	52,000	35,000*
\$ collected on behalf of:			
Superior Court	2,999,283	0	3,600,000
Family Court	81,871	80,000	80,000
JP Courts	64,182	70,000	74,000
Department of Correction	429,560	450,000	500,000
% increase in \$ collected	1.5	9.0	9.0

*\*Decrease in written communications due to improved efficiencies in agency dunning process implemented at the end of Fiscal Year 2007.*

### JUDICIAL INFORMATION CENTER 02-17-04

#### MISSION

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

#### KEY OBJECTIVES

- Provide technology systems to support business goals, needs and objectives of the courts.
- Provide leadership and oversight of technology efforts supporting the courts' business needs.
- Provide systems that integrate with other criminal justice agencies and stakeholders in the exchange of information.
- Promote standardization of new technologies and methodologies.
- Provide information through technology systems for the citizens of Delaware.

#### BACKGROUND AND ACCOMPLISHMENTS

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

Recent accomplishments include:

- Participated on the COTS project performing project management duties, supporting current COTS sites, and serving in lead roles on the various implementation teams. Successfully implemented Phase 1 and Phase 2 which brought all JP Civil

# JUDICIAL

## 02-00-00

Courts (9, 12, 13, 16, 17 and 19) online with the new Context Case Management System (CMS) product.

- Enhanced the intranet sites for the Judicial branch.
- Monitored current technology and developed system policies and procedures to be used throughout the Judicial branch.
- Established a presence with regional and national technology groups to inform other states about Delaware's technology initiatives.
- Participated in courthouse technology planning and facility renovations.
- Continued to partner with the Government Information Center to provide citizen access to data and services.
- Relocated to a new facility with expanded training facilities and future organizational growth.
- Modified the Protection from Abuse (PFA) process to provide enhanced linking to DELJIS and the National Crime Information Center.
- On going progress toward addressing Department of Technology and Information policy regarding the conversion of critical desktop database applications to server based database applications.

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of high priority software problems resolved within 4 business hours (not requiring procurement)	90	100	100
% of high priority hardware problems resolved within 7.5 business hours (not requiring procurement)	100	100	100
JIC problem calls initiated with Help Desk	8,218	9,040	9,944
JIC problem calls resolved	7,965	8,761	9,638

## *LAW LIBRARIES*

### *02-17-05*

### MISSION

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

### KEY OBJECTIVES

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

### BACKGROUND AND ACCOMPLISHMENTS

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

A law library is maintained in each county in Delaware pursuant to 10 Del. C. §1941. The New Castle County Law Library, located in Wilmington, maintains a collection of 25,000 volumes and is staffed by one law librarian. The New Castle County Law Library is the busiest of the three libraries due to the number of judicial officials in Wilmington, the number of cases filed and the proximity of the Pro Se Center.

The Kent County Law Library in Dover is designated as the State Law Library pursuant to 10 Del. C. §1942. It maintains a legal reference collection of approximately 30,000 volumes and is staffed by one law librarian and two part-time assistants.

The Sussex County Law Library in Georgetown maintains approximately 20,000 legal resources in both print and microfiche form. The library is staffed by one law librarian.

### ACTIVITIES

- Offer reference assistance and guidance to the judiciary, other state agencies, legal community and pro se litigants.

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

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

	<b>FUNDING</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	2,183.3	2,417.7	2,511.1
ASF	1,838.3	3,126.9	3,133.9
<b>TOTAL</b>	<b>4,021.6</b>	<b>5,544.6</b>	<b>5,645.0</b>

	<b>POSITIONS</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	29.0	30.0	30.0
ASF	8.0	8.0	8.0
NSF	--	--	--
<b>TOTAL</b>	<b>37.0</b>	<b>38.0</b>	<b>38.0</b>

***OFFICE OF THE PUBLIC GUARDIAN  
02-18-01***

**MISSION**

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

**KEY OBJECTIVES**

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

# JUDICIAL

## 02-00-00

### BACKGROUND AND ACCOMPLISHMENTS

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

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

### ACTIVITIES

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

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

Duties of a guardian of property include:

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

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of referrals received	189	209	228
# of referrals accepted for public guardianship	56	68	85
# of current guardianships	223	245	270

### VIOLENT CRIMES COMPENSATION BOARD

#### 02-18-02

### MISSION

To promote the public welfare by establishing a means of meeting the additional hardships imposed upon the victims of certain violent crimes, including the family and dependants of those victims.

### KEY OBJECTIVES

- Process all claims submitted to the Violent Crimes Compensation Board (VCCB) for a hearing within 30 days of receipt, and provide assistance to as many innocent victims of violent crime as annual revenue intake allows.
- Increase public outreach initiatives so that all crime victims have a general knowledge of the functions and benefits provided by the VCCB.
- Process payment of claims to victims and providers within ten days of the legal fulfillment requirements.
- Increase new application caseload and supplemental payments to victims of violent crimes reported each year in Delaware.

# JUDICIAL

## 02-00-00

### BACKGROUND AND ACCOMPLISHMENTS

The VCCB is comprised of five members: a chair, vice-chair and three commissioners. All members are appointed by the Governor and confirmed by the Senate.

Compensation is made available to people who are victimized in the State of Delaware. Residents of Delaware who are victimized outside state boundaries may apply to the Delaware VCCB if the state, possession or territory in which the person is injured does not have a functional program.

The purpose of the program is to alleviate some of the financial burden of crime victimization by providing compensation for certain pecuniary losses. Compensation is available for payment of medical and dental expenses, psychiatric care, mental health counseling, prescription medication and eyeglasses, prosthesis, certain out-of-pocket costs, loss of earnings, funeral/burial costs, loss of support, temporary housing and moving or relocation costs. Secondary victims, including the parent(s), spouse, son(s), daughter(s), brother(s) or sister(s) of the primary victim, are eligible for payment of mental health counseling treatment for crime-related issues.

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

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

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

The Forensic Sexual Assault program has been in effect since May 1995 and pays for forensic medical examinations that could be used in prosecuting the offender. Defendants convicted of these sexual offenses are required to pay a special assessment to the VCCB.

The Child Counseling and Assessment program (CCAP) provides benefits with regard to psychological assessments and short-term counseling for children who have been victimized in the State of Delaware and have not reached their 18th birthday as of the date of the crime.

The VCCB will continue outreach initiatives to promote public awareness of the program. The agency will target the general public as well as law enforcement, medical providers, legal professionals, social service providers and victim advocacy volunteer groups. Training and education is offered to professional groups who lead crime victims through the recovery process.

### ACTIVITIES

- Expedite processing of claims and payment of approved claims.
- Increase public outreach initiatives so that all crime victims have a general knowledge of the functions and benefits provided by the VCCB.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of victim costs	80	80	80
% of operational costs	20	20	20

### CHILD PLACEMENT REVIEW BOARD 02-18-03

### MISSION

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

### KEY OBJECTIVES

- Perform the tasks and functions defined in 31 Del. C. c. 38 in a professional, informed and efficient manner to have a positive impact on the State's effort to provide quality services to children in out-of-home placements.
- Collect, record and distribute statistical information regarding children in out-of-home placements with

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the goal of advocating for their unmet service needs.

- Administer the Ivyane D.F. Davis Memorial Scholarship, in partnership with the Division of Family Services, and the Delaware's Education and Training Voucher (ETV) program to support the higher education and training goals of eligible young adults who have been in, or aged out of, Delaware's foster care system.

### BACKGROUND AND ACCOMPLISHMENTS

CPRB is a statewide child advocacy agency. It is chartered by Delaware's General Assembly with the following responsibilities:

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

In carrying out these directives, the CPRB:

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

The CPRB is one of several important independent elements of Delaware's child welfare community with a board made up of more than 80 trained volunteers who contribute more than 4,000 volunteer hours each year. The CPRB has review committees with professional experience including teachers, school counselors, principals, therapists, lawyers, public health and pediatric nurses, and social workers. Adoptive parents, foster parents, and former foster children also serve on the CPRB.

During Fiscal Year 2007, the CPRB completed 827 reviews of children in foster care of which 75 were adjudicated youth and 27 received a mixing review,

which is designed to ensure that non-adjudicated children who are mixed with adjudicated children are not harmed by the experience.

This year, 38 scholarship awards were made to young people who had spent at least one year in Delaware's foster care system. The Ivyane D.F. Davis Memorial Scholarship awards totaled \$47,442; some of which was used as matching funds to allow the State to bring in an additional \$74,586 in federal ETV funds. Eighteen recipients used these funds at four-year colleges, 22 used these funds at community colleges, and five for trade schools.

CPRB furnishes the independent reviews that enhance the State's system for its children in care. CPRB offers a constructive avenue by which Delaware tax payers can monitor the provision of services to the State's most vulnerable children, improve their well-being through advocacy efforts, and focus public attention on the need for permanency and connection in their lives.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of volunteer hours generated	3,956	4,000	4,000
# of volunteer training hours	287	300	300
% of children being reviewed	100	100	100

### EDUCATIONAL SURROGATE PARENT PROGRAM 02-18-04

#### MISSION

Provide well-trained volunteers to advocate for special education children and Part C children in state custody who do not have parents to represent them as required by the Individuals with Disabilities Education Act.

#### KEY OBJECTIVES

- Appoint an educational surrogate parent (ESP) to each eligible child within ten working days.
- Recruit and retain enough ESPs so that an adequate supply is available when an eligible child is identified.

#### BACKGROUND AND ACCOMPLISHMENTS

The Educational Surrogate Parent program (ESPP) continues to grow to meet the needs of the children it serves. The ESPP serves children ages 0-21 whose parents are unable to advocate for them, are in state custody and/or

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have been diagnosed or need evaluation to determine if they meet the eligibility criteria under the Individuals with Disabilities Education Act (IDEA) to receive special education services.

The ESPP coordinator is responsible for reviewing referrals of children submitted to the office for eligibility for admission, requesting additional material and information from various agencies, and coordinating service delivery. The ESPP coordinator recruits and trains prospective ESP candidates. Each completed referral of a child eligible for admission is matched with a trained and certified volunteer based on a particular child's specific anticipated needs and location. The prospective match is submitted as a recommendation of appointment to the Department of Education for approval.

### ACTIVITIES

- Recruit and train volunteers to serve as ESPs.
- Provide ongoing training opportunities, support and materials for ESPs.
- Provide technical assistance to other agencies regarding ESP state and federal regulations to ensure identification of all eligible children.
- Select an appropriate ESP for each eligible child and process documentation for appointment by the Department of Education.
- Coordinate with the departments of Education and Services for Children, Youth and Their Families to improve the ESP system.
- Collect and analyze data regarding ESPs and eligible children.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of ESP appointments	85	100	105
# of children exited	86	85	85
# of children served	264	265	266
# of ESPs:			
trained	141	125	125
exited	50	50	50
available	298	300	302

### OFFICE OF THE CHILD ADVOCATE 02-18-05

### MISSION

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

### KEY OBJECTIVES

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

### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Child Advocate (OCA) was created in 1999 in response to numerous child deaths in Delaware resulting from child abuse. These cases pointed to deficiencies in the child protection system that could not be remedied solely by one entity. The General Assembly determined that an office to oversee these efforts, staff CPAC and provide legal representation on behalf of children was necessary. This would provide education, training and multi-disciplinary collaboration to best serve Delaware's children.

During Fiscal Year 2007, OCA received appropriate referrals on 934 children, a 21 percent increase from Fiscal Year 2006.

On June 30, 2007, 1,160 children were in the legal custody of DSCYF. OCA represented 715 of those children, the Court Appointed Special Advocate (CASA) program represented 310 children, and the remaining 135 children navigated the foster care system without representation. Of those 135 children, 30 percent were from Sussex County and 21 percent were from Kent County. In sharp contrast, only 4 percent of New Castle County children were unrepresented. Great strides have been made by system partners to develop the database which enables OCA and other system partners to identify every child in DSCYF custody, and to generate representation statistics as demonstrated above.

As staff to CPAC, OCA worked with their training subcommittee and developed Child Abuse and Neglect training. CPAC worked collaboratively with the Child Death, Near Death and Stillbirth Commission to develop system improvement priorities which included the evaluation of how history is used in a multi-disciplinary setting to make decisions regarding at-risk children.

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### ACTIVITIES

- Secure legal representation for DSCYF children by employing Deputy Child Advocates and recruit, train and retain volunteer Delaware attorneys to represent children.
- Provide support to CPAC, chair subcommittees, participate in subcommittees and workgroups, draft reports and legislation.
- Educate the public on the services and accomplishments of OCA and the Child Protection Accountability Commission.
- Develop, participate and provide quality training and education to the child protection community.
- Review relevant policies, procedures and laws, and make recommendations for change with a view toward the rights of children.
- Collect and analyze data to determine how many children are not receiving services or representation in Delaware and why.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of appropriate referrals	934	900	900
# of DSCYF children represented by OCA – Total*	715	735	774
New Castle	565	555	584
Kent	62	60	70
Sussex	88	120	120
# of DSCYF children unrepresented – Total*	135	109	166
New Castle	26	21	53
Kent	45	57	65
Sussex	64	31	48
# of children represented by OCA	1,082	1,147	1,216
# of volunteer attorneys	414	434	456
# of volunteer attorneys with over 5 years of OCA service	67	80	90

\*Number of children in DSCYF custody as of June 30, 2007.

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### **CHILD DEATH, NEAR DEATH AND STILL BIRTH COMMISSION**

#### **02-18-06**

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### MISSION

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

### KEY OBJECTIVES

- Review in a confidential manner, the deaths of children under the age of 18, near-deaths of abused and/or neglected children and stillbirths occurring after at least 20 weeks of gestation.

- Provide the Governor, General Assembly and CPAC with recommendations to alleviate those practices or conditions that impact the mortality of children.
- Assist in facilitating appropriate action in response to recommendations.

### BACKGROUND AND ACCOMPLISHMENTS

Delaware's child death review process was established by legislation passed on July 19, 1995, after a pilot project showed the effectiveness of such a review process for preventing future child deaths. The statute was amended in 2002 and again in 2004, changing the name from the Delaware Child Death Review Commission to the Child Death, Near Death and Stillbirth Commission (CDNDSC).

CDNDSC has the authority to create up to three regional child death review panels and three regional fetal infant mortality review (FIMR) teams to conduct retrospective reviews of all child deaths, near deaths due to abuse/neglect and stillbirths (after 20 weeks gestation) that occur in the State. The Commission provides meaningful system-wide recommendations to prevent the deaths and/or near deaths of children and improve services to children. The process brings professionals and experts from a variety of disciplines together to conduct retrospective case reviews, create multi-faceted recommendations to improve systems and encourage interagency collaboration to end the mortality of children in Delaware.

In Fiscal Year 2007, reviews were conducted monthly by each of the three panels (consisting of New Castle, Kent/Sussex and Abuse/Neglect). A child death or near-death is considered to be preventable if one or more interventions (medical, community, legal, and/or psychological) might reasonably have averted the child's death or near-death. The bi-annual joint reviews (where domestic violence was a factor in the death or near death) with the Domestic Violence Coordinating Council's Fatal Incident Review Team began in April 2007.

The Fetal Infant Mortality Review (FIMR) team is now fully staffed and functional. FIMR adopted the Baby Abstracting System and Information Network (BASINET) program that was developed by the Florida Healthy Start Coalition to track fetal and infant deaths. This program has been successfully implemented by several states and appears to meet the needs of the Commission. This program will also be used to provide information to the national database on children's deaths. The Commission has agreed to work with the Delaware Healthy Mothers and Infant Consortium, which will act as the Community Action Team for the FIMR process. The Commission meets quarterly to review and approve the work of the

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panels. Recommendations from expedited reviews of abuse/neglect cases are immediately sent to the Governor, General Assembly, CDNDSC, and CPAC.

Some statistics for Fiscal Year 2007 include:

- 68 deaths or near deaths were sent to the Commission for review;
- 88 cases were reviewed by the child death panels (some cases were from Fiscal Year 2006).
- 110 fetal and infant deaths were referred to CDNDSC;
- Five of the fetal and infant deaths were reviewed;
- 14 cases were reviews of child deaths or near deaths related to abuse and/or neglect; and
- One case was reviewed jointly with the Fatal Incident Review Team (under the Domestic Violence Coordination Council).

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of expedited reviews completed within statutory timeframes	100	100	100
% of recommendations from expedited reviews submitted to Governor and General Assembly	100	100	100
% child deaths that were eligible for review	100	100	100
% eligible FIMR cases reviewed either by the Case Review Team or child death panel*	12.5	50.0	100.0

\* FIMR case review teams were implemented April 2007.

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

#### MISSION

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

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

#### ACTIVITIES

- Review relevant policies, procedures and laws and make recommendations for change with a view toward the rights of the long-term care residents.

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**02-00-00**

- Review the performance of various agencies charged with protecting long-term care residents and provides recommendations for change and improvement.
- Visit long-term care and assisted living facilities to aid in promoting the quality of care for residents.
- Analyze trends in order to assess the value and efficacy of current procedures intended to improve the quality of care and life of individuals receiving long-term care in Delaware
- Prepare and publish annual report, including aggregate data with comprehensive analysis and monitoring of trends in the quality of care and quality of life of nursing home residents, and submitting such report to the Governor, the Secretary of the Department of Health and Social Services and the General Assembly.

**EXECUTIVE  
10-00-00**

**Executive**

**Office of the Governor**

**Office of Management and Budget**

**Delaware Economic Development Office**

**Delaware Health Care Commission**

**Criminal Justice**

**Delaware State Housing Authority**

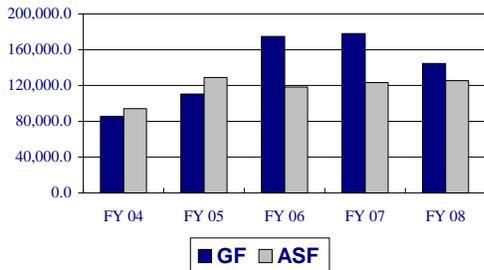
- PHRST
- Administration
- Budget Development, Planning and Administration
- Statewide Human Resource Management
- Benefits and Insurance Administration
- Government Support Services
- Facilities Management

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

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

- Criminal Justice Council
- Delaware Justice Information System

**Five-Year Appropriation History**



**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	275,008.9	144,528.8	150,102.3
ASF	80,111.4	125,576.7	132,058.7
<b>TOTAL</b>	<b>355,120.3</b>	<b>270,105.5</b>	<b>282,161.0</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	327.8	338.8	340.9
ASF	222.5	217.5	219.5
NSF	47.0	47.0	46.9
<b>TOTAL</b>	<b>597.3</b>	<b>603.3</b>	<b>607.3</b>

**FY 2009 STATEWIDE HIGHLIGHTS**

- ◆ Recommend \$8,674.2 for a step increase for those employees in Public Education, agency teachers and those employees in Plans A and D at Delaware Technical and Community College who are entitled to such an increase.
- ◆ Recommend a decrease in the regular employees' pension rate from 16.58 percent to 16.14 percent. This change includes a decrease in the basic pension rate from 7.07 percent to 6.68 percent, which will result in a decrease in pension funding of (\$4,116.2), an increase in the Other Post Employment Benefits Fund from .54 percent to .81 percent, which will result in an increase of \$3,014.9, and a reduction in the Post Retirement Increase Rate from 2.52 percent to 2.20 percent, which will result in a decrease of (\$3,545.3).
- ◆ Recommend a decrease in the judicial pension rate from 34.43 percent to 33.55 percent, which will result in a decrease in funding of (\$45.9).
- ◆ Recommend an increase in the statewide worker's compensation rate from 1.45 percent to 1.75, which will result in an increase in funding of \$3,782.3. When combined with the deferred compensation rate, the rate will increase from 1.65 percent to 1.95 percent.

## EXECUTIVE 10-00-00

- ◆ Recommend \$5,000.0 for a 2.4 percent increase in the state share of employee health insurance premiums.
- ◆ Recommend an increase in statewide debt service of \$7,973.0.
- ◆ Recommend an increase in statewide energy costs of \$266.6.

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

##### **Office of the Governor**

- ◆ Recommend \$62.2 ASF spending authority to reflect projected expenditures.

##### **Office of Management and Budget**

- ◆ Recommend increased and/or new funding in Contingencies and One-Time Items to address statewide and agency-specific initiatives, to include: \$750.0 in Self Insurance, \$450.0 in Legal Fees, \$500.0 in Transition, \$2,000.0 ASF in Appropriated Special Funds, \$500.0 in 2 Year Nursing Expansion, \$1,000.0 in Statewide Relocation Initiatives, \$100.0 in Local Law Enforcement Education, \$500.0 in Delaware Psychiatric Center, and \$300.0 in Compensation Commission.
- ◆ Recommend \$3,171.0 ASF in Workers' Compensation for increased claims and costs.
- ◆ Recommend \$1,800.0 ASF in Pensions to upgrade the retiree computer system and \$201.3 ASF and 4.0 ASF FTEs for the retiree call center.
- ◆ Recommend \$250.0 in Human Resources Management to support the Delaware Employment Link (DEL) Recruitment system.
- ◆ Recommend \$1,831.9 and 2.0 FTEs in Facilities Management for increased operating costs and maintenance of new facilities.

##### **Delaware Economic Development Office**

- ◆ Recommend \$56.0 ASF in Delaware Tourism Office to reflect projected expenditures.

##### **Delaware Health Care Commission**

- ◆ Recommend \$312.5 in DIMER to support contractual arrangements with Jefferson Medical College and Philadelphia College of Osteopathic Medicine.

- ◆ Recommend \$150.0 in DIDER to provide scholarship assistance and continue a contractual arrangement with Temple University School of Dentistry for 18 Delaware students.

##### **Criminal Justice**

- ◆ Recommend \$250.0 ASF in operating costs for expenditures from the DELJIS Fund for technology initiatives.

##### **Delaware State Housing Authority**

- ◆ Recommend one-time funding of \$250.0 in the Office of Management and Budget's contingency for the Delaware Emergency Mortgage Assistance program.

#### CAPITAL BUDGET:

##### **Office of Management and Budget**

- ◆ Recommend \$4,500.0 to finish enhancements to the 800 MHz system to supply the latest communication technology to public safety personnel throughout the State.
- ◆ Recommend \$3,700.0 to continue the implementation of the ERP Project to replace the Delaware Financial Management System (DFMS) and the Department of Transportation's BACIS accounting system and to upgrade and add functionality to the Payroll/Human Resource Statewide Technology (PHRST) system. The implementation of this system will provide one financial management system statewide and integrate with PHRST system.
- ◆ Recommend \$5,000.0 for the Technology Fund, to be used for statewide technology projects.
- ◆ Recommend \$9,000.0 for the Kent County Court Complex for the expansion and renovation of court facilities in Kent County and the continuation of the program to modernize facilities throughout the State.
- ◆ Recommend \$6,500.0 to complete the purchase of the State Employee Workforce, Education and Training Center. This acquisition will provide the State with a safe and secure site for the training of State employees.
- ◆ Recommend \$3,500.0 for the Minor Capital Improvements and Equipment program to maintain state-owned facilities in a safe and efficient condition, and to improve the safety and function of buildings, building systems and grounds.

## EXECUTIVE 10-00-00

- ◆ Recommend \$340.3 for Environmental Compliance to remove underground storage tanks, asbestos and other hazardous materials.
- ◆ Recommend \$150.0 for the Architectural Barrier Removal program to continue making public facilities more accessible to all individuals.

### Delaware Economic Development Office

- ◆ Recommend \$8,000.0 to recapitalize the Strategic Fund, an important tool for attracting and retaining jobs and industry in Delaware and for training programs throughout the State.
- ◆ Recommend \$2,000.0 for year five of the New Economy Initiative, for high priority regional economic development initiatives or to be used as a match to federal dollars to expand Biotechnology and other research fields in our institutions of higher education.
- ◆ Recommend \$1,000.0 for the third of a 5-year commitment to the Fraunhofer Vaccine Development project. This project will help Delaware maintain its competitive edge in the field of applied biotechnology.
- ◆ Recommend \$2,000.0 for the Diamond State Port of Corporation for capital improvement projects designed to retain existing customers and attract new businesses.

### Delaware Health Care Commission

- ◆ Recommend \$2,500.0 for the continued development of a clinical information exchange utility. This utility will allow patient clinical information to be shared among all health care providers, public and private, while still maintaining the appropriate level of privacy for patient information.

### Delaware Housing Authority

- ◆ Recommend \$5,000.0 for the Housing Preservation program. These funds will be used to preserve the existing stock of housing and thereby preserve the flow of federal funds for this program.

## OFFICE OF THE GOVERNOR 10-01-01

### MISSION

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

### KEY OBJECTIVES

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

### BACKGROUND AND ACCOMPLISHMENTS

- The Governor has maintained steadfast support in her effort to have schools that set high standards and prepare children for college, work and life. To that end, she has secured funding for reading resource teachers in every public elementary school and math specialists in every middle school. Fiscal Year 2005 began the initiative for having full-day Kindergarten in every school district by 2008.
- The Governor has worked with individuals, business and industry as well as government at every level to better safeguard Delaware from terrorism. In July 2003, the Department of Safety and Homeland Security was created to centrally coordinate the protection of Delaware citizens against terror attack and natural disasters.
- The Delaware Advisory Council on Cancer Incidence and Mortality created a blueprint for reducing Delaware's cancer incidence and death rates. The Governor has responded to these recommendations by funding screening and early detection of cancer as well as a first-ever attempt to pay for cancer treatment for the uninsured.
- To boost the economy, the Governor proposed and the General Assembly approved the New Economy Initiative designed to retain and expand high-paying jobs in the global economy. This economic

## EXECUTIVE 10-00-00

development package is matched with federal and private funds.

- Through the Livable Delaware initiative, comprehensive land use planning has become a reality in Delaware. This strategy directs intelligent growth to areas where state, county and local governments are most prepared for new development in terms of infrastructure, services and thoughtful planning. In addition, the Green Infrastructure program gives the State the ability to prevent thousands of acres of land from being sold for development.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,388.5	2,611.1	2,645.5
ASF	206.4	198.8	262.0
<b>TOTAL</b>	<b>2,594.9</b>	<b>2,809.9</b>	<b>2,907.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	24.0	24.0	24.0
ASF	1.0	1.0	1.0
NSF	--	--	--
<b>TOTAL</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of constituent inquiries responded to within 30 days	95	100	100

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

### MISSION

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

### VISION

Working together to create excellence in state government.

### KEY OBJECTIVES

- Establish and maintain the Office of Management and Budget (OMB) as an integrated service organization.
- Enhance service delivery and streamline processes by utilizing quality improvement techniques.
- Provide leadership for state government in the management of resources and assets.
- Provide an environment that builds performance excellence through diversity, trust, cooperation, innovation, empowerment, learning and employee recognition.
- Communicate accurately, clearly and in a timely manner to all of OMB's customers and stakeholders.
- Ensure accountability to taxpayers, citizens and other stakeholders.
- Lead long-term planning in key strategic areas of state government.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	198,365.1	127,196.2	132,199.4
ASF	59,888.7	83,424.8	89,611.8
<b>TOTAL</b>	<b>258,253.8</b>	<b>210,621.0</b>	<b>221,811.2</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	238.0	249.0	251.1
ASF	170.5	168.5	173.5
NSF	26.8	27.8	27.7
<b>TOTAL</b>	<b>435.3</b>	<b>445.3</b>	<b>452.3</b>

# EXECUTIVE

## 10-00-00

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

#### **MISSION**

PHRST's mission is to achieve effective integration of diverse employee knowledge and skills, technology and communication within a multi-divisional and cross-functional team in support of OMB's role as a strategic business partner across state government.

#### **KEY OBJECTIVES**

- Implement quality control measures that reduce the number of work requests requiring change, and enhance the overall operational efficiencies and quality at PHRST.
- Support a multi-division and cross-functional workforce of well trained and motivated employees by maintaining an environment that fosters professional development, promotional opportunities and employee recognition.
- Implement, support and enhance statewide Human Resources, Benefits and Payroll systems.
- Deliver timely and accurate information to federal, state and local organizations and vendors.
- Assure accurate payment and benefits to all State of Delaware employees.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Delaware Payroll and Human Resource Statewide Technology (PHRST) system consists of four of the Human Capital Management (HCM) modules within Oracle: Human Resources, Benefits Administration, Payroll and Time and Labor. The system has been in production since 2001 (with the Human Resources module being implemented since 1998). The ownership of this software application was assumed by OMB in July 2005 and OMB is responsible for the operations of the system. PHRST is an integral part of the Delaware Enterprise Resource Planning (ERP) project and is currently working on a system upgrade and integration with First State Financials.

An ERP solution is a centralized organization that provides software applications that are needed across multiple entities within an organization that share similar data. By integration of the modules, PHRST seeks to promote an environment of best practices as they relate to an ERP for the State of Delaware. PHRST maintains a quality team committed to supporting the functional

system requirements to meet the needs of state organizations' system end users, central organizations and vendors.

PHRST had many accomplishments this year that supported OMB initiatives:

- Relocated PHRST staff to newly renovated office space at the Silver Lake Complex in Dover, in close proximity to Department of Technology and Information and the Financials team.
- Completed system updates for the general salary increase for State employees, teacher salary increases, open enrollment processes to include system changes for the new health care provider, tax updates and Oracle software releases.
- Generation of W-2's for State employees.
- Managed the application of DelaWell incentives in PHRST to ensure all eligible employees received payment.
- Responded to numerous Freedom of Information Act and ad hoc data requests.
- Supported the 27th pay solution for schools as it relates to PHRST and employee benefits.
- Conducted quarterly key end user meetings and monthly PHRST Strategic Policy Group meetings.
- Support the Delaware ERP project by assignment of key staff to the project team.
- Successfully completed two process improvement efforts under the direction of the Continuous Improvement Initiatives Committee.

#### **ACTIVITIES**

- Process over 38,000 State employee paychecks bi-weekly.
- Provide leadership and/or information system support for the implementation and enhancements of the PHRST system.
- Administer PHRST system data management, including timely and accurate statewide reporting and development of data files for benefit carriers, payroll vendors, unions, ACH direct deposit transmission, etc.
- Reengineer business processes to allow PHRST and the new financials system to be integrated, taking advantage of a single, integrated database of human capital management (HCM) and financial information.
- Complete annually a disaster recovery test for PHRST.
- Chair the Diversity Strategic Initiative team and have representation on all of OMB's strategic initiative teams.

## EXECUTIVE 10-00-00

- Provide Help Desk functional and system support services to vendors and PHRST end users statewide.
- Deliver and continue to enhance PHRST web-based training delivery.
- Provide functional and system support for online open enrollment (eBenefits) for school district local benefits and institutions of higher education.
- Develop Data Integrity plan to ensure the accuracy of data in the PHRST system in response to statewide reporting requirements.
- Partner with the departments of Technology and Information and Finance to develop a detailed production work plan to achieve greater efficiencies and better allocate resources in relation to the ERP project.
- Provide leadership that ensures an automated environment in which all State organizations can maintain accurate, timely and complete human resources, benefits, payroll, and time and labor data and ensure the accuracy of employee paychecks.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Help Desk calls and correction transactions processed	50,122	48,000	55,000

### *ADMINISTRATION 10-02-05*

## OFFICE OF THE DIRECTOR

### MISSION

Provide leadership, communication and expert knowledge to resolve operational and policy issues utilizing the talents of the Office of Management and Budget team.

### KEY OBJECTIVES

- Provide leadership through words and actions.
- Enhance communication internally and externally.
- Increase efficiency, accuracy, and delivery of OMB services.

### ACTIVITIES

- Provide export and import assistance to Delaware citizens and businesses, and develop and direct international trade related activities.

- Maintain timely and accurate communication with all media outlets, members of the public and other branches of state government.
- As statewide controller, maintain financial stability and accurately project the State's financial situation.
- Provide internal legal services.

## MANAGEMENT SERVICES

### MISSION

To provide leadership with sound financial and technological support to the operations of OMB through collaborative relations with all sections and to provide managerial support and coordination of the Statistical Analysis Center and Office of Minority and Women Business Enterprise (OMWBE).

### KEY OBJECTIVES

- Streamline work processes utilizing available resources.
- Maintain consistent document processing through internal policies and procedures.
- Develop an education/training program for staff and customers.
- Continue to build and strengthen collaborative relationships with customers/stakeholders.
- Encourage and promote the participation of minority and women-owned firms to sell their products and services to the State of Delaware.
- Serve as a central clearinghouse for information and data regarding the current numbers of minority and women business enterprises participating in the State procurement process.

### BACKGROUND AND ACCOMPLISHMENTS

Management Services was established as a unit of the Office of Management and Budget on July 1, 2005. This unit combined the fiscal and information technology functions from the Office of the Budget, Office of State Personnel and Department of Administrative Services. This unit was the only unit of OMB that integrated personnel and functions from the three entities. Because of this, Management Services spent a good deal of time in the last two years standardizing accounting policies throughout OMB, working to establish an Information Technology group to serve all of OMB, and developing collaborative relationships with other units of OMB.

## EXECUTIVE 10-00-00

In March 2006, the Office of Minority and Women Business Enterprise was transferred from the Director's Office to Management Services. OMWBE is dedicated to establishing outreach programs to educate minority and women-owned businesses on the State procurement process.

The Statistical Analysis Center (SAC) is also a unit of Management Services. SAC, in conjunction with criminal justice agencies, maintains research databases related to reported crime and arrests, court activities, domestic violence and corrections.

### ACTIVITIES

- Prepare, process, reconcile, maintain and submit the agency budget, Generally Accepted Accounting Principles (GAAP) report and special request reports of a budgetary or fiscal nature.
- Prepare and process fiscal documents for receipt obligations, transfer and disbursements of state and federal funds.
- Review internal controls, establish fiscal policies and procedures, and educate personnel regarding fiscal policies and systems.
- Serve as a repository for technical assistance and functional information for employees and program managers.
- Provide customer service through web technology to improve the quality and quantity of information available.
- Maintain and administer a state-of-the-art information technology system that links all units.
- Facilitate the improvement of the physical facilities for all units of OMB.
- Establish outreach programs to educate minority and women-owned businesses on the State procurement processes.
- Make recommendations to the Governor, General Assembly and all departments and agencies regarding ways to improve programs and activities that will encourage and promote participation of minority and women-owned business enterprises in the State procurement process.
- Maintain and enhance OMWBE information system to capture data on certified vendors and the products and services they offer.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of clients satisfied with the IT help desk process	*	80	85
% of policies and procedures standardized	*	75	80
% of employees offered staff development opportunities	*	70	100
# of customer training opportunities	*	6	10
% increase in tools provided to raise awareness and participation of contracting opportunities for minority and women business enterprises.	*	20	25

*\* New performance measure.*

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### BUDGET COMMISSION 10-02-06

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#### ACTIVITY

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

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### STATISTICAL ANALYSIS CENTER 10-02-08

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#### MISSION

Provide the State with a professional capability for objective, interpretive analysis of data related to crime and criminal justice issues (juvenile and adult) in order to improve the effectiveness of policy making, program development, planning and reporting.

#### KEY OBJECTIVES

- Prepare and submit crime and criminal justice studies and analysis per the annual work plan.
- Promote the orderly development of criminal justice system information and research database systems within the State.
- Develop and maintain research databases.
- Develop an education/training program for staff.

#### BACKGROUND AND ACCOMPLISHMENTS

Improvements in access to computerized databases, coupled with continued improvement of computer

## EXECUTIVE 10-00-00

hardware and software have provided increased productivity. Per House Bill 250, SAC provides annual studies relating to Youth Rehabilitative Services, institutional populations and movements, detailed recidivism results, and juvenile institution population forecasts. In cooperation with the State Police, State Bureau of Identification (SBI), SAC has provided some of the nation's first National Incident Based Statistics crime research.

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

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

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of analysis and reports published per plan	*	85	90
% of SAC databases that are current	*	70	80
% of staff offered training opportunities	*	60	100
# of improvements in criminal justice system databases associated with SAC input	*	9	10

\* New performance measure.

## BUDGET DEVELOPMENT, PLANNING AND ADMINISTRATION

### MISSION

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

### KEY OBJECTIVES

- To be state government's primary resource for information and expertise regarding the budget, land use planning, financial management and grant research and review.
- To support a diverse workforce of well trained and motivated employees by maintaining an environment that fosters professional development, promotional opportunities and performance recognition.
- To improve decision making capabilities and efficient use of State resources by integrating section workforce and the budgeting, planning and grant review and analysis processes.
- Improve employee awareness and cross training of section functions to minimize disruptions in the budgeting, planning, financial management and grant review and analysis processes.
- To maximize interagency and intergovernmental cooperation and coordination regarding statewide budgeting and planning issues.
- To be prepared to conduct budget and financial management operations when ERP Financials comes online.

### BACKGROUND AND ACCOMPLISHMENTS

The Budget Development, Planning and Administration (BDPA) unit consists of five core functions: budget development, land use planning coordination, strategic planning, grants research and review, and financial management. By integrating these core functions, the unit seeks to promote sound decision-making practices throughout state government. Since operational agencies are the means by which public policy can be implemented, the unit is committed to assisting agencies in the planning and implementation of operational programs and capital projects affecting all Delawareans. During Fiscal Year 2007, BDPA continued to focus on

## EXECUTIVE 10-00-00

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

In addition to managing the State's budget process and coordinating land use planning, the unit provides other services to state agencies. The unit manages the Clearinghouse function for the application of federal grants and maintains a database of all federal funds that have been applied for and tracks federal funds that have been awarded. During Fiscal Year 2007 the unit enhanced the agency submission requirements and annual report to allow for a more comprehensive and informative process.

The unit is responsible for developing and continually updating budgeting and accounting policy for the State. The Budget and Accounting Policy Manual has been made available on the Internet.

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

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

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

#### **ACTIVITIES**

- Prepare Governor's Recommended Operating and Capital budgets.
- Conduct fiscal and policy analysis in support of the annual budget process and ongoing State operations.
- Develop and promulgate accounting policy through the Budget and Accounting Policy Manual.
- Develop policies and procedures for the annual budget and strategic planning processes.
- Serve as single point of contact and provide staff support to the Delaware State Clearinghouse Committee.

- Research federal grant opportunities, monitor fluctuations in federal funding initiatives and track the receipt of grant awards statewide.
- Coordinate land use planning statewide in concert with State Strategies for Policies and Spending and through the certification of county and municipal comprehensive plans.
- Manage the Preliminary Land Use Service (PLUS) process.
- Provide staff support for the Cabinet Committee on State Planning Issues.
- Provide financial management assistance to agencies statewide.

#### **PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of Clearinghouse requests reviewed	656	700	700
# of Advanced Planning Fund requests approved	5	7	7
# of PLUS applications reviewed	132	175	175
# of county/municipal certified comprehensive plans	46	57	57

### ***CONTINGENCIES AND ONE-TIME ITEMS 10-02-11***

#### **ACTIVITIES**

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

## **STATEWIDE HUMAN RESOURCE MANAGEMENT**

#### **MISSION**

Leadership and service for a quality workforce.

#### **KEY OBJECTIVES**

- Attract and hire the best candidates ensuring a quality workforce.
- Continuously train and develop the State's workforce.
- Effectively manage statewide employee performance.

## EXECUTIVE 10-00-00

- Effectively measure, analyze and manage human resource trends affecting state government.
- Enhance Human Resource Management's (HRM) role as a strategic business partner across state government so that human capital is most effectively managed.
- Lead comprehensive and integrated strategic workforce planning efforts across state agencies.
- Implement activities and agency outreach efforts statewide to achieve positive outcomes in representation proceedings as a prelude to compensation bargaining affecting all Merit employees.
- Retain a highly skilled, diverse workforce for the State.

### BACKGROUND AND ACCOMPLISHMENTS

During the past year, HRM had several major accomplishments that directly benefited the State, its employees, applicants, and citizens. Key accomplishments include:

- Implemented the Delaware Employment Link (DEL) as part of efforts to reengineer the State's hiring system. This system has reduced by over half, the average time from posting a position to receipt of referral list by the hiring manager.
- Developed a workforce analysis report for workplace and strategic planning as well as a statewide career development plan and exit survey form.
- Conducted a statewide survey of State employees wherein 80 percent of employees and supervisors reported an increase in productivity as a result of HRM training.
- Conducted the fourth annual Governor's EEO and Diversity Summit and implemented a new diversity training program, *Diversity: Profiting from our Differences*.
- Analyzed and made recommendations on 271 critical reclassification requests, 234 position establishments and 318 compensation requests.
- Developed key statewide policies, guidelines and training for agencies on statutory changes in compensation bargaining, bargaining unit determination and union organizing efforts.
- Maintained effective representation of agencies in discrimination cases. From January 1, 2006 through September 30, 2007, prevailed in 96 of 107 cases

before the Equal Employment Opportunity Commission, Delaware Department of Labor and U.S. Department of Labor.

- Implemented a program to increase mentoring opportunities for employees in pay grades 11 and above.
- Instituted a new toll-free number for employees to call with human resource related questions or concerns.

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

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### ACTIVITIES

- Agency outreach and training on compensation bargaining.
- Advanced salary analysis.
- Communications with State employees and agencies.
- Compliance with Executive Order 81 to support and encourage a diversified workforce.
- Critical reclassifications, maintenance reviews, position establishments and career ladder development.
- Employment test development, validation and administration.
- Grievance arbitration hearings.
- Labor contract negotiations.
- Merit rule and policy interpretations.
- PERB proceedings, including bargaining unit determinations, mediation, interest arbitration and unfair labor practice hearings.
- Representation of agencies in fair employment practices complaints and resolution review, and consolidation of job classifications.
- Selective market variation program.
- Statewide recruitment and hiring.
- Strategic workplace planning.
- Union contract and Merit grievance hearings.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of days from posting a position to delivery of referral list	23	8	8

## EXECUTIVE 10-00-00

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

#### **ACTIVITIES**

- Blue Collar Jobs Training program.
- Career Enrichment program.
- Computer training.
- Customized agency training.
- Executive training program.
- Management Development Institute.
- Organizational development services.
- Statewide Employee Recognition program, including Governor's Team Excellence Award and statewide service awards.
- Statewide training conferences.
- Supervisory/Management/Human Resource Certificate programs.
- Delaware Quality Partnership.
- First State Quality Improvement Fund.
- National Association of Government Training and Development.
- Statewide Training Advisory Network of Delaware.

#### **PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of participants in certificate programs	667	700	735
# of graduates of certificate programs	35	39	43

### **BENEFITS AND INSURANCE ADMINISTRATION**

#### **MISSION**

To provide insurance services, in both a self-funded and commercially purchased environment, that ensure the protection of the State's physical assets and support State employees in maintaining optimum health.

- The Insurance Coverage Office protects the State's physical assets through fiscally responsible, effective, timely and comprehensive insurance management and safety/risk management strategies, policies and services. The Insurance Coverage Office also assists State employees having job related injuries through the effective management of the State's Workers' Compensation program.
- The Statewide Benefits Office supports the health of employees and pensioners by providing progressive comprehensive benefits, quality customer service,

ongoing employee education and efficient management to ensure the best interests of program participants.

### ***STATEWIDE BENEFITS 10-02-30***

#### **KEY OBJECTIVES**

- Provide comprehensive benefits education.
- Provide communication regarding benefit changes and updates to stakeholders and customers.
- Update benefit plan design and cost to satisfy changing needs of employees and pensioners.
- Research three new programs annually.
- Increase efficiency, accuracy and delivery of services.
- Responsibly manage stewardship of Health Fund and benefit premiums.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Statewide Benefits Office is charged with oversight of the Group Health Insurance program for active employees, pensioners and non-state groups covered under our plan based on specific legislation.

During Fiscal Year 2008, the Statewide Benefits Office:

- Established a new vendor, Aetna, for health benefit management;
- Established a new vendor, Delta Dental, for Dental benefit management;
- Contracted with Best Doctors for a second opinion program and diagnosis check within the group health plans to assist employees who have been diagnosed with serious illnesses or need to find a doctor to assist with treatment;
- Expanded on the wellness program for State employees and pensioners; and
- Enhanced employee communications – both written and verbal presentations.

#### **ACTIVITIES**

- Administer:
  - Dental coverage;
  - Employee Assistance Program (EAP);
  - Prescription coverage;
  - COBRA/Health Insurance Portability and Accountability Act (HIPPA);
  - Blood Bank;

## EXECUTIVE 10-00-00

- Disability insurance;
- Life insurance;
- Flexible Spending Accounts (FSA);
- Pre-Tax commuter benefits;
- State Employee Wellness program; and
- Supplemental benefits - home/auto insurance; legal insurance; pet insurance; vision insurance; and long term care insurance.
- Interpret and comply with all federal and state laws and regulations for all programs.
- Verify eligibility requirements.
- Respond to customer and stakeholder questions and complaints.
- Oversee group health fund.
- Conduct open enrollment for most plans annually.
- Provide communication and training to benefit representatives, employees, pensioners, and non-state group employees.
- Research and provide recommendations for enhancements and/or additions to existing benefits programs.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of participants served including subgroups, contracts and members	106,000	108,000	110,000
# of request for proposals and request for information analyzed	4	5	5
# of wellness initiatives researched and recommended	1	3	3
% of customer inquiries acknowledged within 24 hours	92	93	95
% of all inquiries resolved within 5 days	88	90	92

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### ***INSURANCE COVERAGE OFFICE 10-02-31***

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#### KEY OBJECTIVES

- Provide safety/risk management services statewide.
- Reduce the average length of lost time and total incurred costs from workers' compensation injuries.
- Develop and conduct safety and risk management training programs for State employees at all levels to increase safety awareness and offer risk management strategies for location implementation.
- Reduce the liability exposure to the State from unlicensed employee drivers.

- Update Insurance Coverage Office property schedules each year to adequately reflect the physical assets held by the State and ensure that adequate insurance coverage is maintained.
- Reduce the delay in reporting auto incidents to ensure that all claims are reported within the business day in which the incident occurred.

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of days of lost time claims (average)	53.2	41.0	41.0
# of days for workers compensation incident reporting (average)	6	5	4
# of property inspections performed	40	40	40

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### ***PENSIONS 10-02-32***

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#### MISSION

Provide accurate and supportive retirement services and funds management ensuring peace of mind to our customers.

#### KEY OBJECTIVES

- Provide timely, accurate individualized and group services to stakeholders.
- Enhance and maintain our technological capabilities.
- Maintain quality customer service.
- Actively promote an environment that fosters workplace trust, communication and relationships.

# EXECUTIVE

## 10-00-00

### BACKGROUND AND ACCOMPLISHMENTS

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

Accomplishments for Fiscal Year 2007 include:

- A second enrollment period was held for the Disability Insurance program for members of the State Employees' Pension plan. Approximately 92 percent of the employees are now participating in the new program as of January 1, 2006.
- Continued a best practices review for the Board of Pension Trustees and the Pension Office. The Board review will result in documented procedures and responsibilities for all Board and Committee activities. The Pension Office will undergo an external quantitative review of administrative practices and investment performance.
- Legislative action was taken to create a new irrevocable trust fund for Other Post-Employment Benefits (OPEB). The OPEB Fund trust will be used to accumulate and invest assets to address the State's accrued liabilities for retiree health insurance.
- A new contract was awarded for global custody banking services effective July 1, 2006. Also initiated at that time was a securities lending program which allows the pension fund to earn additional income by lending securities to creditworthy borrowers.

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of pensioners	21,699	22,350	23,000
# of active members	42,465	43,400	44,350

### GOVERNMENT SUPPORT SERVICES

#### MISSION

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

#### KEY OBJECTIVES

- Identify applications for and assist agencies in developing more accurate addressing systems to reduce delays in processing times and to potentially increase pre-sort savings.
- Provide statewide mail courier service for all State agencies.
- Provide a one-stop printing and publishing center to service all State agencies.
- Establish a Printing and Publishing Office (PPO) storefront location in Sussex County enabling PPO services in Sussex County.
- Provide cost-effective copier placement for agencies throughout the State.
- Establish business centers throughout the State with networked copiers that allow agencies to reduce costs by eliminating the need to purchase and maintain supplies for desktop printers.
- Operate an efficient fleet to provide the most economical vehicle rentals possible to all State agencies.
- Efficiently operate the Fleet Link Commuter Van Pool program for all enrolled State employees and to support clean air initiatives.
- Facilitate public telephone access to accurate government information through the Helpline center regarding state services, programs and employees.

## EXECUTIVE 10-00-00

- Continue to use strategic sourcing methods in all central and agency contracts.
- Assist agencies in administration of their unique contracts through utilization of levels of assistance.
- Educate and market surplus property asset redeployment services to all State agencies, school districts, local governments and non-profits organization.
- Administer the Emergency Food Assistance program (TEFAP) to distribute commodities to eligible recipient agencies, and distribution services of the USDA donated commodities.

### BACKGROUND AND ACCOMPLISHMENTS

#### Mail/Courier Services

In Fiscal Year 2007, the mail unit accommodated 27 new requests for pick-up and delivery services from State agencies. In Fiscal Year 2007, the mail unit handled 4,198,454 pieces of USPS mail. Additionally, the unit handles an average of 4,125 pieces of interdepartmental mail daily.

A new mail production center was established in Sussex County at the Stockley Center Complex. Two mail courier positions were relocated to this center of operations. An evening courier route was established realizing efficiency in operations. New courier routes were established throughout the State to better utilize existing staff. A new postage machine was purchased for the Carvel mail center as well as upgrading all machines due to the USPS shape based rate increase that went into effect in May 2007.

#### Printing and Publishing

In Fiscal Year 2007, Printing and Publishing acquired two new Heidelberg offset presses and a new Stahl folder using the master lease purchasing agreement and a general services administration contract. The old equipment was outdated and frequently had to be serviced. The new equipment has an estimated 25-year lifespan and will help the unit maintain the highest quality possible for the jobs we produce for agencies throughout the State.

#### Fleet Management

In Fiscal Year 2007, the Fleet Management unit implemented the second part of the two phased revised rate structure, with two tiered mileage limits. This allows agencies to select a rate structure that best meets their actual vehicle usage and assist with their budget challenges. Fleet Management continues to maintain vehicle service and repair at high levels, ensuring State employees are provided safe and dependable vehicles.

State governments are mandated by both the Federal Clean Air and Energy Policy acts to purchase vehicles that reduce air pollution and reduce dependence on foreign oil. For all new qualifying vehicle purchases, 75 percent must be capable of using lower polluting, non-petroleum based fuel. With purchases made in Fiscal Year 2007, 1,382 alternative fuel capable vehicles are now in use.

The unit also installed a web-based vehicle tracking system to collect odometer readings, monitor vehicle condition and provide vehicle location in an emergency. This, along with a new process to review driver license validity, is the unit's continuing efforts to use technology to improve efficiency, safety and service.

#### Service and Information Guide

In Fiscal Year 2007, Delaware Helpline's call volume was 319,724 averaging approximately 27 calls per hour, per operator.

#### Contracting

The Contracting unit continues to utilize Best Practices through use of Strategic Sourcing. The unit negotiated savings and cost avoidance that exceeded \$4 million for Fiscal Year 2007.

#### Delaware Surplus Services

The Surplus Services unit functions as a redeployment unit for excess state-owned physical assets (i.e. furniture, equipment, vehicles, but not real estate), in accordance with 29 Del. C., c.70 and 63A. The unit assists agencies with the process of declaring assets as excess and then manages the redeployment of these assets. State agencies can receive these assets at no cost. Surplus Services maintains a warehouse for reusable excess property acquired for agencies. The unit offers customers a pick-up and delivery service for goods declared surplus or that have not been purchased. This service saves property that may otherwise have ended up in landfills and provides financial savings to agencies that have limited budgets.

In Fiscal Year 2007, the unit served 170 state and local public agencies compared to 155 in Fiscal Year 2006, 25 non-profit agencies compared to 20 in Fiscal Year 2006, and 15 non-educational entities versus 13 in Fiscal Year 2006.

#### Food Distribution

The Food Distribution unit acts as the sole State agency to receive, warehouse and distribute food commodities issued by the federal government for use in the National School Lunch program, non-penal, tax-exempt private or public institutions, state correctional institutions and assistance to other needy persons in accordance with §416 of the Agricultural Act of 1949; provided however, that Government Support Services cannot have control

## EXECUTIVE 10-00-00

over the administration of the school lunch program beyond receiving, warehousing and distributing such food commodities.

In Fiscal Year 2007, 99 percent of the food was ordered using the web-based system. Ninety-eight percent of the 85 recipient agencies that receive USDA commodities order using a web-based system.

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### ***MAIL/COURIER SERVICES*** ***10-02-40***

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#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of agencies evaluated for addressing system	3	12	12
# of agency training sessions	6	12	12
# of USPS metered mail pieces processed (million)	4.1	4.3	4.5
# of USPS metered mail pieces qualified for presort discount (million)	3.3	3.5	3.7
# of interdepartmental mail pieces processed (million)	1.0	1.0	1.0

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

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#### ACTIVITIES

- Provide a one-stop, all-inclusive printing and publishing center to service all State agencies.
- Expand services to better meet the needs of customers.
- Establish contractual relationships with vendors to supplement operations.
- Provide delivery services to customers statewide.
- Coordinate statewide copier placement, acquisition and termination of lease agreements.

- Conduct presentations to State agencies to educate employees on the services available through Printing and Publishing.
- Continue to expand staff training/development initiatives.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of work orders processed	2,485	2,559	2,636
# of errors reported on work orders	17	16	15
\$ value of jobs completed (millions)	3.3	3.4	3.5
# of jobs outsourced	613	595	577
# of new copiers placed or replaced statewide	290	300	305

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### ***FLEET MANAGEMENT*** ***10-02-42***

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#### ACTIVITIES

- Develop the potential of the Fleet Anywhere software for the benefit of customers, employees, vendors, and support organizations and optimize the use of the fleet.
- Manage the commuter vanpool through active marketing and the addition of newer, more appropriate vehicles, in partnership with customers.
- Acquire an appropriate number of alternative-fuel vehicles in compliance with federal regulations.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% fleet utilization	94	92	85
# of monthly turnaways	91	81	75
# of alternative fuel vehicles	1,382	1,408	1,478
# of Fleet Link riders	422	432	442
# of commuting vehicles mitigated per day	378	387	397
% of vehicles serviced within manufacturer's guidelines	94.2	98.0	99.0

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

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#### ACTIVITIES

- Facilitate public access to accurate information regarding state services, programs and employees.
- Provide the public with accurate information on state services and programs.

## EXECUTIVE 10-00-00

- Continue to enhance the HelpLine's effectiveness by recognizing and directly addressing the needs of the public and State agencies.
- Participate in the establishment and implementation of 2-1-1 to facilitate public access to human services within the State of Delaware.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of calls	319,724	350,000	350,000
# of abandoned calls	5,701	7,500	7,500
% of calls answered within 3 rings	90	90	90

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### *CONTRACTING* 10-02-44

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#### ACTIVITIES

- Utilize strategic sourcing methods including best and final offer on all central and level III agency contracts where feasible.
- Continue working with agencies utilizing various levels of assistance.
- Continue use of Liaison program.
- Ensure best practices through training of staff and agencies.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of central contracts	102	102	102
# of agency contracts administered through GSS	32	20	20
\$ saved on central and agency contracts (millions)	4.0	4.0	4.0
# of training programs	6	6	6
# of contracts for recycled products	11	11	13

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

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#### ACTIVITIES

- Educate and market surplus property asset redeployment services to all State agencies, school districts, local governments and non-profits.
- Maximize internet and intranet capabilities to support marketing initiatives to include auction capabilities and the on-line visual display of the vast inventory available to the State agencies and the public at large.

- Maximize technology to track inventory and study trends.
- Maximize services to non profit organizations and local government agencies.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of State agency marketing visits	20	20	25
# of local government marketing visits	25	30	35
# of sales generated from website	125	128	140

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### *FOOD DISTRIBUTION* 10-02-46

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#### ACTIVITIES

- Enhance the timely acquisition, proper storage and timely distribution of the USDA food commodities to child nutrition programs, nutrition programs for the elderly, summer feeding programs and needy families.
- Deliver USDA commodities to six different statewide programs:
  - The Child & Adult Care Food Program (CACFP);
  - Charitable Institutions (CI);
  - Nutrition Services Incentive Program (NSIP);
  - National School Lunch Program (NSLP);
  - Summer Food Service Program (SFSP); and
  - Emergency Food Assistance Program (TEFAP).
- Monitor efficiency and improve customer service through use of the food distribution web-based ordering system.
- Maximize the acceptance of USDA bonus commodities.
- Conduct reviews of agencies that distribute food to needy families and agencies providing congregate meals.
- Review USDA processing program to maximize entitlement dollars and ensure that Delaware students are being provided the best products available at the most competitive price.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of visits to recipient agencies	54	54	54
\$ value of USDA commodities delivered	2,579,896	USDA Dependent	USDA Dependent
\$ per case to deliver USDA commodities	3.02	3.02	3.02
# of agreements issued to deliver USDA commodities	85	90	95

# EXECUTIVE 10-00-00

## FACILITIES MANAGEMENT

### MISSION

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

### KEY OBJECTIVES

- Manage the State's construction and renovation programs.
- Maintain facilities in good and safe condition.
- Increase energy efficiency in State facilities.
- Achieve compliance with the Americans with Disabilities Act in all facilities.
- Maintain accurate and efficient historical records on all construction and renovation projects.
- Assist State agencies in the allocation and management of leased/state-owned space.
- Identify and mitigate environmental hazards in/on state facilities and properties.

### BACKGROUND AND ACCOMPLISHMENTS

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

In addition to OMB projects, Facilities Management provides ongoing management of construction and renovation projects for the departments of Correction, Health and Social Services, State, Services For Children, Youth And Their Families, and the Judicial Branch of government. A number of recent and current projects include the renovation of the State Police Firing Range, the initiation of construction for the Stockley Medical Center, completion of the Office of the State Medical Examiner, completion of the renovations to the Old State House and completion of Phase IV renovations of the Absolom Jones renovation project. Facilities Management completed numerous Minor Capital Improvement projects to maintain and improve the quality of the State's facilities. In addition, Facilities Management continued the refinement of annual

prequalification procedures and developed a registry of contractors for smaller non-public works projects.

In Fiscal Year 2008, the square footage maintained by Facilities Management increased to 3,011,510 with the purchase of the Statewide Training and Education Workforce Center. In Fiscal Year 2008, Facilities Management will begin site work for the new Kent County Courthouse and will oversee the construction of the Kent County Courthouse addition in Fiscal Year 2009.

## FACILITIES MANAGEMENT 10-02-50

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of client surveys rated good or better	85	90	92
% of projects >\$50 thousand having professional performance evaluations	100	100	100

## EXECUTIVE 10-00-00

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

#### MISSION

To be responsible for attracting and recruiting new investors and businesses to the State, enabling the expansion of existing industry, developing entrepreneurial small and minority-owned businesses, promoting and developing tourism, and creating prosperity for Delaware businesses and citizens.

#### KEY OBJECTIVES

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

- Align economic development objectives with quality of life principles contained in the Governor's Livable Delaware agenda;
- Strengthen all industries, particularly focusing on creating and attracting new businesses that complement the cluster markets;
- Collaborate with other departments to sustain and stimulate growth in agriculture, and legal and corporate services industries;
- Enhance the diversification of Delaware's economic base through innovative programs and aggressive marketing and sales efforts;
- Stimulate the growth of the number of technology-based small businesses, wealth created by these firms and employment levels with salaries above the median in Delaware; and
- Support the development of Delaware as a destination for tourism, particularly attracting a new nationally televised event and creating new businesses related to the tourism industry.

#### BACKGROUND AND ACCOMPLISHMENTS

DEDO is comprised of a cluster-driven Market Development unit which supports six industry clusters including: Automotive; Biotechnology and Life Sciences; Chemistry and Advanced Materials; Financial Services; Health Sciences; and Tourism. These clusters are focused on retaining existing businesses, attracting new business to Delaware, creating synergies within the clusters, and implementing strategies to grow and

accelerate transformation, innovation and competition within the clusters. The vision, goals and initiatives of DEDO are aligned to meet the needs of stakeholders.

#### Automotive

In Fiscal Year 2007, DEDO was engaged in the retention and expansion of the General Motors and DaimlerChrysler automotive assembly plants. The Office continued its support of the Delaware Automotive Cluster Alliance. Additionally, Workers Compensation Reform legislation was passed and signed into law by Governor Minner. This legislation is estimated to reduce manufacturer's workers compensation costs by at least 20 percent.

#### Biotechnology and Life Sciences

DEDO demonstrated significant success in leveraging investments in Biotechnology and Life Sciences including the award of grant funding for the Fraunhofer Center for Molecular Biotechnology (CMB). Fraunhofer recently received a \$3.5 million grant from the Bill and Melinda Gates Foundation. This marks the third grant that CMB has received from the Foundation, bringing a total of \$7.4 million in additional research investment to the State's economy.

Orphagenix, Inc. is another exciting start-up located in the City of Wilmington. Delaware's participation in venture capital and angel investor venues further establishes Delaware as a leader in the life science research and development arena. DEDO also provided seed funding for the Delaware BioScience Association.

#### Chemistry and Advanced Materials

DEDO supports the Chemistry cluster by participating in the Chemistry and Advanced Materials Alliance. The market leader assisted in networking events and utilized the Office's database to promote activities. DEDO maintains a cluster directory summarizing local core businesses and service providers.

#### Financial Services

Delaware's pro-business environment, strategic positioning and landmark legislation paved the way for the Financial Services cluster to be a key component of Delaware's economic strength and growth.

Recruitment of new companies continues to be a major focus of the Financial Services cluster. A significant effort has been undertaken to attract large international banking operations to the State. DEDO continues to support the leadership efforts of the Delaware Bankers Association and has been highly involved in raising the local, national and international profile of the Delaware Captive Insurance Association.

## EXECUTIVE 10-00-00

### Health Sciences

Retention and expansion efforts within the Health Sciences cluster focused on financing investments for Dade Behring and St. Francis Hospital. In Fiscal Year 2006, the most recent year for which data is available, the Health Sciences cluster represented 45,227 jobs within the State of Delaware and contributed more than \$3.1 billion to Delaware's Gross Domestic Product. The Delaware Healthcare Association states that Delaware's non-profit hospitals employed a total of 20,278 people at an average salary of \$47,817 per year.

### Tourism

The growth and expansion of tourism-related businesses in Delaware includes products, services, attractions, and large-scale events which aim at increasing revenues for businesses, government and visitation. The cluster identifies tourism business development needs in all three counties and fulfills those needs with the attraction and/or creation of new tourism businesses.

Industry targets include sporting goods manufacturers and retail, destination retail, transportation companies, online travel distribution companies, sports and special events, and year-round family attractions. The cluster's current focus is on recruiting events with national television exposure to showcase Delaware to business and leisure travelers. The tourism business recruitment strategy for Fiscal Year 2008 and out years will focus on companies that support the tourism niche markets such as eco-tourism, heritage tourism, sports, and special events.

### Centers of Excellence

The clusters are supported by five Centers of Excellence units which work closely with the cluster market leaders to leverage public and private sector programs, strengthen existing programs, create new programs, and combine resources to diversify Delaware's economy.

### Capital Resources

During Fiscal Year 2007, the Office revamped its Technology Based Seed Fund (TBSF). This change was based on feedback received from the high-tech, start-up companies which are the target audience of this fund. DEDO split the fund into TBSF I and TBSF II, which better meets the goal of investing in gazelle-like entrepreneurial projects positioned for fast-growth and wealth creation.

The Fund provides equity financing up to \$50,000 (TBSF I) or \$100,000 (TBSF II). TBSF I funding can be used for start-up related expenses including: lab equipment, working capital, office space, and patents. TBSF II funding can be used for later stages in the life of a start-up company for expenses related to prototype development and testing costs. The total amount

awarded by DEDO in Fiscal Year 2007 was \$10,043,620.

### Entrepreneurial and Small Business Support

Delaware Main Street continued to support and strengthen small businesses by offering targeted training programs and loan access opportunities through both state and local main street programs. Five main street towns reveal a combined gain of 18 new businesses and 29 new jobs.

The Entrepreneurial and Small Business Support unit continues to support Delaware by Hand, a non-profit corporation dedicated to showcasing talented craftspeople living and working in Delaware. In Fiscal Year 2007, 55 artisans joined the corporation and membership continues to grow. Delaware by Hand members have participated as featured guests in several successful events.

The unit provided support for more than 329 businesses. Of the 329 businesses assisted during Fiscal Year 2007, 56 percent or 185 were minority and women-owned businesses.

DEDO provided significant financial support to the Delaware Small Business Development Center (DSBDC). As a result of the Office's support, DSBDC conducted 79 training events that directly impacted 1,277 individuals and responded to 3,745 phone and internet inquiries. The DSBDC assisted clients in the creation of 59 new jobs, retained 11 jobs, started 15 new businesses, and obtained 21 loans and 24 capital investments totaling \$4.2 million.

### Industry Research and Analysis

The Industry Research and Analysis unit provided expert data and analysis for potential company recruitment and expansion to Delaware. Significant projects included: identifying emerging clusters, gathering relevant data, preparing analysis, and detailed reports on the plastics and photonics industries. The unit conducted economic impact analysis for 30 projects in Fiscal Year 2007. The center created an advisory board to assist and guide the research efforts.

### Infrastructure and Intergovernmental Relations

The Infrastructure and Intergovernmental Relations unit in Fiscal Year 2007 assisted 37 companies, both existing and new, with site location needs. The total number of jobs impacted was 880 which resulted in a combined investment totaling \$300 million. In addition, the unit presented a Brownfield project to be awarded by the Delaware Strategic Fund.

# EXECUTIVE 10-00-00

## Workforce Development

The Workforce Development unit signed 33 new custom training contracts totaling nearly \$800,000 and benefited nearly 8,000 workers. The contracts impacted all three counties with 45 percent of training contracts in New Castle County, 27 percent in Kent County and 27 percent in Sussex County. Six companies received workforce training funds for the first time from DEDO. The company match for the training funds were 3:1. Of training projects completed during Fiscal Year 2007, 99 percent of the participants completed training and earned an average salary of \$16.58 per hour.

In Fiscal Year 2008, there will be an increased focus on recruiting highly skilled graduates to support the fast growing high tech companies that are located in Delaware. The Workforce Development unit will continue to work with DEDO's cluster markets to help meet the needs of the workforce.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	63,150.8	4,627.5	4,703.5
ASF	5,440.3	5,628.3	5,684.3
<b>TOTAL</b>	<b>68,591.1</b>	<b>10,255.8</b>	<b>10,387.8</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	37.0	37.0	37.0
ASF	15.0	15.0	15.0
NSF	--	--	--
<b>TOTAL</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>

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

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### ACTIVITIES

- Represent the Office before external audiences such as the business community, legislature, state agencies, and public forums.
- Provide efficient, effective accounting and reporting of DEDO's monetary resources and activities.
- Maintain information systems and equipment; monitor the necessity to update or replace office tools; determine computer training needs of staff; and provide access for training.
- Improve the recruitment and retention of qualified staff.
- Provide the highest level of customer service possible in processing in-coming and out-going telephone calls and welcoming visitors to the Office.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of employees with learning plans tied to results-based measures	94	100	100
% of routine computer maintenance and configuration performed in-house	75	80	100

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

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### ACTIVITIES

- Generate earned media both locally and nationally.
- Overhaul DEDO's website to serve as a valuable sales tool in attracting businesses to Delaware.
- Evaluate effectiveness of the Department's marketing plan and adjust it to better promote and position Delaware.
- Increase visitation to Delaware and dollars spent in the State.
- Identify industry trends and programs to leverage partnerships and attract new destination and other tourism related companies to Delaware.
- Attract a new nationally televised event.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% increase in gross receipts from hotels	5	5	5
# of new tourism companies solicited and relocated to Delaware	100:2	100:2	100:2
# of nationally televised events	0	0	1

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

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### ACTIVITIES

#### Market Development

- Prioritize efforts and identify programs that maximize the potential for attracting additional investment.
- Provide leadership and oversight to the Comprehensive Economic Development (CED) plan with stakeholders.

**EXECUTIVE  
10-00-00**

- Utilize strategic marketing to guide the allocation of resources in business attraction and development.
- Nurture business clusters in Delaware to enhance and expand business innovation, wealth creation, business creation, and related job opportunities.
- Leverage the public and private sector to attract new and complimentary businesses and investment to Delaware.
- Maximize economic growth opportunity with the Base Realignment and Closure (BRAC) initiative.

**Centers of Excellence**

- Promote and support development of Headquarters Management Corporations (HMC) incorporating in Delaware.
- Strengthen all businesses bringing revenue to the State, particularly those in the cluster markets.
- Create positive inter-agency collaborations.
- Generate infrastructure support for small businesses, including minority and women business enterprises (M/WBEs), to cost-effectively access business opportunities and market services to State agencies and prime contractors.
- Recruit emerging technology entrepreneurs to actively and regularly use the Emerging Technology Center services.
- Create an Intellectual Property Business Creation program that will enable DEDO to work with the business community to develop under-utilized intellectual property through new business creation and proactive licensing agreements.
- Implement fully the Emerging Technology Center and Technology Based Seed Fund to promote and jump start small business formation and expansion.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% change in cluster employment*	5	5	2
% growth in contribution to Gross Domestic Product:*			
Automotive	5	5	0
Biotechnology and Life Sciences	5	5	3
Chemistry and Advanced Materials	5	5	1
Financial Services	5	5	2
Health Sciences	5	5	5
Tourism	5	5	2
% of Strategic Fund awards for sustainable wage jobs*	85	85	85
# of brownfield sites returned to active use	5	7	3
# of new businesses created in main street and downtown business districts	45	60	60
# of local contractors and suppliers promoted through Delaware by Hand	75	200	200
Ratio of private sector investment to State training dollars	2.3:1	2.3:1	3.0:1
# of companies awarded Technology Based Seed funds	12	12	12

\* Data reflects calendar year reporting.

**EXECUTIVE  
10-00-00**

**DELAWARE HEALTH CARE  
COMMISSION  
10-05-00**

**MISSION**

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

**KEY OBJECTIVES**

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

**BACKGROUND AND ACCOMPLISHMENTS**

The Delaware Health Care Commission was created in 1990 by an act of the General Assembly to develop a pathway to basic, affordable health care for all Delawareans.

The Commission was designed as a policy-setting body that encourages creative thinking. Its initiatives fall into five major categories: Uninsured Action Plan, information and technology, health professional workforce development, research and policy development, and specific health care issues.

In the mid to late 1990s, the Commission addressed access through strategies designed to ease the health professional shortages that existed and continue to exist today. Loan repayment programs, a special project on access to dental care, a study on the nursing workforce supply, surveys on educational programs and allied health professionals are all examples of initiatives designed to assure that Delaware has a sufficient supply of health professionals.

In July 2000, the Commission launched the Delaware State Loan Repayment Program for health professionals. The program is designed to recruit health professionals to areas of the State that have been identified as underserved by the Delaware Health Care Commission.

In 2001, the Commission began implementation of its Uninsured Action Plan. The plan continues to focus on access in two important ways:

- The Community Health Care Access Program (CHAP) links low income, uninsured people with existing programs if eligible, finds a health home for them, and offers access to diagnostic, ancillary services and sub-specialty physician care; and
- The State Planning Program has resulted in proposals and strategies to reduce the uninsured in Delaware, and preserve coverage among currently insured people.

Accomplishments through Fiscal Year 2007 include:

- Received 19,532 CHAP applications that resulted in the successful screening and assignment of 12,539 low income Delawareans to primary care health homes;
- Through the CHAP application and screening process, DHCC determined full medical eligibility for applicants, with 2,454 currently enrolled in Medicaid;
- Through DIMER, assured that at least 20 admission slots were reserved at Jefferson Medical College and five at Philadelphia College of Osteopathic Medicine for qualified Delawareans, and placed 23 health professionals in shortage areas through the Delaware State Loan Repayment Program; and
- Through DIDER, assured that at least six admission slots were reserved at Temple University School of Dentistry for qualified Delawareans, and placed seven dentists in shortage areas through the Delaware State Loan Repayment Program.

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,059.2	3,413.4	3,880.8
ASF	1,329.1	1,307.1	1,307.1
<b>TOTAL</b>	<b>4,388.3</b>	<b>4,720.5</b>	<b>5,187.9</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	4.0	4.0	4.0
ASF	1.0	1.0	1.0
NSF	--	--	--
<b>TOTAL</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**DELAWARE HEALTH CARE COMMISSION  
10-05-01**

**ACTIVITIES**

- Continue implementation of the Uninsured Action Plan.

**EXECUTIVE  
10-00-00**

- Assist in health professional workforce development.
- Improve quality of health care using information and technology through the Delaware Health Information Network to design and implement a statewide clinical information sharing exchange allowing physicians to access patient clinical information in a secure environment, with patient consent.
- Continue research and policy development.
- Work on specific health issues such as mental health, chronic illness, health insurance pools, and health disparities.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of target population enrolled in CHAP	65	70	75
# of people in target population enrolled in CHAP (total population: 19,532)	12,539	13,487	14,355
# of private physicians participating in CHAP	494	500	506

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***DELAWARE INSTITUTE OF MEDICAL  
EDUCATION AND RESEARCH  
10-05-02***

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**BACKGROUND AND ACCOMPLISHMENTS**

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

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

**ACTIVITIES**

- Initiate, encourage and promote a relationship with Jefferson Medical College as Delaware's medical

school and ensure that a minimum of 20 slots are reserved annually for Delawareans.

- Initiate, encourage and promote a relationship with the Philadelphia College of Osteopathic Medicine that allows the school to function as Delaware's School of Osteopathic Medicine and ensure that at least five slots are reserved annually for Delawareans.
- Expand opportunities and incentives for Delawareans to receive training in health and health-related fields and to practice in Delaware.
- Coordinate programs of medical and premedical education with all Delaware institutions of higher learning and Jefferson Medical College.
- Provide education and training programs in the health field and research in health and health-related fields.
- Place health care clinicians in shortage areas through the Delaware State Loan Repayment Program.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of health care clinicians recruited to underserved areas with Loan Repayment Program	7	8	8
# of new students matriculated at Jefferson Medical College	17	20	20
# of new students matriculated at Philadelphia College of Osteopathic Medicine	7	7	5

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

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**BACKGROUND AND ACCOMPLISHMENTS**

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

## EXECUTIVE 10-00-00

2001, the General Assembly established DIDER as an advisory board to the Commission.

### ACTIVITIES

Support, encourage and promote:

- Accredited general practice residencies in dentistry at any general hospital in the State that will provide a comprehensive post-graduate training program in accordance with the program requirements;
- Expansion of opportunities for Delaware residents to obtain post-graduate dental training;
- Strengthening of the factors favoring the decision of qualified dental personnel to practice in Delaware;
- Dental needs of the community at large and particularly those who do not have ready access to dental programs;
- Expansion of opportunities for Delaware residents to obtain training in the dental profession at a reasonable cost;
- Continuing relationship with Temple University School of Dentistry as Delaware's dental school, and ensuring that at least six slots are reserved for Delawareans at Temple University School of Dentistry annually;
- Incentives for qualified personnel in the dental profession to practice in Delaware;
- Support of graduate and post-graduate training programs, including emphasis on those programs targeted to meet the State's health care needs; and
- Placement of dentists and dental hygienists in underserved areas through the Delaware State Loan Repayment Program.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of dentists recruited to underserved areas with Loan Repayment Program	2	4	4
# of new students matriculated at Temple University School of Dentistry	3	6	6

## CRIMINAL JUSTICE 10-07-00

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,680.5	2,427.5	2,467.8
ASF	254.5	205.8	455.8
<b>TOTAL</b>	<b>2,935.0</b>	<b>2,633.3</b>	<b>2,923.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	24.8	24.8	24.8
ASF	--	--	--
NSF	14.2	14.2	14.2
<b>TOTAL</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>

## CRIMINAL JUSTICE COUNCIL 10-07-01

### MISSION

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

### KEY OBJECTIVES

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

## EXECUTIVE 10-00-00

increased emphasis on juvenile justice, the elderly and victims of domestic violence.

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

### BACKGROUND AND ACCOMPLISHMENTS

CJC was created by statute in 1984 to develop and implement policies for improving the criminal justice system in the State. The Council also serves as a liaison between the federal government and state criminal justice agencies. The Council consists of 26 members, including representatives from the judiciary, state and local police departments, and state and local government.

CJC approved funding for more than 226 programs in Fiscal Year 2007, which supported various types of initiatives to improve the criminal justice system and community. These initiatives included community-based drug treatment, juvenile delinquency prevention, anti-crime programming, law enforcement training and equipment, anti-terrorism training, building security, victim services and community empowerment.

In Fiscal Year 2007, CJC administered the fourth year of the Law Enforcement Officers Education Reimbursement program. With this program, over 225 police officers have received more than 340 reimbursements in their pursuit of undergraduate and graduate degrees. CJC receives federal funding from the Department of Justice, including the Edward Byrne Justice Assistance grant program, Juvenile Justice and Delinquency Prevention formula grant, Violence Against Women Act formula grant, Victims of Crime Assistance (VOCA) grant, Residential Substance Abuse Treatment (RSAT), Paul Coverdale Forensic Science grant and the Weed and Seed formula grant. CJC also continues to submit additional competitive discretionary grants when appropriate.

CJC staffs and administers working groups that examine priority issues of the criminal justice community. In Fiscal Year 2007, CJC formally convened a subcommittee to examine and develop a plan for prison re-entry.

CJC works with criminal justice agencies to identify and support budget priorities. This includes working with the General Assembly regarding consideration of bills that affect the criminal justice system. During Fiscal Year 2007, CJC reviewed 61 legislative bills that were related to criminal justice. Of the 29 bills passed by the General Assembly and signed by the Governor, 23 were supported by CJC.

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

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

CJC continues to support the statewide videophone system. Plans are being made to add additional sites and upgrade some existing sites. CJC provides services through the Policeman's Bill of Rights legislation and monitors implementation of the Victim's Bill of Rights requirements.

Other criminal justice related efforts during Fiscal Year 2007 include:

- Hosted a statewide Crime Victim Services two-day conference, where 114 professionals received training;
- Supported a statewide Youth Gang training for 250 law enforcement officers sponsored by the New Castle County Police;
- Expanded the Route 9 corridor Safe Streets Operation with prevention programs, law enforcement, re-entry, and victim services;
- Convened a statewide summit to address issues of race and ethnic fairness in the criminal justice system that was attended by 100 state, local and community leaders; and
- Initiated a statewide Prison Re-entry sub-committee to examine how inmates exit the correctional system in an effort to develop a strategy to implement better policies, procedures and re-entry programs.

# EXECUTIVE

## 10-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Federal \$ awarded to criminal justice community (millions)	8.1	9.1	9.5
Sub-grants:			
awarded	200	210	225
active	275	275	285
Videophone sites	97	100	105
Training hours provided	275	300	320
Public outreach presentations	50	60	70

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

#### MISSION

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

DELJIS was established pursuant to 11 Del. C. c. 86 to maintain an accurate and efficient CJIS. A representative, independent Board of Managers was created to establish policy for the management of an information system. The law allows for an Executive Director and staff to implement and administer the provisions of this chapter under the direction of the Board of Managers. In June 1991, the statute was amended to create the Office of the Director and to expressly delineate the duties of the Executive Director and the office within CJIS.

In keeping with DELJIS' vision towards systems development, many projects were completed in Fiscal Year 2007.

DELJIS created an archive view of the police incident and arrest report. This process has reduced the need for extra filing cabinets and stabilized the growth factors of

complaint storage for the State Bureau of Identification (SBI).

The Prosecution Charging initiative for the Department of Justice was completed. This project enables the Department of Justice to electronically prepare documents and submit them to the Court of Common Pleas to initiate a case. This application will also reduce the manual case load work for the clerical staff in the preparation and filing of documents within the Court of Common Pleas.

In conjunction with the Prosecution Charging initiative, DELJIS designed the Charge Reorganization program which allows CJIS to accurately capture changes. This permits criminal justice practitioners to view the entire case and any changes as it moves through the criminal justice system.

The Department of Justice is statutorily responsible for the issuance of an identity theft passport to any victim whose identity has been compromised. DELJIS created an ID passport system that permits the Department of Justice to electronically capture information in CJIS that can be accessed online. Law enforcement and the courts currently have access to this application which allows them to search the database as needed. Although still in its infancy, this application will help all criminal justice partners and victims from being re-victimized.

DELJIS redesigned the current sex offender registry process to implement the changes required pursuant to the Adam Walsh Act. Additional data elements will be provided as modules to capture information such as vehicles and photographs.

DELJIS worked with the Domestic Violence Coordinating Council and CJC in a two-year project to capture the completion of services mandated through Protection from Abuse Orders. The Department of Technology and Information developed a web-based portal to extract data from CJIS and import the information regarding successful completion of court ordered sanctions. This data transfer will benefit the agencies that provide services to victims within the State of Delaware.

The Department of Justice requested that DELJIS develop an application to capture data on persons of interest. DELJIS developed the application, loaded information into the database, created displays and reports for the Department of Justice and the City of Wilmington Police.

DELJIS developed a website that publishes individuals that are wanted by law enforcement. The website was originally engineered as a stand alone application which required a daily refresh to update information. DELJIS

## EXECUTIVE 10-00-00

developed the application to a web-based, real-time load so that it is updated instantly within the system. The public utilizes this site to provide tips and leads to law enforcement agencies. DELJIS received over 800 emails and an additional 1,500 telephone calls concerning wanted individuals.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of system maintenance requests and adhoc reports	568*	300	450
# of reports created	530	550	600
# of unauthorized disseminations and security research	75	80	90
# of criminal justice users	9,401	9,500	9,800
Breach analysis: (days to review 30 day time span)	70	6 **	3
# of users trained	1,848	1,885	2,000 ***
# of help desk calls	5,701	5,800	6,000
# of electronically presented:			
warrants	35,346	30,485	37,000
criminal summons	4,865	1,500	6,500
e-tickets	43,999	61,515	61,500

\*COTS implementation and Charge File Reorganization.

\*\*DTI installation of new logging system.

\*\*\*Increased projection based on new program for Department of Justice.

## DELAWARE STATE HOUSING AUTHORITY 10-08-00

### MISSION

The mission of the Delaware State Housing Authority (DSHA) is providing affordable housing opportunities and appropriate supportive services to responsible low and moderate income Delawareans.

### KEY OBJECTIVES

- Preserve 492 affordable rental units in need of substantial rehabilitation, preserving \$5.0 million in annual federal subsidies. Of the 492 units, 215 units are the second year of a preservation funding program.
- Ensure that federal Section 8 subsidy contracts are maintained in at least 90 percent of 693 units, maintaining approximately \$6.2 million in annual federal subsidies.
- Create 50 units of newly assisted affordable rental housing.
- Create 35 rental housing vouchers for the chronically homeless for kids exiting foster care and homeless people with disabilities.
- Create 36 units for new permanent housing with supportive services for the chronically homeless, generating over \$275,000 in new federal and other subsidies.
- Ensure that 330 units of existing housing with supportive services for the homeless are maintained, preserving over \$5.0 million in federal subsidies.
- Assist 1,388 families to become homeowners in Fiscal Year 2009.
- Assist 360 homeowners make major structural or emergency repairs.
- Assist 70 homeowners currently in default to avoid foreclosure under the Delaware Emergency Mortgage Assistance program (DEMAP).
- Generate at least \$1 million in Neighborhood Assistance Act (NAA) contributions.

### BACKGROUND AND ACCOMPLISHMENTS

The Delaware State Housing Authority was created in 1968. On July 2, 1998, the Authority was created as a

# EXECUTIVE

## 10-00-00

public corporation of perpetual duration in the Executive Department of the State.

The Authority is authorized to (1) make mortgage, construction and other loans to not-for-profit and limited-profit housing sponsors, (2) make loans to mortgage lenders, (3) purchase qualified mortgage loans from mortgage lenders, (4) apply for and receive assistance and subsidies under programs from the federal government, and (5) issue bonds and notes.

### Accomplishments

- Created and/or financially assisted more than 1,440 units of affordable housing with nearly \$20 million in funding through the Housing Development Fund (HDF), Investment Partnerships (HOME) program, Housing Tax Credit (HTC) program, and Sussex County Habitat for Humanity.
- Maintained efforts to preserve Delaware's affordable housing units by securing renewed contracts for 233 units and providing \$740,000 to financially assist another 268 units.
- Continued to provide direct assistance and/or managerial oversight for 4,480 rental homes for Delaware families in need of subsidized housing support.
- Continued efforts with the Delaware Interagency Council on Homelessness to end chronic homelessness.
- Launched eHousing, Delaware's first online application for Public Housing and Housing Choice Vouchers.
- Provided financial support through the Emergency Shelter Grants program for eight agencies to supply 176 beds/units of emergency and transitional housing.
- Provided financial support for an additional 40 affordable housing vouchers through the federal Housing Opportunities for Persons With AIDS program.
- Teamed up with mortgage lenders to make, a record-breaking, \$360 million in Single Family Mortgage Revenue Bonds available.
- Closed over 2,250 loans to help families become first time homebuyers with mortgage and down payment/closing cost assistance through the Single Family Mortgage Revenue Bond program, Second Mortgage Assistance Loan program, Live Near Your Work program, and the Delaware Housing Partnership.

- Provided over \$2 million for rehabilitation and infrastructure improvements in 15 communities and scattered sites throughout Kent and Sussex counties through the Community Development Block Grant and HOME Investment Partnerships programs.
- Earned an eleventh consecutive Certificate of Achievement Award for excellence in financial reporting from the Government Finance Officers Association.
- Celebrated our nineteenth year as a nationally-recognized "high performer" housing authority by the U.S. Department of Housing and Urban Development.

### ACTIVITIES

- Affordable Rental Housing.
- Homeless Housing.
- Homeownership Housing.
- Neighborhood Assistance Act.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	5,364.8	4,253.1	4,205.3
ASF	12,992.4	34,811.9	34,737.7
<b>TOTAL</b>	<b>18,357.2</b>	<b>39,065.0</b>	<b>38,943.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	35.0	32.0	29.0
NSF	6.0	5.0	5.0
<b>TOTAL</b>	<b>41.0</b>	<b>37.0</b>	<b>34.0</b>

### PERFORMANCE MEASURES

#### Affordable Rental Housing

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of units preserved by rehabilitation	241	288	492
# of units preserved by subsidy	83	114	623
# of units supported by HDF/Tax Credit/HOME	17	350	50

#### Homeless Housing

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of rental vouchers	*	20	35
# of supportive housing	*	337	366

\* New Performance Measure.

**EXECUTIVE**  
**10-00-00**

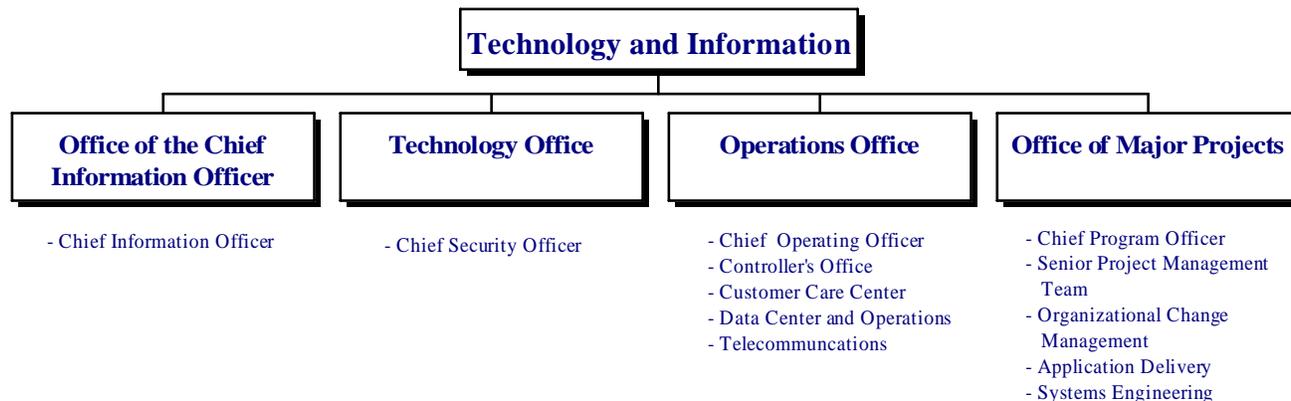
**Homeownership Housing**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of loans assisted by homeownership programs	2,756	1,204	1,388
# of DEMAP mortgages assisted	7	35	70
# of major rehabilitations performed	163	185	160
# of emergency rehabilitations performed	230	200	200



# TECHNOLOGY AND INFORMATION

## 11-00-00



### MISSION

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

### KEY OBJECTIVES

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

### BACKGROUND AND ACCOMPLISHMENTS

The following are major achievements for the Department:

- The 800 MHz Next Generation program is on target for completion, despite the complexity of managing a multi-location statewide program involving the construction of 12 new communication towers. The New Castle County portion of the project is operational providing improved radio communications for state users within the City of Wilmington.
- The One Stop business license team was one of two runner ups at the first Delaware Quality Showcase

Award event. One Stop provides private sector businesses with the ability to secure licensing and other services all in one online location.

- Took a major step to protect Delaware's information assets by launching the Enterprise Information Security program. One of the first items completed was an independent risk analysis which found Delaware's performance to be 20 percent better than the government average and 12 percent better than the combined industry average.
- Completed a project to provide audio streaming during sessions of the House of Representatives in less than 30 days.
- Served as project manager for the IT components of the new Veterans Home. IT applications provide for employee scheduling, dispensing of medicines and other critical functions. Despite the complexity and the need for intense collaboration with many entities, the IT system was operational in time for the June 11, 2007 opening.
- Completed the installation of Transparent LAN Service (TLS) in all of the originally required public schools statewide. This includes all high schools, district offices and middle schools. TLS permitted an elementary school in the Cape Henlopen School District to participate in Rock Our World, an international project on all seven continents where students collaborate online to compose music, make movies and hold video conferences.
- Launched the Cyber Security Email subscription service in August 2006 receiving positive media coverage statewide. The number of subscribers has continued to grow at a steady rate.
- The Identity Access Management (IAM) initiative was successfully implemented during the open enrollment period for state benefits. IAM provides a

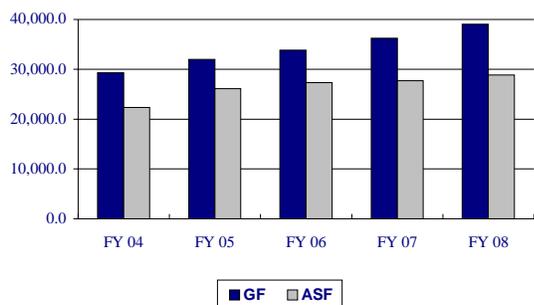
# TECHNOLOGY AND INFORMATION

## 11-00-00

secure and seamless way to access online data using only one password as opposed to several passwords as were required in the past. Over 20,000 state employees used IAM to complete their benefit selections this year.

- The Chief Information Officer (CIO) is nationally recognized in public sector IT, having served as President and Past President of the National Association of Chief Information Officers (NASCIO). He currently serves on NASCIO's Privacy and Security and Real ID committees. Additionally, other senior staff members serve on the Project Management and E-records committees.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	37,647.0	39,022.3	39,929.8
ASF	21,345.4	28,855.6	28,868.2
<b>TOTAL</b>	<b>58,992.4</b>	<b>67,877.9</b>	<b>68,798.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	213.0	213.0	213.0
ASF	18.0	18.0	18.0
NSF	--	--	--
<b>TOTAL</b>	<b>231.0</b>	<b>231.0</b>	<b>231.0</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$572.6 in Data Center and Operations for increased costs of statewide hardware and software licenses.
- ◆ Recommend one-time funding in the Office of Management and Budget's Development Fund for the purchase of a Message Journaling system.

## OFFICE OF THE CHIEF INFORMATION OFFICER

### 11-01-00

### MISSION

To provide leadership and policy direction for the Department of Technology and Information to ensure the Department is well managed.

### KEY OBJECTIVES

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	769.3	975.0	984.9
ASF	--	--	--
<b>TOTAL</b>	<b>769.3</b>	<b>975.0</b>	<b>984.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	5.0	4.0	4.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

# TECHNOLOGY AND INFORMATION

## 11-00-00

### TECHNOLOGY OFFICE

#### 11-02-00

#### MISSION

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

#### KEY OBJECTIVES

- Implement a statewide IT security program.
- Create a statewide Information Security office.
- Lead the development of statewide Business Continuity and Disaster Recovery plans.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	843.9	816.1	829.2
ASF	214.8	473.5	648.8
<b>TOTAL</b>	<b>1,058.7</b>	<b>1,289.6</b>	<b>1,478.0</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	9.0	12.0	12.0
ASF	--	--	2.0
NSF	--	--	--
<b>TOTAL</b>	<b>9.0</b>	<b>12.0</b>	<b>14.0</b>

### CHIEF SECURITY OFFICER

#### 11-02-01

#### ACTIVITIES

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

and enable the State to respond to and recover from a cyber attack.

- Provide leadership and support of unit employees in meeting the goals and performance measures established for the Department.
- Work collaboratively across all work units to meet the needs of our customers.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of repeat high-risk security violations on annual Data Center audit	0	0	0

# TECHNOLOGY AND INFORMATION

**11-00-00**

## **OPERATIONS OFFICE**

**11-03-00**

### **MISSION**

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

### **KEY OBJECTIVES**

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

### **FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	26,831.6	28,358.4	28,399.4
ASF	17,766.7	24,259.9	24,179.4
<b>TOTAL</b>	<b>44,598.3</b>	<b>52,618.3</b>	<b>52,578.8</b>

### **POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	121.5	106.5	98.5
ASF	8.5	10.5	9.5
NSF	--	--	--
<b>TOTAL</b>	<b>130.0</b>	<b>117.0</b>	<b>108.0</b>

## **CHIEF OPERATING OFFICER**

**11-03-01**

### **ACTIVITIES**

- Work with the CIO to ensure the Department can effectively enable the IT solutions required to carry out the service delivery mandate.
- Ensure that the Department maintains an appropriate level of staffing with minimum employee turnover through enhanced employee recognition and workforce development programs.

- Provide leadership and support of unit employees in meeting the goals and performance measures established for the Department.
- Work collaboratively across all work units to meet the needs of our customers.

### **PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% attrition rate	6	< 10	< 10
% of employees with performance measurement plan	100	100	100

## **CONTROLLER'S OFFICE**

**11-03-02**

### **ACTIVITIES**

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

### **PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of IT requests using the business case review process	100	100	100

## **CUSTOMER CARE CENTER**

**11-03-03**

### **ACTIVITIES**

- Coordinate customer related activities to achieve customer satisfaction.
- Execute Service Level Management practices that are timely and effective.
- Develop and report meaningful Service Level Metrics.
- Deliver incident management communications that inform our customers and contribute to effective resolutions.

# TECHNOLOGY AND INFORMATION

## 11-00-00

- Oversee strategic planning that identifies customer's short-term and long-term goals.
- Communicate DTI policies, standards and business practices to customers.
- Effectively support the Technology Investment Management System (former Business Case) process through counsel with customers and process improvement recommendations to the Internal Technology Investment Council.
- Support the Information Resource Manager (IRM) Council for improved customer collaboration.
- Provide request for proposal (RFP) consulting services as requested by customers.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of customer surveys with a rating of very good or outstanding	65.0	80.0	82.5

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### *DATA CENTER AND OPERATIONS*

#### *11-03-04*

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#### ACTIVITIES

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

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### *TELECOMMUNICATIONS*

#### *11-03-05*

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#### ACTIVITIES

- Maintain the statewide information transport network and email system.
- Provide telecommunication support and assistance to all State agencies, schools and branches of state government.

- Design, implement and maintain solutions to protect the State's networked computing resources from intrusion or malicious activity.
- Maintain existing telecommunication systems that are being used to meet customer objectives.
- Help customers evaluate solutions proposed by vendors and third parties for customer deployment.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% availability of computing and network resources:			
- during prime time	99.5	99.5	99.7
- overall	99.0	99.0	99.0
# of information security vulnerability audits performed on a quarterly basis	2	2	2

# TECHNOLOGY AND INFORMATION

## 11-00-00

### OFFICE OF MAJOR PROJECTS 11-04-00

#### MISSION

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

#### KEY OBJECTIVES

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

#### ACTIVITIES

- Provide leadership and support of unit employees in meeting the goals and performance measures established for the Department.
- Work collaboratively across all work units to meet the needs of our customers.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 Gov. Rec.
GF	9,202.2	8,872.8	9,716.3
ASF	3,363.9	4,122.2	4,040.0
<b>TOTAL</b>	<b>12,566.1</b>	<b>12,995.0</b>	<b>13,756.3</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 Gov. Rec.
GF	77.5	90.5	98.5
ASF	9.5	7.5	6.5
NSF	--	--	--
<b>TOTAL</b>	<b>87.0</b>	<b>98.0</b>	<b>105.0</b>

### CHIEF PROGRAM OFFICER 11-04-01

#### ACTIVITIES

- Provide leadership and support of unit employees in meeting the goals and performance measures established for the Department.
- Work collaboratively across all work units to meet the needs of our customers.

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

#### ACTIVITIES

- Provide active project management support for major IT projects initiated by the Department or customers.
- Develop and help implement best practices in project management.
- Help customers evaluate solutions proposed by vendors and third parties for customer deployment.
- Provide development, enhancement and support for the Enterprise Resource Planning application components.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of major projects completed within:			
- stated budget	100	100	100
- established timelines	100	100	100

# TECHNOLOGY AND INFORMATION

11-00-00

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

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### **ACTIVITIES**

- Assist in the management of major projects undertaken by the Department or by customers.
- Develop and help implement best practices in organizational change management.
- Help customers evaluate solutions proposed by vendors and third parties for customer deployment.
- Provide organizational change management education on all levels of project involvement both internally and externally.

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## ***APPLICATION DELIVERY*** ***11-04-04***

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### **ACTIVITIES**

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

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## ***SYSTEMS ENGINEERING*** ***11-04-05***

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### **ACTIVITIES**

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

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



# OTHER ELECTIVE 12-00-00

## Other Elective

### Lieutenant Governor

### Auditor of Accounts

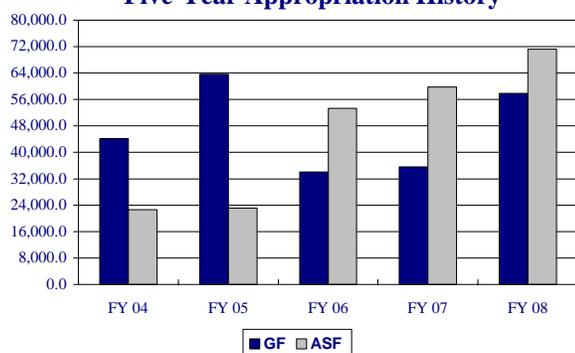
### Insurance Commissioner

### State Treasurer

- Regulatory Activities
- Bureau of Exam, Rehabilitation and Guaranty

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

**Five-Year Appropriation History**



#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	56,542.3	57,815.5	53,488.1
ASF	61,836.5	71,211.5	79,418.3
<b>TOTAL</b>	<b>118,378.8</b>	<b>129,027.0</b>	<b>132,906.4</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	55.5	56.5	56.5
ASF	94.5	96.5	96.5
NSF	2.0	3.0	3.0
<b>TOTAL</b>	<b>152.0</b>	<b>156.0</b>	<b>156.0</b>

#### Auditor of Accounts

- ◆ Recommend \$14.8 ASF in Personnel Costs to reflect projected expenditures.

#### Insurance Commissioner

- ◆ Recommend \$473.7 ASF for increased operational costs, including Captive Insurance initiatives.

#### State Treasurer

- ◆ Recommend \$68.5 ASF in Personnel Costs to reflect projected expenditures.

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

#### Lieutenant Governor

- ◆ Recommend base funding to maintain Fiscal Year 2008 level of service.

## OTHER ELECTIVE 12-00-00

### LIEUTENANT GOVERNOR 12-01-01

#### MISSION

To fulfill the constitutional duties of the office by effectively presiding over the State Senate, fairly and equitably chairing the Board of Pardons, assisting the Governor when asked and providing complete and efficient services to constituents. Additionally, to help improve schools, promote healthier lifestyles, make government more constituent friendly and find new economic opportunities for Delaware.

#### KEY OBJECTIVES

- Promote healthy lifestyles as a tool to improve quality of life for all Delawareans and reduce the incidence of chronic diseases.
- Identify Delaware public schools that have shown continuous improvement in student achievement and provide those schools the opportunity to share their successes and methods with other schools.
- Create and facilitate a pilot mentorship between a school that has raised student achievement and one that is looking for proven methods to implement.
- Serve residents by helping them navigate state government to find the answers to their questions and the solutions to their problems.
- Continue to identify and develop solutions and alternatives to addressing health-related issues such as uninsured and underinsured, disparities that exist in different communities, and the rising cost of health insurance.

#### BACKGROUND AND ACCOMPLISHMENTS

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

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	529.3	579.0	586.9
ASF	--	--	--
<b>TOTAL</b>	<b>529.3</b>	<b>579.0</b>	<b>586.9</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

#### ACTIVITIES

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

- President, Delaware State Senate;
- President, Board of Pardons;
- Chair, Delaware Health Care Commission;
- Chair, Criminal Justice Council;
- Chair, Science and Technology Council;
- Chair, Delaware Center for Educational Technology;
- Chair, Livable Delaware Advisory Council;
- Chair, Interagency Council on Adult Literacy;
- Past Chair, National Lieutenant Governors Association;
- Executive Committee, National Lieutenant Governors Association;
- Chair, Small Business Committee;
- Chair, Single Payer Committee;
- Member, Delaware River and Bay Oversight Committee;
- Member, State Budget Commission;
- Member, United Way Cabinet Committee;
- Honorary Chair, Delaware SafeKids; and
- Honorary Chair, State Employees Charitable Campaign.

#### PERFORMANCE MEASURES

The following are the Fiscal Year 2008 goals of the Office of Lieutenant Governor:

- **Healthy Lifestyles:** Expand the Lieutenant Governor's Challenge, to encourage Delawareans to increase their daily physical activity, thereby lowering their risk of suffering the most deadly chronic diseases, such as diabetes, heart disease and some cancers.
- **Education:** Continue the Models of Excellence in Education initiative and establish a pilot mentorship program. The Lieutenant Governor developed the initiative to identify those schools successfully raising student achievement and to provide them with a platform to share their successes and practices with other schools. This year the program will celebrate its

## OTHER ELECTIVE

12-00-00

third year of partnership with the State Chamber of Commerce's Superstars in Education.

- **Health Disparities:** Lead efforts to address and reduce the health disparities that exist in Delaware as co-chair of the Health Disparities Task Force, which will develop broad-based recommendations for action.
- **Constituent Service:** Continue to provide timely assistance to Delaware residents in need of help by connecting them with proper agencies and people within state government.
- **Economic Development:** Continue to lead efforts to retain and recruit businesses by partnering with the State Chamber of Commerce and other business organizations, and through role as chair of the State's Science and Technology Council.

## AUDITOR OF ACCOUNTS

12-02-01

### MISSION

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

### KEY OBJECTIVES

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

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

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

## OTHER ELECTIVE 12-00-00

contracts or grant agreements that could have a direct and material effect on each major program.

- To ensure that prior audit recommendations, questioned costs and disallowances reported in the Single Audit Report for fiscal year ending June 30, 2006, have been resolved.

The objectives of the Financial/Compliance section are to issue audit reports/engagements to improve the internal control structure, operations, compliance with laws and regulations, and opinions on financial statements in a timely manner.

The objectives of the Investigative Audit section are to conduct investigations that may involve activities of waste, fraud, or abuse of state and/or federal resources, and ensure that the Auditor's Hotline program is a viable service to the citizens of the State of Delaware.

### BACKGROUND AND ACCOMPLISHMENTS

The audits and investigations completed by the office in Fiscal Year 2007 cumulatively identified more than \$24.1 million in cost savings and questioned costs and potential fraud, waste, or abuse of state and federal funds.

The Fiscal Year 2006 Single Audit Report, completed during Fiscal Year 2007, contained 76 findings and 106 recommendations, and disclosed questioned and disallowed costs that totaled \$22.7 million.

During Fiscal Year 2007, the office completed mandated audit reports which resulted in potential cost savings of nearly \$1.4 million.

Thirteen in-depth investigations were conducted which uncovered \$544.0 in fraud, waste and abuse. The investigations disclosed 35 findings and 35 recommendations.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,661.8	3,324.7	3,358.0
ASF	580.0	871.5	886.3
<b>TOTAL</b>	<b>3,241.8</b>	<b>4,196.2</b>	<b>4,244.3</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	36.0	36.0	36.0
ASF	6.0	6.0	6.0
NSF	--	--	--
<b>TOTAL</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>

### ACTIVITIES

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

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

- Past President and Member, National Association of State Auditors, Comptrollers and Treasurers;
- Member, National State Auditors Association (NSAA); Accounting and Financial Reporting Committee and Single Audit Committee for NSAA;
- Member, State Board of Pardons;
- Member, State Insurance Determination Committee;
- Local Chapter President and Member, Association of Government Accountants;
- Member, Association of Certified Fraud Examiners;
- Member, National Audit Forum;
- State Representative and Program Committee Chairperson, Mid-Atlantic Intergovernmental Audit Forum;
- Member, Association of Certified Fraud Specialists;
- Member, American Institute of Certified Public Accountants; and
- Member, Delaware and Pennsylvania Society of Certified Public Accountants.

## OTHER ELECTIVE 12-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of audit reports issued within 45 days of end of fieldwork	95	100	100
% of recommendations agreed to by auditee	69	80	80
% of cases with criminal allegations turned over to the Attorney General's Office within 7 working days after investigation	100	80	80
% of non-criminal reports issued to the organization within 45 days after completion of fieldwork	100	100	100
\$ of cost savings provided from performing Single Audit	300.0	300.0	300.0
% staff utilization	62.4	70.0	70.0
% of CPE compliance for active licenses/certifications	100	100	100
# of licenses and certifications held by staff	78	80	80

## INSURANCE COMMISSIONER 12-03-00

### MISSION

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

- Protect Delaware insurance consumers;
- Inform consumers of their options and rights when it comes to their insurance;
- Serve consumers by controlling the cost of insurance and increasing its availability;
- Advocate for and assist consumers in disputes with their insurance companies and agents; and
- Regulate the insurance industry - including the solvency of insurance companies and the licensure of insurance agents - with the best interest of Delaware's insurance consumers in mind.

### KEY OBJECTIVES

Since January 2005, the goal of the Insurance Commissioner's Office has been to improve its service and responsiveness to, and advocacy for, Delaware citizens and businesses in the area of insurance. Key objectives for the Commissioner and staff include:

- Respond to consumer inquiries and complaints within 24 hours;
- Require insurance companies to respond to Commissioner's Office inquiries made on behalf of consumers within 21 days;
- Make public to consumers the number and nature of complaints against insurance companies;
- Expand the amount of consumer information and guidance on insurance topics provided to consumers by the Commissioner's Office through publications, online, public consumer alerts and community outreach;
- Increase the scrutiny of insurance company rate applications;
- Increase frequency of market conduct examinations of insurance companies when there are practices that appear to not be in the best interest of consumers;
- Analyze and assess the financial condition of insurance entities domesticated and doing business in Delaware;

## OTHER ELECTIVE 12-00-00

- Manage, rehabilitate or liquidate financially-impaired insurers;
- Increase activities and efforts to prevent and prosecute insurance fraud;
- Regulate agent licensing, with a goal of better service to consumers;
- Encourage competition in the Delaware insurance market; and
- Seek changes to the Delaware Code, changes to insurance regulations and new programs within state government in order to better protect, inform, serve and advocate for consumers.

### BACKGROUND AND ACCOMPLISHMENTS

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

- Began an effort with the Department of Health and Social Services (DHSS), Department of Education (DOE), community groups and volunteers to sign up more children for low-cost insurance through the Delaware Healthy Children program;
- Expanded the online rate comparison website to include estimates from more than 50 companies for both auto and homeowners insurance;
- Negotiated with insurance companies to lower premium increase requests based on actuarial recommendations and reviews;
- Cited insurance companies for practices that hurt consumers, with fines ranging from \$15,000 to \$500,000;
- Froze average workers compensation insurance premiums, rejecting a proposed increase;
- Worked with Delaware's legal and financial sectors to attract new captive insurance companies to the State;
- Protected military service members from unscrupulous practices by life insurance agents through a new regulation;
- Worked with the General Assembly to restrict the use of credit scoring;
- Generated more than \$120 million in premium tax revenue;
- Created or updated publications for consumers on Medicare, credit scoring, insurance issues for members of the military, and insurance issues for civic and homeowner associations; and

- Conducted outreach sessions to provide insurance information and complaint services in community centers, senior centers and churches.

### ACTIVITIES

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	22,045.7	25,139.8	25,613.5
<b>TOTAL</b>	<b>22,045.7</b>	<b>25,139.8</b>	<b>25,613.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	79.0	81.0	81.0
NSF	2.0	2.0	2.0
<b>TOTAL</b>	<b>81.0</b>	<b>83.0</b>	<b>83.0</b>

### REGULATORY ACTIVITIES 12-03-01

### ACTIVITIES

**Fraud Prevention Bureau** - Health care and workers compensation cases are reported to the Bureau. In Fiscal Year 2007, the Fraud Prevention Bureau investigated 501 cases. Approximately 64 percent of the cases were resolved by consent or arrest, deemed to be unfounded, or dispositions were suspended.

The Fraud Prevention Bureau has prevented more than \$5.3 million in reserves from being processed since it was created in 1995. Approximately \$64,637 in civil penalties was assessed in substantiated fraud cases during Fiscal Year 2007, an increase of 150 percent from the year before.

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

Fraud investigators also maintain the following activities:

- Member, Delaware Valley Chapter of International Association of Special Investigative Units (SIU);

## OTHER ELECTIVE 12-00-00

- Member, NAIC Anti-Fraud Task Force;
- Member, National Insurance Crime Bureau (NICB);
- Member, International Association of Special Investigation Units;
- Member, National Health Care Anti-Fraud Association; and
- Special training on Health Care Fraud Detection and Investigation and Claims Fraud.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of new licenses:			
producers	12,326	13,300	13,300
adjusters	4,964	4,500	5,000
appraisers	58	52	55
public adjusters	15	15	15
fraternal producers	21	20	20
apprentice adjusters	130	160	135
apprentice appraisers	2	5	8
surplus lines brokers	283	200	285
limited lines producers	305	570	270
business entities	816	800	800
# of agents appointed	53,101	58,300	54,000
# of consumer complaints/inquiries	9,425	12,000	10,000
# of consumer complaints resolved	9,112	11,000	9,000
# of arbitration cases heard	164	190	170
# of arbitration cases closed without hearing	157	200	160
# of participants in Workplace Safety program	(CY06) 1,469	(CY07) 1,500	(CY08) 1,600

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

#### ACTIVITIES

**Consumer Services** - The Consumer Services section investigates and attempts to resolve complaints by Delaware consumers against insurance companies and agents. As the frontline in the Department's interaction with and service to Delaware insurance consumers, the Consumer Services section has been at the center of many of the changes to the Department since January 2005, including a new director position, new deadlines for companies to respond to the Department regarding consumer complaints and a number of administrative actions brought against insurance companies based on complaints from Delawareans to the Department.

Since 2005, the Department has put increased emphasis and resources into reaching consumers, with increased presence at community events, visits by the Commissioner

to every senior center in the State, and rotating visits by Consumer

Services staff to churches in the City of Wilmington. The Department has also published a number of new guides on insurance topics that have been inserted into weekly newspapers and has redesigned and added consumer content to the website. Almost all outreach and promotional materials include the Consumer Services phone number and the Department email address.

Consumer-related performance measures are being adjusted downward for Fiscal Year 2009. Over the last year, Consumer Services has noticed a marked downturn in the number of cases being brought to the Department, even with increased consumer activity and outreach. It is the Department's position that the aggressive pro-consumer stance of the last few years is altering company behavior when it comes to consumer complaints, resulting in more complaints being resolved at the company level and fewer being brought to the Department.

**Examinations/Financial Analysis** - The primary responsibilities for the Examination and Financial Analysis units are to provide financial solvency oversight for Delaware domesticated companies and to perform financial and market conduct examinations as required by statute or as deemed necessary for the protection of Delaware policyholders. The State of Delaware is highly regarded in the business community for its organization and/or domestication. As such, the demand for domestication and redomestication is significant. The Department received reaccreditation from the NAIC in 2003 for five years, which has since been extended a year to 2009.

Bureau personnel are responsible for the registration and/or licensing of 54 accredited reinsurers, six Medicare prescription plans, 109 surplus lines insurers, 41 premium finance companies, 31 reinsurance intermediaries, 156 third party administrators, 545 risk purchasing groups and 92 risk retention groups.

**Market Conduct Oversight** - This section conducts examinations of companies to be sure that companies are in compliance with the Delaware Insurance Code and Regulations with respect to rating, underwriting and claim handling practices. Exams can be scheduled based on complaint activity, special requests or on a regular schedule. In addition to regular examinations, the Department is currently targeting company reviews regarding homeowner coverage, credit scoring practices, rate increase practices in personal lines (auto and homeowner) and health insurance including long-term care insurance. The Department is also participating in the NAIC Market Analysis program, including market conduct and analysis collaboration efforts. This will streamline and enhance the market conduct review of those companies

## OTHER ELECTIVE

### 12-00-00

authorized to transact insurance in the State. The unit exceeded the goal set by the NAIC for completed analysis. The goal for the current fiscal year is to complete an analysis of all domestic companies.

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

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

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

The examiners of the Market Conduct section are pursuing Accredited Insurance Examiner (AIE), Certified Insurance Examiner (CIE) and Certified Professional Insurance Woman (CPIW) designations. Market Conduct Examiners also maintain the following activities:

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

**Producer Licensing** - This section is responsible for the licensing and administration of the following license types: Producer, Adjuster, Appraiser, Public Adjuster, Fraternal Producer, Apprentice Adjuster, Apprentice Appraiser, Surplus Lines Broker, Limited Lines Producer and Business Entities. The section is also responsible for insurance company appointments, continuing education, investigations, and insurer licensing market conduct issues.

This section recently amended the Continuing Education Regulation by implementing flood credit requirements and revising the number of ethic credits required. The staff has provided presentations to business entities, professional insurance organizations, and companies on current insurance industry trends, enforcement issues and ethics.

The section has continued to enhance the electronic application process by providing both residents and non-residents the ability to apply online and renew licenses through the National Insurance Producer Registry (NIPR).

The NIPR Gateway is a communication network that links State insurance regulators with the entities they regulate to facilitate the electronic exchange of producer information. Address change requests are now processed through NIPR as well and licensees now have the ability to update their addresses online in every state in which they are licensed.

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

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

Since its inception in 1988, the program has yielded a savings of approximately \$66 million for Delaware employers. Participation was 1,469 in calendar year 2006, with a projection of 1,480 participants in calendar year 2007.

**Rates and Forms** - The Department has enhanced the tracking and monitoring of rate and form filings with the implementation of a new version of the system for Electronic Rate and Form Filing (SERFF). SERFF is designed to enable companies to send and receive, comment on, and approve or reject insurance industry rate and form filings electronically. Applications and procedures have been updated to streamline the review of filings within SERFF and to speed to market for filings. The Rates and Forms section streamlined the approval process prior to sending filings to the Commissioner for final approval.

The Rates and Forms section maintains the following activities:

- Board Member, Delaware Health Information Network (DHIN);
- Member, Interagency Coordinating Council (ICC);
- Member, Chronic Illness Task Force;
- Member, NAIC Senior Issues Medigap Subgroup; and
- One staff member holds the designation of Fellow, Life Management Institute from the Life Office Management Association.

**ELDERinfo** - ELDERinfo is the State Health Insurance program (SHIP) for Delaware's Medicare population of

## OTHER ELECTIVE 12-00-00

approximately 125,929. The program is a public service of the Delaware Insurance Department and funded, in part, through a grant from the Centers for Medicare and Medicaid Services (CMS), though the Department has increasingly supplemented the program's budget in order to expand its services to consumers.

The program is designed to assist, educate and empower people with Medicare and their caregivers with complex and often confusing matters concerning: the Medicare Prescription Drug Improvement and Modernization Act of 2003; Medigap and other supplemental insurance; medical bills; enrollment issues; non-renewals; Medicare Advantage options; guaranteed issue rights; financial assistance with prescriptions; Medicare Savings programs; long-term care insurance; and other health insurance matters.

Staffing consists of four employees and more than 40 volunteer counselors throughout the State conducting one-on-one counseling. From June 2006 through June 2007, the unit assisted 4,182 beneficiaries with one-on-one counseling and reached more than 25,347 individuals through interactive public presentations, health fairs and direct mailings. The unit mailed 273 Delaware Prescription Assistance program (DPAP) applications, and 110 Medicaid applications, resulting in potential savings of more than \$843,580 with prescription drug benefits and savings for the Medicare premium reimbursement.

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

**Captive Insurance Program** - Created in 2006 following the passage of legislation revamping existing laws, the Delaware Captive Insurance program is targeting the growing sector of insurance companies that are owned by the entities they insure. Much like Delaware's incorporation business, the captive insurance business has the potential to make significant contributions to Delaware's economy and General Fund. With the new law, a concentrated marketing and outreach effort and partnerships with the private sector, the number of captive insurance companies domiciled in Delaware has grown from an original five to an expected 17 by the end of Fiscal Year 2008.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of rates received	3,131	2,705	3,150
# of forms received	29,561	32,000	29,600
# of advertisements received	325	500	325
# of rules received	2,447	2,550	2,500
# of companies regulated:			
domestic	137	145	145
foreign	1,413	1,239	1,473
# of companies examined	57	60	62
# of companies liquidated:			
domestic	4	5	5
ancillary	0	0	0
# of companies under supervision/rehabilitation	2	3	3
# of market conducts	65	80	45
# of captive insurance companies	6	17	27

## OTHER ELECTIVE 12-00-00

### STATE TREASURER 12-05-00

#### MISSION

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

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	53,351.2	53,911.8	49,543.2
ASF	39,209.8	45,200.2	52,918.5
<b>TOTAL</b>	<b>92,561.0</b>	<b>99,112.0</b>	<b>102,461.7</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	13.5	14.5	14.5
ASF	9.5	9.5	9.5
NSF	--	1.0	1.0
<b>TOTAL</b>	<b>23.0</b>	<b>25.0</b>	<b>25.0</b>

### ADMINISTRATION 12-05-01

#### MISSION

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

#### KEY OBJECTIVES

- Accurate daily reconciliation of the State's bank accounts and the accounting of the State's cash position and investments.
- Increase participation of eligible employees in the Deferred Compensation program through effective marketing and investment education.
- Increase the volume of vendor payments made electronically and expand consolidated payments to vendors.

- Increase the number of households participating in the Delaware College Investment Plan.
- Maintain statewide financial literacy efforts.
- Increase efforts, such as demographic analyses and tools for seniors, to help Delaware prepare for future trends impacting state finances.
- Continue to champion electronic commerce.

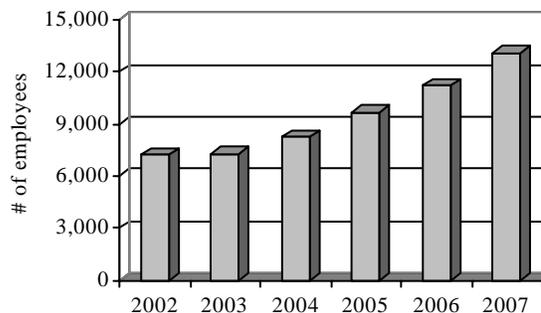
#### BACKGROUND AND ACCOMPLISHMENTS

During Fiscal Year 2007, the State Treasurer's Office continued to develop and meet ambitious objectives related to improving internal operations and services to agencies, vendors, State employees, and taxpayers. Equally important, this agency continues its successful promotion of financial literacy. Nurturing a savings/investment ethic among State employees and the Delaware citizenry, the Office of State Treasurer partners several financial education initiatives.

#### Deferred Compensation Program

Since the October 1999 conversion, participation in the State of Delaware Deferred Compensation program has grown from 3,400 to 13,067 in September 2007. Since the passage of Senate Bill 425, which provides a \$10-per-pay employer match to employee contributions, more than \$19.6 million has been contributed to State employee match accounts. State employees now contribute more than \$1.3 million per paycycle and have over \$335 million saved toward their retirement. The match also allows for rollovers into and out of 401(k)s, individual retirement accounts and other qualified retirement plans.

**Deferred Compensation Program  
Participation**



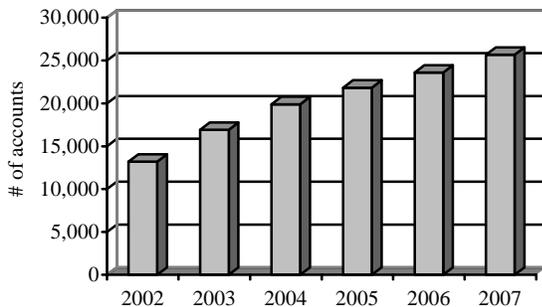
#### College Savings

Since the appointment of the State Treasurer to chair the Delaware College Investment Plan Board in July 1999, the number of new accounts has grown from 824 to more than 25,688. Assets now total more than \$399 million, up from \$320 million this time last year.

## OTHER ELECTIVE

### 12-00-00

**Delaware Collge Investment Plan**



#### **Reconciliation**

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

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

#### **Payables**

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

#### **Cash Management**

Preparation for the bidding of the State's two major banking services contracts began in Fiscal Year 2007. The Cash Management Unit (CMU) is also responsible for promoting the State's partnership with Export Import Bank of the U.S. In addition to completing staff training, the CMU conducted a major statewide mailing to businesses that may benefit from financial assistance to sell their goods in foreign countries.

#### **Education and Financial Literacy**

*Delaware Facing Forward - A look at Delaware's Demographic Future* was completed in the summer of 2007. Thanks to financial support from the State to fund this study, public policy groups, non-profits, service

providers, education organizations and citizens statewide are understanding and focusing on the impact of Delaware's aging and shifting population.

The State Treasurer's Office continues to see considerable interest in the Senior Tool Kit which we produced to assist Delawareans managing the many financial challenges facing our older citizens. The Purses to Portfolios free women's money conference continued its success throughout the State, and the Treasurer's Summit for High School kids from throughout Delaware has also provided lasting impact for hundreds of Delaware youth.

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

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

#### **ACTIVITIES**

- Daily settlement of the cash position to ensure that funds are recorded in appropriate accounts while maximizing dollars available for investment.
- Administration and promotion of the State Deferred Compensation program.
- Promote saving for college education activities and provide staff to the Delaware College Investment Plan (DCIP) 529 College Savings Board.
- Oversee and support the State's relationship with the Export Import Bank of the United States.
- Daily recording and deposit of receipts including tracking ACH activity.
- Reconcile major State bank accounts and lockboxes.
- Disburse funds to meet financial obligations, including ACHs, wire transfers and daily processing of vendor checks.
- Provide service to agencies and schools by issuing stop payment/reissues and other check requests.
- Manage 218 agreements statewide with the federal Social Security Administration.
- Process payroll, pension and personal income tax refunds.
- Facilitate cash management projects statewide that improve efficiency by reducing float, eliminating paper and streamlining processes.

## OTHER ELECTIVE 12-00-00

- Reconcile state payroll and payment of federal taxes.
- Disburse municipal street aid, support to fire organizations and police pensions.
- Approve, monitor and reconcile the State's acceptance of credit cards by any state agency.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of Deferred Compensation participants	12,592	13,500	14,000
# of Delaware College Investment Plan accounts	25,276	26,500	28,000
# of days to reconcile major accounts	5	5	5
\$ ACH vendor payments (billions)	2.4	2.5	2.6

### **DEBT MANAGEMENT 12-05-03**

#### MISSION

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

#### KEY OBJECTIVES

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

### BACKGROUND AND ACCOMPLISHMENTS

During Fiscal Year 2007, all debt service payments to the Depository Trust Company were met on the bond due dates which entailed:

- Disbursement of \$168.2 million for 19 General Obligation issues on \$1,310.6 million outstanding on June 30, 2007; and
- Collection of \$45.7 million from schools for the repayment of their local share of school construction on \$482.1million outstanding local share bonds on June 30, 2007.

### ACTIVITIES

- Maintain records required for bond projects as authorized by the annual Capital Improvement Act from authorization through bond sale and 10 or 20-year amortizations of the projects.
- Provide the Office of Management and Budget with the principal and interest payments due by department, division and organization.
- Provide Bond Counsel with data relating to bond projects including project identification, description, volume, and chapter required to obtain legal opinion for the bond issue.
- Establish, monitor, calculate and pay interest on approximately 457 special funds on deposit with the State Treasurer. Interest in Fiscal Year 2006 totaled more than \$26.1 million.
- Provide assistance to local school districts in acquiring an Attorney General's opinion in securing a Bond Anticipation Note or permanent bond financing of the local share.
- Maintain the school interest table in DFMS to calculate interest to schools for their operation, debt service and construction funds on deposit with the State Treasurer. Interest paid to school districts on their funds on deposit with the State Treasurer totaled \$16.9 million for Fiscal Year 2007.
- Assist the general public with any inquiries concerning state bonds.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of accounting automation for debt issuances	100	100	100

**OTHER ELECTIVE**  
**12-00-00**

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

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**MISSION**

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

**KEY OBJECTIVES**

- Streamline the processing of revenue refunds.

**BACKGROUND AND ACCOMPLISHMENTS**

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

In accordance with the annual grants-in-aid legislation, this agency makes quarterly disbursements to non-profit organizations.



**LEGAL**  
**15-00-00**

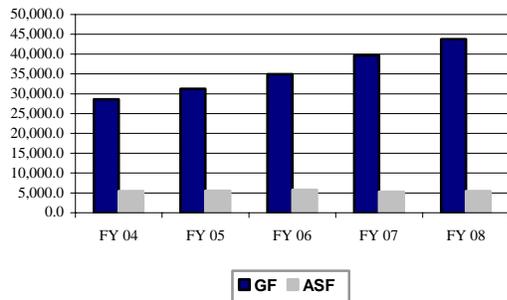
Legal

Office of Attorney General

Public Defender

Board of Parole

**Five-Year Appropriation History**



**Board of Parole**

- ◆ Recommend base funding to maintain Fiscal Year 2008 level of service.

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	41,614.2	43,751.3	45,590.4
ASF	4,283.0	5,451.1	5,528.5
<b>TOTAL</b>	<b>45,897.2</b>	<b>49,202.4</b>	<b>51,118.9</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	440.5	452.5	457.5
ASF	58.9	60.4	60.4
NSF	48.6	47.7	53.7
<b>TOTAL</b>	<b>548.0</b>	<b>560.6</b>	<b>571.6</b>

**FY 2009 BUDGET HIGHLIGHTS**

**OPERATING BUDGET:**

**Attorney General**

- ◆ Recommend \$45.4 and 2.0 FTEs for the Criminal Division, Misdemeanor Trial unit to provide six month funding for increased caseloads in Superior Court.
- ◆ Recommend \$94.4 in Contractual Services for increased lease costs and expert witness fees.

**Public Defender**

- ◆ Recommend \$130.0 and 2.0 FTEs to provide six month funding for increased caseloads in Superior Court.

# LEGAL

## 15-00-00

### OFFICE OF ATTORNEY GENERAL

#### 15-01-01

#### MISSION

To provide successful prosecution of violations of criminal law; provide legal services to State agencies, officials and instrumentalities; and protect the public against fraud and deceptive trade practices.

#### KEY OBJECTIVES

- Ensure all criminal matters are fairly and efficiently resolved in a manner that safeguards the constitutional rights of the defendants and human rights of the victims.
- Provide timely and accurate information to victims and witnesses regarding the criminal cases that involve them.
- Reduce delays in the resolution of criminal cases.
- Initiate enforcement of the Delaware Nuisance Abatement Act.
- Enforce laws pertaining to youth access to tobacco and enforce the Master Settlement Agreement in an effort to prevent the loss of settlement dollars.
- Provide public accessibility to government documents and meetings under the Freedom of Information Act.
- Protect the interest of abused, neglected and dependent children and enhance the legal services provided to the Division of Family Services.
- Execute the Attorney General's priorities through comprehensive planning, programming and budgeting, and ensure the appropriate distribution of resources.
- Prosecute health care providers who have defrauded or attempted to defraud the Delaware Medicaid program, and recover damages for the program.
- Investigate possible violations of consumer protection laws and enforce the laws through cease and desist orders, consent agreements or filing of civil actions.
- Ensure that registered financial professionals comply with the Delaware Securities Act.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of Attorney General is organized into six divisions: Criminal, Civil, Family, Fraud, Administrative, and Appeals. All divisions are directed

by the Attorney General who serves as the chief law enforcement officer of the State. The Attorney General supervises and directs the overall administration of the Department and is assisted by the Chief Deputy Attorney General and Chief of Staff.

#### CRIMINAL DIVISION

Mission - To protect all citizens of Delaware by prosecuting violations of criminal and motor vehicle laws throughout the State in a just and efficient manner; provide counseling, support referral, notification and information services to victims and witnesses of crime; and provide legal assistance and training to other law enforcement agencies.

The Criminal Division is responsible for processing criminal cases in Superior Court, Court of Common Pleas, and to a lesser extent, Justices of the Peace Courts. To fulfill this responsibility, the Division is organized into various units in all three counties. In New Castle County those units are the Felony Trial, Victim/Witness, Drug, Sex Crimes, Felony Screening, White Collar Crime, Misdemeanor Trial and Career Criminal. In Kent and Sussex counties, those units are the Felony Trial, Misdemeanor Trial, Felony Screening and Sex Crimes.

The Criminal Division is responsible for prosecuting the great majority of all the criminal cases heard by the Superior Court and the Court of Common Pleas.

#### CIVIL DIVISION

Mission - To provide exceptional, cost effective legal services to State agencies and departments in the best interest of the public.

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

Deputies advise their clients regarding civil legal issues involving such diverse areas as environment, contract, tort, civil rights, labor, finance, employment, and administrative law. The Civil Division provides services

## LEGAL 15-00-00

through three working groups: Government Services, Departments and Agencies, and Litigation.

### **FAMILY DIVISION**

Mission - To protect Delaware's families by prosecuting violations of criminal and civil laws throughout the State in a just and efficient manner which best serves the interest of the public, and which seeks to always protect children and the family.

In Fiscal Year 2007, the Attorney General established a sixth division in the Department of Justice, the Family Division. The Division consists of four units: Child Support, Child Protection, Juvenile Delinquency and Truancy, and Domestic Violence and Child Abuse. The Division was formed by blending employees from both the Civil and Criminal divisions that handle Family Court cases. These legal issues involve child support enforcement, child protective services, juvenile delinquency, and domestic violence cases. The Division has responsibility for handling cases in all courts in the State.

The Family Division, the first of its kind in the nation, will take an aggressive role in enforcing the criminal law as it applies to those who neglect their financial responsibilities toward their families.

### **FRAUD AND CONSUMER PROTECTION DIVISION**

Mission - To protect the State and its citizens from fraud, unfair and deceptive trade practices; fraud committed by Medicaid providers and abuse, neglect, mistreatment and financial exploitation of infirmed individuals; persons or firms who violate the Delaware Securities Act; and public corruption while ensuring the public benefits from a competitive environment based upon free enterprise.

The Fraud Division continues to provide invaluable services to the public through enforcement of laws, comprehensive investigatory practices, aggressive prosecution (when necessary) and a strong emphasis on community education to ensure that citizens are aware of their rights and understand protections under the relevant laws. Consumer education and outreach efforts are proving successful as demonstrated by the growing demand on the Consumer unit's resources, particularly in connection with victim contact and public education demands. Significant efforts have been invested in the areas of predatory lending and manufactured housing.

The Antitrust unit participates in multi-state antitrust investigations and litigation. Through these multi-state

actions, the unit has been successful in obtaining injunctive and monetary relief for the State and its consumers.

### **ADMINISTRATIVE DIVISION**

Mission - The Administrative Division is responsible for providing customer-oriented operational support to Department of Justice employees. The Division manages information systems, personnel programs, fiscal discipline, purchasing and supply, facilities, and oversees the immigration and naturalization related services provided to residents of Delaware.

The Division is divided into six units: Human Resources, Fiscal, Supply and Purchasing, Information Technology, Extradition, and Service for Foreign Born.

### **APPEALS DIVISION**

Mission - To represent the State in criminal appeals in the Delaware Supreme Court, United States Supreme Court and in federal habeas corpus litigation.

The Appeals Division represents the State's interest in criminal and appellate matters, primarily in the Delaware Supreme Court, U.S. District Court, U.S. Court of Appeals, and U.S. Supreme Court.

The Appeals Division performs essentially three functions. First and foremost, it is responsible for persuading the Delaware Supreme Court to affirm criminal judgments of conviction. The Division is also the State's advocate in a host of other criminal (or criminally related) appellate matters, including those relating to sentencing, adjudication of probation violations, and pretrial and post-conviction relief matters.

The second function of the Appeals Division is to defend the federal constitutionality of state judgments of conviction from appeal in federal court by prisoners in State custody. Such appeals are brought pursuant to the federal habeas corpus provisions of 28 USC §2254.

The third function of the Division is to provide research assistance to the prosecutors in cases presenting highly complex legal issues such as capital murder prosecutions. This consists of assisting with questions that arise, or are anticipated to arise, during trial. On occasion, the appellate attorneys are also responsible for preparing written memoranda at the trial level or conducting in-depth research assignments.

# LEGAL

## 15-00-00

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	27,438.9	28,440.0	29,614.5
ASF	4,283.0	5,451.1	5,528.5
<b>TOTAL</b>	<b>31,721.9</b>	<b>33,891.1</b>	<b>35,143.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	290.5	299.5	302.5
ASF	58.9	60.4	60.4
NSF	46.6	45.7	48.7
<b>TOTAL</b>	<b>396.0</b>	<b>405.6</b>	<b>411.6</b>

### ACTIVITIES

- Prosecute violations of Delaware criminal law.
- Provide legal services to State agencies, officials and instrumentalities.
- Protect the public against consumer and government fraud.
- Disseminate information and provide services to victims of crime.
- Counsel and advise victims of domestic violence and sexual assault.
- Seek additional federal and state funding to aggressively enforce Child Predator laws.
- Increase prosecution and initiatives with the creation of the Family Division.
- Respond to community leaders, legislators and police agencies with community prosecution and crime deterrent initiatives and enforce the Nuisance Abatement Act for drug and social vices.
- Undertake drug asset forfeitures.
- Extradite prisoners and process gun permits.
- Investigate allegations of police and other official misconduct.
- Develop legislative initiatives pertaining to criminal and civil justice matters.
- Administer budgeting, payroll, clerical, technological and personnel components of the Department.
- Intake, screen and refer consumer complaints.
- Counsel and advise clients regarding immigration and naturalization matters.
- Draft legal opinions and reports, including advice concerning compliance with the Delaware Freedom of Information Act.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of average Superior Court filings per prosecutor	191	179	193
# of average Court of Common Pleas filings per prosecutor	9,096	9,423	8,200
# of average Family Court filings per prosecutor	975	926	925
% of Delaware Supreme Court appeals with State's brief filed within 60 days	100	100	97

## LEGAL 15-00-00

### PUBLIC DEFENDER 15-02-01

#### MISSION

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

#### KEY OBJECTIVES

To maintain its outstanding national reputation and ensure that the Office of the Public Defender provides effective assistance of counsel to its clients while responsibly using the agency's personnel resources, the Public Defender has identified the following objectives:

- Reduce attorney caseloads to guarantee compliance with the national standards established by the National Advisory Commission;
- Require psycho-forensic evaluators (PFEs) to produce a minimum of 60 court plans each year;
- Conduct intake interviews with incarcerated individuals within two days of their imprisonment and make attorney assignments within one day thereafter;
- Make full use of Judicial Information Center (JIC) and Delaware Justice Information System (DELJIS) to open client files; and
- Require attorneys to contact incarcerated clients in person or by videophone to prepare their defense.

#### BACKGROUND AND ACCOMPLISHMENTS

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

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

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

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

#### Legal Services

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

Investigators assist staff attorneys by conducting initial interviews with defendants to determine indigency based on financial resources and the client's account of events that led to his or her arrest. They also gather facts about the alleged offense(s) and incorporate these facts into written reports for reference by staff attorneys. It is also the responsibility of the investigator to interview witnesses; serve subpoenas; collect, preserve and evaluate evidence; and conduct surveillance.

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

Mitigation specialists perform all PFE functions in death penalty cases and also assist attorneys in the development and presentation of mitigation evidence in death penalty cases. Paralegals assist with case management, document preparation, client and court communication, legal research, as well as attorney schedule maintenance. Other support staff open and assign client files to attorneys and make necessary entries in the JIC, DELJIS and Public Defender database systems.

The Public Defender chairs the Videophone Subcommittee of the Delaware Criminal Justice Council

**LEGAL**  
**15-00-00**

(CJC). The Videophone Sub-Committee has authority over the statewide system of videophones. The Public Defender and his employees provide oversight and maintenance at all of the sites. The Public Defender assigned attorneys to videophone locations at Delores J. Baylor Correctional Institution, Delaware Correctional Center, Howard R. Young Correctional Institution, Sussex Correctional Institution and New Castle County Detention Center.

**Administrative Services**

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

**Technology Services**

The Technology Services section is responsible for developing, implementing and maintaining all aspects of computer technology, which includes the statewide CJC videophone system.

The Office of the Public Defender will continue its ongoing efforts to develop an integrated statewide case tracking system. The use of Delaware Uniform Case (DUC) numbers in New Castle County among the police, courts, prosecution, defense and corrections is a first step. The office will continue to work closely and share relevant computer information with the other components of the criminal justice system. The development of an integrated statewide case tracking system will effectively enable all criminal justice components to track cases through the system from issuance and execution of the warrant to release from supervision by the Department of Correction.

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	13,627.5	14,658.8	15,316.0
ASF	--	--	--
<b>TOTAL</b>	<b>13,627.5</b>	<b>14,658.8</b>	<b>15,316.0</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	142.0	145.0	147.0
ASF	--	--	--
NSF	2.0	2.0	5.0
<b>TOTAL</b>	<b>144.0</b>	<b>147.0</b>	<b>152.0</b>

**ACTIVITIES**

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

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

## LEGAL 15-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of appeals closed statewide	127	130	133
Average caseload per attorney, per year:			
- Superior Court	419	388	360
- Court of Common Pleas	1,364	1,345	1,029
- Family Court	461	480	374
- JP Court 20 (misdemeanor)	1,047	1,067	726
# of plans produced per PFE	69	69	69
# of days from imprisonment to intake interview for incarcerated clients	3.2	2.0	2.0
# of days from interview to date client file is opened	1.1	1.0	1.0

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

*Fiscal Year 2007 attorney averages are based on actual attorneys assigned per court and actual caseloads in each court. Fiscal Year 2008 averages are based on current attorney assignments per court and a projected two percent increase in caseloads. Fiscal Year 2009 averages are based on additional attorneys requested in each court and a projected two percent increase in caseloads.*

## BOARD OF PAROLE 15-03-01

### MISSION

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

### KEY OBJECTIVES

- **Public Safety:** Select individuals for transition from prison who will succeed as law-abiding citizens.
- **Victims/Public Input:** Notify 100 percent of crime victims and the public, as required by statute, of hearings at least 30 days prior to the hearing and of decisions within ten days of decision.
- **Efficiency:** Hold a number of hearings each fiscal year that will satisfy statutory requirements, utilizing information systems technology to improve the process.
- **Training and Development:** Ensure that all board members and staff are granted at least one training opportunity each fiscal year to improve skills needed to meet the mission.
- **Public Information:** Respond to 100 percent of public information requests within five working days of receipt.

### BACKGROUND AND ACCOMPLISHMENTS

The Board of Parole is an independent agency within the Executive Branch of state government, with the chairperson serving as the agency director. Field supervision is conducted by the Department of Correction, Bureau of Community Corrections.

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

With the exception of those offenders serving less than one year and sentences specifically excluded from parole

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consideration by statute, persons committed to the custody of the Department of Correction for crimes committed prior to June 30, 1990 are eligible for release on parole. As of June 30, 2007, there were 230 parole-eligible inmates remaining in prison. An additional 197 offenders were under parole supervision in the community. An unknown number of offenders released from prison upon reaching their good-time release date are subject to return before the Board for violation of the conditions of their release. For Fiscal Year 2007, 12 parolees (less than 0.6 percent of parolees in the community) were returned to prison following a hearing by the Board for violation of parole.

Under the Truth-in-Sentencing Act, parole was abolished for all offenses committed on or after June 30, 1990. Upon receipt of an application for sentence modification from the Department of Correction, which shows good cause and certifies that the offender does not pose a substantial risk to the public, the Board of Parole shall hold a hearing to provide the sentencing judge with a recommendation for a sentence modification. During Fiscal Year 2007, the Board heard 49 cases for parole consideration and 13 cases for sentence modification.

Under Delaware law, the Board of Parole also serves as a review board for the Board of Pardons when the Board of Pardons seeks advice as to the state of rehabilitation of an individual who has applied for commutation. Twenty-one commutation cases were heard by the Board of Parole during Fiscal Year 2007.

**Public Safety:** During Fiscal Year 2007, risk assessments were completed on 100 percent of cases considered for parole release; 23 warrants were issued for bringing offenders back into custody; and 100 percent of the warrants were issued within five days of request.

Pursuant to 11 Del. C. §4348, the Board has jurisdiction over persons upon their conditional release and shall maintain said jurisdiction until the maximum term. As a result of this jurisdiction, the Board conducted status hearings for 60 offenders who were scheduled to be released on their good time within 18 months and had been identified by the Board as high-risk offenders. The purpose of the status hearing is to evaluate the individual being released and make recommendations to ensure that his/her last months of incarceration can be used to better prepare them for transition back into society.

**Victims/Public Input:** Pursuant to 11 Del. C. §9416 (Victims' Bill of Rights), the Board of Parole must inform the victim in writing, of his/her right to address the Board in writing or in person and the decision of the Board. Pursuant to 11 Del. C. §4347, the Board shall

notify victims and issue public notices of hearings at least 30 days prior to scheduled parole hearings for inmates convicted of a felony offense. The Board must provide public notice of decisions within ten days of a decision resulting in parole for the same offender. The Board also arranges for victim input hearings. In Fiscal Year 2007, 21 victims appeared before the Board. In addition, 32 victims provided written statements and 6 victims provided statements through telephone interviews. A total of 200 pre-hearing and post-hearing notifications were sent to victims during this period.

**Efficiency:** Computer system enhancements have improved the Board's response time for completing various operations tasks. Planned improvements include further automation, continued standardization of the processes and system upgrades.

**Training and Development:** All Board members and staff participated in professional training programs during Fiscal Year 2007.

**Public Information:** During Fiscal Year 2007, the Board, with the assistance of the Department of Technology and Information, maintained a standardized website. The website provides public access to information on the role and function of the Delaware Board of Parole.

	<b>FUNDING</b>		
	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>GOV. REC.</b>
GF	547.8	652.5	659.9
ASF	--	--	--
<b>TOTAL</b>	<b>547.8</b>	<b>652.5</b>	<b>659.9</b>

	<b>POSITIONS</b>		
	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>GOV. REC.</b>
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

### ACTIVITIES

- Conduct risk assessments employing risk-related guidelines when considering offenders for release from prison into the community.
- Issue warrants for the arrest and detention of any paroled or mandatory-released offender who presents a risk to the public.
- Track information with respect to an offender's return to the community and successful discharge.
- Provide public notice announcements to newspapers and victims with written notification of an

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offender's hearing date and with the decision resulting from that hearing.

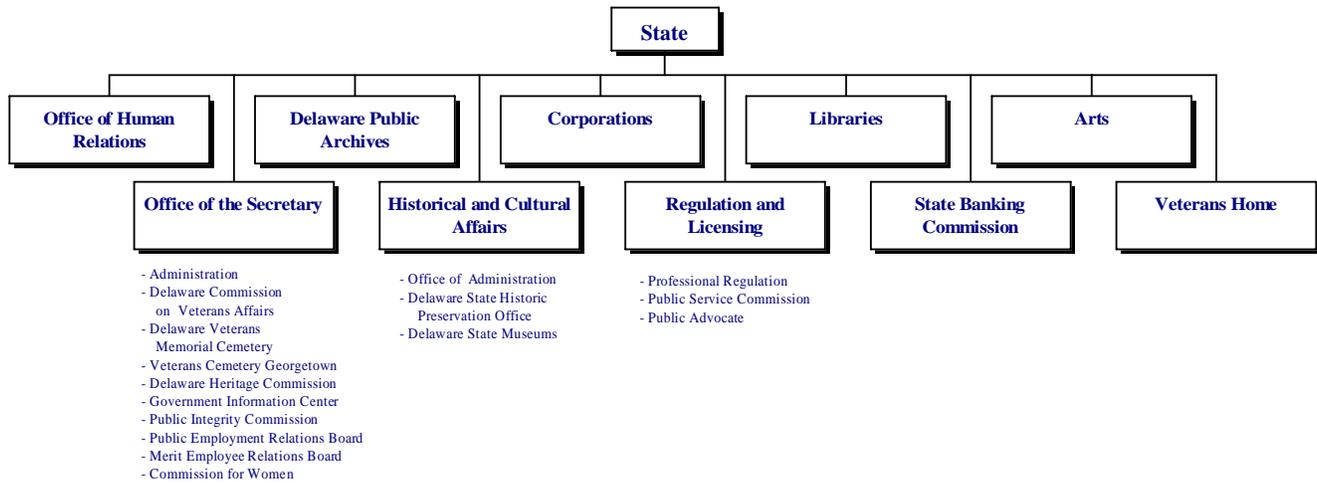
- Review information-tracking systems.
- Identify appropriate training and development opportunities for staff and board members.
- Respond to all requests for information on Board of Parole functions and activities.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of warrants issued within 5 days of request	100	100	100
% of victim notifications/decisions sent	100	100	100
% of public notices submitted for publication at least 30 days prior to hearing and within 10 days of hearing	100	100	100
% of public information requests answered within 5 working days	100	100	100
# of actions processed	1,025	1,200	1,200



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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.

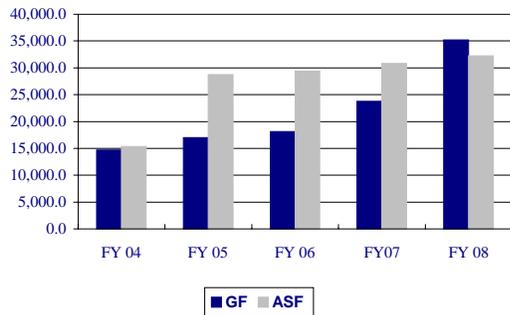
**KEY OBJECTIVES**

- 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.

**STATE  
20-00-00**

**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
<b>TOTAL</b>	<b>53,751.9</b>	<b>67,445.5</b>	<b>69,055.1</b>

**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
<b>TOTAL</b>	<b>543.5</b>	<b>669.0</b>	<b>679.0</b>

**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
<b>TOTAL</b>	<b>6,970.3</b>	<b>6,470.8</b>	<b>6,759.6</b>

**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	--	--	--
<b>TOTAL</b>	<b>54.0</b>	<b>59.0</b>	<b>62.0</b>

**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.

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

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**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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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.

**STATE**  
**20-00-00**

**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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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

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**VETERANS CEMETERY GEORGETOWN**  
**20-01-04**

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**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.

**STATE  
20-00-00**

- 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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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

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**DELAWARE HERITAGE COMMISSION  
20-01-05**

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**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 230<sup>th</sup> anniversary of the Battle of Cooch's Bridge with the American Revolution at Iron Hill LIVE event.
- Sponsored the 11<sup>th</sup> 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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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

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***GOVERNMENT INFORMATION CENTER***  
***20-01-06***

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**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 49<sup>th</sup> 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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% 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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% 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.*

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**MERIT EMPLOYEE RELATIONS BOARD  
20-01-10**

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**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**

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

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**COMMISSION FOR WOMEN  
20-01-11**

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**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 26<sup>th</sup> 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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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**

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

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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
<b>TOTAL</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

**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
<b>TOTAL</b>	<b>3,187.2</b>	<b>3,178.2</b>	<b>3,480.7</b>

**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	--	--	--
<b>TOTAL</b>	<b>35.0</b>	<b>36.0</b>	<b>35.0</b>

***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
<b>TOTAL</b>	<b>8,169.3</b>	<b>9,000.6</b>	<b>9,219.1</b>

**POSITIONS**

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

**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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
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

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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
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.*

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**PUBLIC ADVOCATE**  
**20-04-03**

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**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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# 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.*

# STATE

## 20-00-00

### 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
<b>TOTAL</b>	<b>12,012.6</b>	<b>16,739.0</b>	<b>17,128.5</b>

**POSITIONS**

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

**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.

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
<b>TOTAL</b>	<b>3,987.6</b>	<b>3,860.6</b>	<b>3,894.3</b>

**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
<b>TOTAL</b>	<b>49.5</b>	<b>49.5</b>	<b>49.5</b>

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**OFFICE OF ADMINISTRATION**  
**20-06-01**

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**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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% 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.*

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

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**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**

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

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

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**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**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% 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.

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

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

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

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**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.

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

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
\$ 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 9<sup>th</sup> 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](http://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	--	--
<b>TOTAL</b>	<b>10,393.2</b>	<b>7,943.5</b>	<b>7,724.1</b>

**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
<b>TOTAL</b>	<b>21.0</b>	<b>22.0</b>	<b>22.0</b>

**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	--	--	--
<b>TOTAL</b>	<b>2,903.8</b>	<b>14,228.0</b>	<b>14,602.0</b>

**POSITIONS**

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

**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.

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**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  
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\$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
<b>TOTAL</b>	<b>3,499.2</b>	<b>3,348.2</b>	<b>3,542.6</b>

**POSITIONS**

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

**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

# FINANCE

## 25-00-00

### Finance

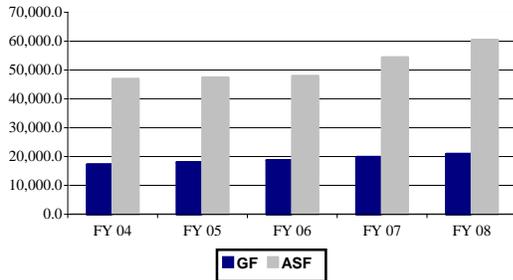
Office of the Secretary

Accounting

Revenue

State Lottery Office

**Five-Year Appropriation History**



### MISSION

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

### KEY OBJECTIVES

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

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	45,627.5	20,828.7	21,130.2
ASF	59,846.5	60,420.0	61,029.5
<b>TOTAL</b>	<b>105,474.0</b>	<b>81,248.7</b>	<b>82,159.7</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	243.0	243.0	241.0
ASF	60.0	64.0	66.0
NSF	--	--	--
<b>TOTAL</b>	<b>303.0</b>	<b>307.0</b>	<b>307.0</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$172.0 in Office of the Secretary for financial reporting service for local school districts.
- ◆ Recommend \$306.8 ASF in Revenue for increased costs related to Escheat.
- ◆ Recommend \$218.3 ASF in Revenue to enhance delinquent collections.

# FINANCE

## 25-00-00

### OFFICE OF THE SECRETARY

#### 25-01-00

#### MISSION

To lead the State in developing and executing sound fiscal policies and practices.

#### KEY OBJECTIVES

- Make available all economic and financial information relevant to maintaining the State's financial position.
- Ensure financial policies and processes consistent with Delaware's designation as a triple-A state.
- Provide budgetary revenue projections that are within two percent of actual collection, excluding revenue anomalies due to exogenous and/or non-recurring events, for June Delaware Economic and Financial Advisory Council (DEFAC) estimates.
- Facilitate the exchange of necessary information between divisions within the Department of Finance, and among other state agencies, local governments and the public.
- Maximize effectiveness and efficiency by improving the State's fiscal operations through the use of appropriate financial and accounting controls.

#### BACKGROUND AND ACCOMPLISHMENTS

The Secretary of Finance is the State's Chief Financial Officer and is the central source for economic and fiscal policy and the management of financial resources. The Office of the Secretary provides economic data, revenue and legislative analyses, and public information services.

The office provides management and oversight of General Obligation debt and overall coordination and management of all debt of the State and state authorities. In addition, the office builds the foundation for the State's budget process by providing the analysis and forecasting of revenues in support of DEFAC.

The following demonstrate the office's success in accomplishing its mission:

- Helped the State to receive a reaffirmation of its triple-A bond ratings from the three Wall Street rating agencies for the seventh consecutive year. Delaware has maintained these ratings since the spring of 2000 and is now one of only seven states currently holding these ratings.

- Provided analytic and legislative support in the development of key components of the State's financial plan; efforts were critical to the cigarette and tobacco products tax enhancements and in crafting an incentive-based permanent extension of video lottery promotional credits.
- Provided Department of Transportation staff with a revenue estimating framework and suggested methodologies designed to improve the accuracy of Transportation Trust Fund revenue projections.
- Extended technical assistance and advice to the Delaware Economic Development Office as it crafted its New Economy Jobs program tax credits designed to attract high-wage jobs to Delaware.
- Developed, and continue to maintain, the Delaware Volunteer Fire Service Revolving Loan Fund. This fund enables volunteer fire and emergency service companies from around the State to finance emergency vehicles and equipment at below market rates.
- Led efforts to address funding of the State's Other Post Employment Benefits (OPEB) liability. The office was instrumental in laying the groundwork for OPEB funding resulting in significant one-time funding, continued use of a percentage of payroll for long-term funding, and developing a strategy to fund 100 percent of the actuarially determined contribution over a six-year period.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	29,019.2	4,172.6	4,390.0
ASF	4,782.6	1,982.5	1,982.5
<b>TOTAL</b>	<b>33,801.8</b>	<b>6,155.1</b>	<b>6,372.5</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	19.0	19.0	20.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>19.0</b>	<b>19.0</b>	<b>20.0</b>

## FINANCE

### 25-00-00

#### OFFICE OF THE SECRETARY

#### 25-01-01

##### ACTIVITIES

- Monitor, analyze and interpret proposed state and federal tax, revenue and spending policies and legislation.
- Provide analysis, forecasting and tracking of revenues for consideration by DEFAC.
- Manage and monitor the State's bond sales and advise policymakers regarding the State's overall debt, debt reduction and capital acquisition strategies.
- Furnish guidance and direction in the management of Twenty-First Century funds consistent with the objective of using proceeds to meet the State's long-term infrastructure needs.
- Provide departmental management services for information/technology, personnel, financial oversight and legislative support.
- Represent the administration on numerous boards and commissions, including the Board of Pensions, Cash Management Policy Board, Diamond State Port Corporation, Delaware Civic Center and Riverfront Development Corporation.

#### ACCOUNTING

#### 25-05-00

##### MISSION

To provide statewide expert leadership and central support for accounting and payroll and to provide timely and accurate financial information to management and the public.

##### KEY OBJECTIVES

- Facilitate the implementation of First State Financials, incorporating financial best practices into the design of the new statewide financial system.
- Improve financial management and organizational productivity through establishing and championing the use of key technologies.
- Successfully complete the Comprehensive Annual Financial Report (CAFR) and ensure that the State receives a clean audit and a Government Finance Officers Association (GFOA) Certificate of Excellence.

##### BACKGROUND AND ACCOMPLISHMENTS

In fulfillment of its mission, the Division's ongoing initiatives have increased the efficiency of the State's financial processes and continue to enhance the availability of information to its customers. The Division is committed to reaching these goals through the application of technology; the Division continuously works to eliminate obsolete, paper-based processes in favor of more efficient electronic alternatives.

The new financial system, with an implementation date of July 2009, continues to be the top focus. Major accomplishments during the past year include completion of business process analysis and fit sessions conducted with all State organizations. During Fiscal Year 2009, final stages of the system will be completed, including system design, configuration, testing and full integration with the Payroll Human Resource Statewide Technology (PHRST) system. End user training will also be conducted, and new policies and procedures documented and in place. At the same time, DFMS data will be scrubbed for conversion.

The Division continued its efforts to enhance the State's ability to safeguard its assets and financial integrity. Statewide internal control of financial data is a high priority on the national and state level. This year, the

# FINANCE

## 25-00-00

Division implemented plans to increase the frequency and number of visits to State organizations in Fiscal Year 2008 and 2009.

For the fiscal year ended June 30, 2006, the Division issued the State's CAFR in full compliance with Governmental Accounting Standards Board (GASB) Statements 34 and 35, which more closely align governmental financial statements with the ones found in private industry. The Division again received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for Fiscal Year 2006. This marks the twelfth consecutive year Delaware has been recognized by GFOA.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,834.7	3,327.8	3,382.1
ASF	588.4	457.1	484.4
<b>TOTAL</b>	<b>4,423.1</b>	<b>3,784.9</b>	<b>3,866.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	43.0	43.0	43.0
ASF	4.0	7.0	7.0
NSF	--	--	--
<b>TOTAL</b>	<b>47.0</b>	<b>50.0</b>	<b>50.0</b>

## ACCOUNTING

### 25-05-01

### ACTIVITIES

- Provide leadership for financial management activities throughout state government;
- Establish and implement policies, procedures and regulations pertaining to the statewide accounting and payroll systems;
- Provide and present a comprehensive view of the State's financial condition through regular publishing of interim financial statements and the year-end CAFR;
- Provide analysis, forecasting and tracking of expenditures for consideration by DEFAC;
- Process the State's accounting and payroll transactions, certify the validity of transactions and coordinate accounting, payroll and other financial matters with key agency fiscal personnel;
- Work with the Department of Technology and Information (DTI) and the Office of Management and Budget (OMB) to execute the third year of the

- project plan for implementation of the new financial system and integration with PHRST;
- Implement the new SuperCard contract;
- Continue to partner with DTI and OMB to implement the new financial system in July 2009; and
- Develop and implement a transition plan for existing staff to new roles in support of the new Financials system.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
CAFR audit report	Clean	Clean	Clean
GFOA certificate	Awarded	*Awarded	Awarded
# of internal control reviews completed	**	**	10

\* Award will be announced at the end of Fiscal Year 2008.

\*\*New performance measure.

# FINANCE

## 25-00-00

### REVENUE

#### 25-06-00

#### MISSION

The primary revenue collector for the State, the Division of Revenue's mission is to collect 100 percent of the taxes and other revenues required by law, no more and no less, and to do so in a manner that creates the highest possible level of satisfaction on the part of the public with the Division's competence, courtesy, effectiveness and efficiency.

#### KEY OBJECTIVES

- Improve voluntary compliance through improved communication with taxpayers, the use of electronic technology, better distribution and design of tax forms and overall simplification of the tax code.
- Improve enforced compliance through the use of technology and effective allocation of resources to collection activities.
- Increase the cost effectiveness of divisional activities through the use of process flow analysis, establishment of meaningful benchmarks and judicious application of technical and human resources.
- Enhance the capabilities of staff through the implementation of a structured, long-term training and professional development program.

#### BACKGROUND AND ACCOMPLISHMENTS

Revenue revolves around three activities: tax processing, tax enforcement and policy formulation. Tax processing involves receiving documents and remittances (either in-house, via lockbox or electronic means), depositing remittances, entering/capturing data from returns, validating taxpayer's determination of tax, refunding overpayments, and assuring proper accounting (including internal controls) and reporting of these transactions.

Each year, the Division processes over 460,000 personal and 600,000 business tax returns and issues more than 341,000 tax refunds. In addition, Revenue information technology staff is responsible for the design and administration of some of the most sophisticated and technically-advanced processing and imaging systems in the State. Delaware has been a national leader in applying technology to tax administration.

Tax enforcement includes examinations and audits, and collection of delinquent accounts. The Division's enforcement responsibilities encompass 15 different revenue sources, including the State's Personal and Corporate Income Taxes, Gross Receipts Tax and Realty Transfer Tax.

The Division provides data, administrative support and consultation to the economic analysis group within the Office of the Secretary. The group is a central player in the development and analysis of Delaware's tax policy. It also plays a significant role in the coordination of economic development efforts with the State's overall fiscal strategy.

The Division has focused on improving the quality of service to its customers. One of the ongoing initiatives is the Quality Service Mailbox, which allows callers to leave comments for the Division. If a caller requests a response, the Division responds within 48 hours.

On February 5, 2007, the Division began posting the top 100 personal and business tax delinquents on their website. For Fiscal Year 2007 the total remittance amount for business tax was \$445,900 and for personal tax was \$247,300.

Electronic filing of income tax returns has continued to expand statewide. The Division received over 246,000 electronically filed personal tax returns in Fiscal Year 2007 (compared to 198,000 in Fiscal Year 2005). The Division projects that it will receive 260,000 personal tax returns electronically in Fiscal Year 2008, which will represent approximately 56 percent of all personal income tax returns filed. These returns do not require manual intervention in the form of sorting, data-entry or return validation.

The Division has aggressively promoted the method of filing personal tax returns in a digital format, consisting of internet, electronic software and bar coded paper filing that can be electronically read. Digital returns reduce mail and data-entry processing, and as a result improve the refund issuance process and decrease seasonal and operating expenses. Since implementation in Fiscal Year 1996, the number of digitally filed personal tax returns has grown to 341,800 in Fiscal Year 2007, or 74 percent of all current year personal tax returns filed.

	<b>FUNDING</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	12,773.3	13,328.3	13,358.1
ASF	2,742.9	3,343.4	3,868.5
<b>TOTAL</b>	<b>15,516.2</b>	<b>16,671.7</b>	<b>17,226.6</b>

# FINANCE

## 25-00-00

	POSITIONS		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	181.0	181.0	178.0
ASF	27.0	28.0	30.0
NSF	--	--	--
<b>TOTAL</b>	<b>208.0</b>	<b>209.0</b>	<b>208.0</b>

### REVENUE

#### 25-06-01

#### ACTIVITIES

- Disseminate tax information to the public and respond to taxpayer inquiries.
- Process and account for tax returns and associated remittances.
- Issue refunds of overpaid taxes and collect tax delinquencies.
- Conduct audits, examinations and reviews, and prepare assessments when amounts are found to be due the State.
- Manage and supply records of filings for current and prior years.
- Provide support to core division activities.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
\$ of refund setoffs (millions)	4.28	5.25	5.50
\$ of outsourced tax collections (millions)	14.7	15.1	15.5
# of days to process Personal Income Tax refunds	18	15	15
\$ of digital personal returns (thousands)	341.8	350.0	360.0
Revenue automated call distribution telephone waiting time (seconds)	10	12	12
\$ of unclaimed property enforcement collections (millions)	172.1	180.0	188.0
\$ of unclaimed property total collections (millions)	364.9	369.0	380.0

## STATE LOTTERY OFFICE

### 25-07-00

#### MISSION

To maximize revenue contributions to the State's General Fund, thereby helping to fund the delivery of governmental services to the people of Delaware:

- Through the marketing, sale and distribution of innovative, entertaining and secure lottery products that ensure the public's confidence in the integrity of the games, retailers, agents and lottery operations; and
- By providing leadership and a corporate culture that encourages productive change leading to improvement in every aspect of the business.

#### KEY OBJECTIVES

- Achieve General Fund contribution of \$270.5 million in Fiscal Year 2009.
- Improve customer satisfaction as measured by the Lottery's Annual Satisfaction Survey.

#### BACKGROUND AND ACCOMPLISHMENTS

Fiscal Year 2007 was another very profitable year for the Delaware Lottery, producing its third consecutive record year of General Fund contributions (\$256.7 million).

New video lottery legislation enhanced video profits by providing added competitive support, including authorizing increased promotional credits and innovative multi-player games. The result was the third year in a row of record video lottery General Fund contributions (\$218.8 million) and the eleventh consecutive year generating more net video proceeds per capita (\$745) than any other state in the country. In addition, the first full year of the Multi-State Lottery Association's interstate (Delaware, Rhode Island, West Virginia) progressive game, CASHOLA was successfully completed and Delaware capped off the year with the State's first jackpot winner in the game.

On the traditional lottery side, Fiscal Year 2007 saw considerable excitement in the Lottery's instant ticket product line with the introduction of two new licensed property games, television mega-hits "American Idol" and "Deal or No Deal." Both games were extremely popular and helped propel the instant ticket product line to its sixth consecutive year of record sales. Ticket game players also experienced another Delaware first over the

## FINANCE

### 25-00-00

2007 holiday season when the Lottery launched its limited-run Delaware Raffle game. Tickets were sold out in the weeks leading up to the New Year's Eve drawing, and a lucky Delawarean walked away with the top prize of a quarter-million dollars.

The Delaware Lottery also continued to build upon its successful strategic marketing partnerships with in-state organizations and their events, including the Delaware State Fair, Dover International Speedway, University of Delaware, and Punkin' Chunkin'. Each year the Punkin' Chunkin' organizers contribute all of the profits to various children's charities, making this event one of the most important on Lottery's annual sponsorship roster.

During Fiscal Year 2007, the Delaware Lottery earned its eighth consecutive Certificate of Achievement for Excellence in Financial Reporting awarded by the GFOA for Lottery's CAFR. According to the GFOA, a nonprofit professional association, the Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting.

The demographic profile of Delaware Lottery players continues to closely resemble the profile of the adult population (aged 18 years and older) of the State of Delaware by region, gender, age, education and income. According to a recent survey, 97 percent of the Delaware residents surveyed reported they were not opposed to the State offering lottery games and 57 percent said they had played the Lottery at least once in the past year. More than four in ten Delaware Lottery players feel the Delaware Lottery is an essential fund raising operation for the State and nearly one-half (47 percent) believe the Delaware Lottery encourages people to play responsibly.

#### Accomplishments:

- Delaware ranked first out of the 43 U.S. Lotteries with combined per capita annual sales of \$883 for Fiscal Year 2007.
- Delaware ranked second out of the 43 U.S. Lotteries with combined per capita profit to the State of \$300 for Fiscal Year 2007.
- Delaware ranked seventh out of the 43 U.S. Lotteries with combined percentage of profit to sales of 34 percent in Fiscal Year 2007.
- Delaware ranked second out of the 30 U.S. Lotteries belonging to the Multi-State Lottery Association (MUSL) with Powerball per capita annual sales of \$49 for Fiscal Year 2007.
- Delaware ranked third out of the six U.S. Lotteries operating video lottery with video net proceeds of \$635.7 million for Fiscal Year 2007.

- Since the start of video lottery, the Delaware Lottery has contributed more than \$15.3 million to the Department of Health and Social Services to help fund problem gambling in Delaware.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	51,732.8	54,637.0	54,694.1
ASF	--	--	--
<b>TOTAL</b>	<b>51,732.8</b>	<b>54,637.0</b>	<b>54,694.1</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	29.0	29.0	29.0
NSF	--	--	--
<b>TOTAL</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>

### STATE LOTTERY OFFICE 25-07-01

#### ACTIVITIES

- Continue to grow and expand the present lottery retailer network.
- Maintain regulatory oversight and control of the video lottery on-line gaming system.
- Provide the public with games that are fun, easy and exciting to play.
- Explore new video lottery gaming formats that will allow Delaware to stay competitive with neighboring states.
- Maximize the use of video lottery central system enhancements that allow for greater flexibility in the selection of games made available to customers.

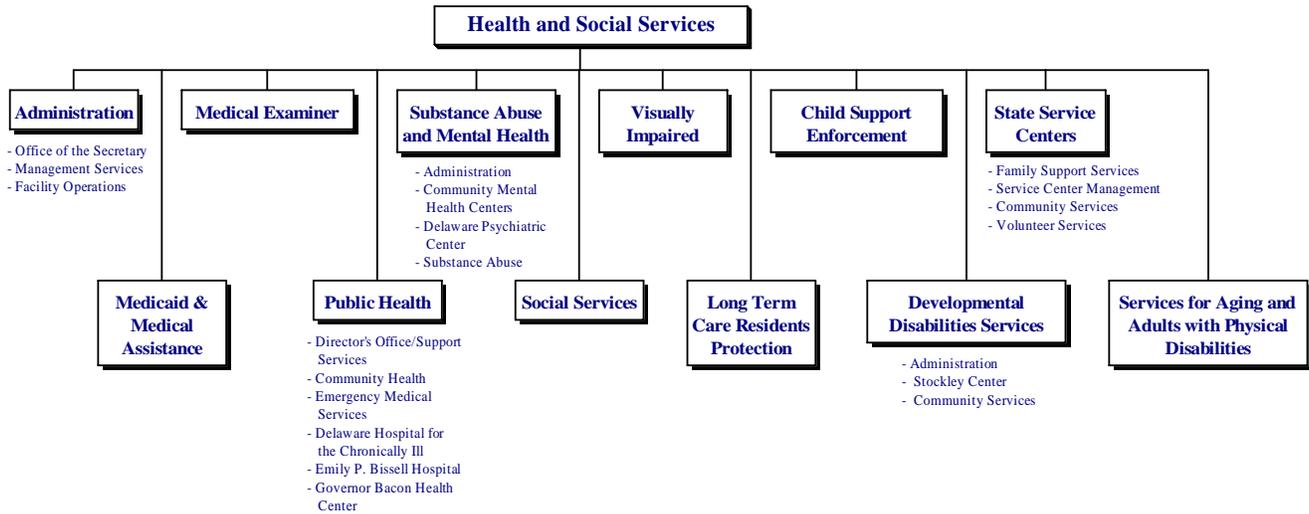
#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
\$ GF revenue collections (millions)	256.7	262.8	270.5
% of positive responses on annual satisfaction survey from:			
players	62	63	64
retailers	83	84	85



# HEALTH AND SOCIAL SERVICES

## 35-00-00



### MISSION

The Department of Health and Social Services (DHSS) plays a major role in meeting the basic needs of Delaware families and individuals. This is recognized by the Department's mission "to improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency and protecting vulnerable populations."

### KEY OBJECTIVES

#### Promote Health and Well-Being.

- Increase access to mental and physical health care and promote preventive behaviors that can improve health status.
  - Extend managed care models of service delivery to provide more and better services with cost controls.
  - Continue to advance a public health agenda to reduce the incidence of preventable conditions by promoting healthy lifestyles through health education, wellness and risk reduction programs.
  - Implement strategies to enhance prevention and intervention efforts for high-risk minority populations.
  - Continue to strengthen maternal, adolescent and child health care.
  - Expand collaborations, services and strategies to reduce infant mortality.

#### Foster Self-Sufficiency.

- Reduce dependency among welfare recipients and those at risk for welfare dependency.

- Provide family support to increase the earning potential of single parents: day care, medical benefits, employability training, and vocational training.
- Implement targeted strategies to make work pay, promote mutual responsibility and encourage families to stay together.
- Enhance child support enforcement efforts to maintain prompt processing while responding to increasing numbers.

- Provide community-based care to ensure an appropriate continuum of services and avoid restrictive and costly institutionalization whenever possible.

- Continue expansion of community services for persons with developmental disabilities and enhance family support services.
- Continue expansion of community mental health and substance abuse services.
- Continue expansion of community-based supports, such as homemaker services and adult day care, to allow the elderly and disabled adults to remain in their homes.

#### Protect Vulnerable Populations.

- Ensure the quality of care, safety and security of individuals in long-term care facilities, residential programs and day services.
- Provide emergency and transitional shelters and support to homeless individuals and families.
- Serve children and their families by providing a safe environment for supervised visitation.

# HEALTH AND SOCIAL SERVICES

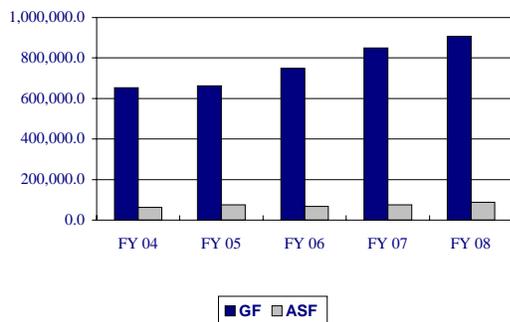
## 35-00-00

- Eliminate barriers to personal independence for persons with the sensory disability of vision loss.

### Efficiency in Government.

- Promote a customer-focused approach to service delivery through the integration of services.
- Ensure the Department maximizes the fiscal, human systems and physical resources available in order to provide the best possible service to clients in the most efficient manner.
- Support law enforcement by providing quality crime lab testing.
- Promote accountability and enhance management training opportunities for Department leadership.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	852,544.5	907,139.4	959,153.6
ASF	67,435.6	87,329.7	86,901.0
<b>TOTAL</b>	<b>919,980.1</b>	<b>994,469.1</b>	<b>1,046,054.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,738.1	3,772.5	3,762.3
ASF	138.6	144.1	143.1
NSF	908.4	924.0	925.7
<b>TOTAL</b>	<b>4,785.1</b>	<b>4,840.6</b>	<b>4,831.1</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$36,202.4 in Medicaid to cover increasing health care costs and a client base that is projected to reach over 153,000 persons during Fiscal Year 2009.

- ◆ Recommend \$1,324.2 for Infant Mortality Task Force recommendations and to annualize services initiated in Fiscal Year 2008. This funding will expand current programs including the statewide education campaign and access to care initiatives.
- ◆ Recommend \$1,692.3 in the Division of Developmental Disabilities Services to annualize and fund additional special population placements, community residential placements and special school graduates.
- ◆ Recommend \$1,606.5 for the Self Directed Services program to provide habilitative services in the home. This program will allow 530 slots over two years.
- ◆ Recommend \$250.6 for Health Disparities Task Force recommendations to assess the current needs and resources available as it relates to cultural competency.
- ◆ Recommend \$750.0 for the Delaware Energy Assistance program to provide assistance to income eligible families to help them meet their home energy needs.
- ◆ Recommend \$1,983.0 in Community Mental Health to expand community-based residential treatment by three group homes and \$450.0 for one supervised apartment.
- ◆ Recommend \$928.6 and \$38.0 ASF to annualize Medicaid Buy-In. This program assists individuals with disabilities by allowing them to work without losing health benefits.
- ◆ Recommend \$204.0 and 4.0 FTEs in Child Support Enforcement due to the loss of the federal incentive payment match.
- ◆ Recommend one-time funding of \$450.0 in the Office of Management and Budget's contingency for the Payment Error Reduction Methodology initiative.

### CAPITAL BUDGET:

- ◆ Recommend \$2,750.0 for the Maintenance and Restoration program. This funding will be used to maintain 167 buildings in their current condition and provide for necessary repairs.
- ◆ Recommend \$3,500.0 for the Minor Capital Improvements and Equipment program to prevent deterioration of buildings and grounds and to continue to eliminate the Department's backlog of deferred maintenance.

## HEALTH AND SOCIAL SERVICES

35-00-00

- ◆ Recommend \$1,000.0 for the refinement of design plans for a new Psychiatric Hospital.
- ◆ Recommend \$1,350.7 for the installation of fire suppression systems in the long term care facilities operated by the Department.
- ◆ Recommend \$1,299.9 for the Drinking Water State Revolving Fund. The fund provides low interest loans to community water systems, and will leverage \$5,000.0 in federal funds.

### ADMINISTRATION

35-01-00

#### MISSION

The mission of the Administration unit is to provide leadership and policy direction for DHSS to ensure the Department is well managed in its delivery of services to clients. In addition, the unit exists to promote coordinated intra and inter-departmental responses, providing a flexible resource to support the management needs of the divisions.

#### KEY OBJECTIVES

- Provide leadership in the development of public policies and in the advancement of responsive management practices.
- Provide technical assistance and support to the divisions in the form of training, standard setting, budget and program analysis, and planning.
- Provide centralized administrative functions in accounting, human resources, payroll, contracts, and procurement, management of state and federal funds, technology, and facility operations.

#### BACKGROUND AND ACCOMPLISHMENTS

The scope of the Department's clients and its mission in serving them involves complicated social conditions. The organization must be in a position to respond to the present situation, using its resources creatively to solve problems. With on-going fiscal pressures, it is imperative that the organization continuously rethink how it can meet its objectives. This will entail communicating expectations, encouraging risk-taking and rewarding efforts that have achieved their purpose.

Several major efforts have been launched that require leadership from the Administration unit to ensure that expectations for their implementation are realized. This may entail providing assistance to divisions by facilitating administrative procedures, coordinating the activities of the various participants in joint projects and communicating regularly with constituents to keep them informed.

Past accomplishments include:

- Completed the design of a new Delaware Psychiatric Center;

## HEALTH AND SOCIAL SERVICES

### 35-00-00

- Completed an adaptive-reuse project on the Stockley Campus, whereby three former resident facilities were renovated and converted for other uses;
- Executed maintenance and restoration projects in Calendar Year 2007 at an average project cost of \$6,666;
- Implemented Delaware Employment Link (DEL) recruiting system as of March 24, 2007, including revision of agency recruitment policies;
- Represented DHSS in the re-negotiation of three union contracts;
- Managed implementation of annual Division of Management Services customer satisfaction survey;
- Provided overall management to the Birth to Three Early Intervention program;
- Collected over \$1 million for public assistance debts by the Audit and Recovery Management Services (ARMS) unit;
- Developed an online registration system for the Women's Wellness Expo; and
- Implemented the National Provider Identifier as required under Health Insurance Portability and Accountability Act (HIPAA) within the immunization system and Medicaid claims file.

The Department must be alert to emerging topics to help shape how policy decisions are framed and understood. With the diverse constituency and the breadth of programs for which it is responsible, few social problems surface that do not have an impact on some facet of the Department's work. It is important for DHSS to be a leader, spokesperson and active participant to ensure that linkages are made and implications are understood. It is also important that community awareness be developed around issues and topics that affect the Department.

With an organization of approximately 5,000 people, DHSS faces the challenge of meeting the needs of an increasingly diverse workforce. Concurrently, greater demands are being felt to increase the accessibility and responsiveness of the service delivery system. A flexible work environment is needed to meet the needs of clients, while supporting employees and their families. In addition, training, professional development and management support are ongoing requirements to enhance staff performance.

Just as these resources demand attention, so do the programs they serve: there is a volume of client and program data to be collected and analyzed; dollars spent must be accounted for; and quality must be monitored

and contracts managed. Automation and technological support are critical to achieving and maintaining this balance. The Department continues to proceed with systems development through the investment of one-time funding, reallocations and the reclassification of existing staff.

	<b>FUNDING</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	32,586.4	36,217.4	36,816.3
ASF	4,340.0	4,994.1	5,128.7
<b>TOTAL</b>	<b>36,926.4</b>	<b>41,211.5</b>	<b>41,945.0</b>

	<b>POSITIONS</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	465.2	471.2	470.7
ASF	36.6	36.6	37.6
NSF	66.9	70.9	71.4
<b>TOTAL</b>	<b>568.7</b>	<b>578.7</b>	<b>579.7</b>

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### *OFFICE OF THE SECRETARY*

#### **35-01-10**

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#### **ACTIVITIES**

- Manage the Department; provide leadership for human services delivery.
- Ensure coordination between agencies within DHSS.
- Maintain responsive and positive relationships with constituents, advisory councils and other citizen groups.
- Ensure effective coordination with the Governor's Office and other cabinet agencies.
- Manage the Department's public information function.
- Ensure timely and appropriate responses to all directives, laws, judicial decisions, inquiries, and policies.

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### *MANAGEMENT SERVICES*

#### **35-01-20**

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#### **ACTIVITIES**

- Conduct audit and recovery services relating to violations of all persons, vendors or service providers who commit acts of fraud in public welfare programs administered by the Department.
- Coordinate preparation of the Department's budget request and strategic plan.

## HEALTH AND SOCIAL SERVICES

### 35-00-00

- Monitor billing and collection and track revenue of all DHSS units providing health care services.
- Manage the bidding, requisition and purchase order processes, as well as perform contract negotiations and development.
- Determine the eligibility for and accuracy of the benefits received by clients for Food Stamps and Medicaid.
- Process and track financial documents.
- Handle the financial reporting for federal grant award processing.
- Maintain payroll records and update employee funding as appropriate for payment of employees.
- Conduct training, respond to employee requests, process applications for employment, and provide guidance on merit rules.
- Provide automated mainframe and client/server applications support functions.
- Formulate, recommend and implement technology strategies critical to DHSS's 12 divisions.

- Complete maintenance and restoration projects addressing critical maintenance, operational, code and licensing issues.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of requests for service responded to within the same day	82	90	92
% of preventive maintenance activities completed per schedule	89	92	94

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of families in the Birth to Three program receiving multi-disciplinary evaluations and individualized family service plans within 45 days	96	97	98
% of families in the Birth to Three program who perceive positive changes in their child's development	93	94	96
% of customer satisfaction with division services	86	88	90

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### ***FACILITY OPERATIONS***

#### ***35-01-30***

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#### ACTIVITIES

- Track work orders and prioritize requests for service.
- Maintain a comprehensive preventive maintenance program.
- Manage equipment inventory.
- Identify, prioritize and manage deferred maintenance and Minor Capital Improvement (MCI) programs on a department-wide basis.

# HEALTH AND SOCIAL SERVICES

35-00-00

## MEDICAID AND MEDICAL ASSISTANCE 35-02-00

### MISSION

The mission of the Division of Medicaid and Medical Assistance (DMMA) is to improve health outcomes by ensuring that the highest quality medical services are provided to the vulnerable populations of Delaware in the most cost effective manner.

### KEY OBJECTIVES

**Promote a comprehensive system of health care by balancing client needs, operational requirements and available resources.**

- Function as a health care safety net for children and adults with special needs, uninsured and under-insured individuals, and other disadvantaged groups.
- Promote preventive care to improve health outcomes and quality of life for the populations DMMA serves.
- Foster maternal and child health through a comprehensive benefit package.
- Enhance the quality of care through utilization review, disease management and case management.
- Empower beneficiaries to become involved in their own health care decisions and the management of their own health care.
- Encourage the use of the medical home model of care, wherein care is provided in a patient-centered, physician-guided model.
- Support DHSS community and institutionally-based long term care plans.

**Maintain an adequate network of health care providers meeting DMMA standards.**

- Develop and enhance collaborative partnerships to provide enabling services that support efficient and effective health care delivery.
- Work with other governmental agencies, provider networks, beneficiaries, and other stakeholders to ensure that health care financing and delivery is well managed, coordinated, assures sufficient access, and is a seamless delivery network.

- Continue to provide and coordinate non-emergency transportation services to ensure that Medicaid recipients who do not have transportation can get to medical appointments.
- Foster partnerships to encourage the development of health care services in community-based settings.
- Determine provider reimbursement rates that are sufficient to ensure an adequate supply of health care while still maintaining fiscal responsibility.
- Ensure providers are compliant with all applicable DMMA rules and standards.

**Maximize the use of available resources through the effective use of information technology and implementation of best practices in health care delivery.**

- Continue to maximize federal funding by ensuring that all claimable expenses are identified.
- Foster client self-sufficiency and independence through education regarding appropriate use of medical benefits.
- Maximize cost avoidance by setting up appropriate claim edits in the automated claims processing system, effective coordination of benefits, estate recovery for long term care recipients, pursuing accident settlements, and aggressive third party recoveries.
- Ensure that the automated claims processing system supports the appropriate identification of eligible clients and their benefits for timely claims processing, and facilitates DMMA's ability to analyze claim and client data.
- Pursue recruitment activities that lead to a diverse talent pool from which to select the most qualified staff and encourage staff retention by conducting activities that recognize the contributions of employees.
- Ensure that only eligible individuals receive health care benefits.
- Continue to assist other state agencies in stretching their health care dollars by supporting their cost recovery initiatives.

### BACKGROUND AND ACCOMPLISHMENTS

DMMA administers a broad range of health care programs for Delaware's low-income individuals and families. These programs are funded by both state and

## HEALTH AND SOCIAL SERVICES

### 35-00-00

federal governments and provide health benefits to over 157,000 (1 out of every 5) Delaware residents each month. The major programs include:

- **Medicaid (Title XIX):** Serves low-income adults and children and provides a comprehensive package of services, ranging from physician and pharmacy services to long-term care nursing facility services;
- **Delaware Healthy Children Program (Title XXI):** Provides health insurance coverage to uninsured children under the age of 19 with family incomes between 101-200 percent of the federal poverty level;
- **Delaware Prescription Assistance Program (DPAP):** Provides up to \$3,000 per person of prescription benefits to qualified Delaware residents who are either over 65 years old or are below 65 with disabilities;
- **Chronic Renal Disease Program (CRDP):** Provides treatment and related medications to Delaware residents diagnosed with end-stage renal disease; and
- **Non-Qualified Non-Citizen Health Care Program (NQNCP):** Provides health care benefits for legally residing non-citizens who no longer qualify for Medicaid benefits because of the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996.

Some of the Division's recent accomplishments include:

- Continuing the transition and coordination of benefits for individuals who are eligible for the Medicare Part D prescription drug benefit who are also eligible for DMMA programs;
- Implementing the provisions of the Deficit Reduction Act related to long term care eligibility;
- Bidding and negotiating a contract with two well-respected commercial managed care companies to serve over 66 percent of DMMA's clients; and
- Implementing several initiatives related to pharmacy services in order to improve quality of care and contain costs.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	458,916.6	513,550.6	552,955.8
ASF	26,767.2	30,646.5	30,630.5
<b>TOTAL</b>	<b>485,683.8</b>	<b>544,197.1</b>	<b>583,586.3</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	72.6	77.4	78.4
ASF	--	3.5	3.5
NSF	99.3	109.0	110.0
<b>TOTAL</b>	<b>171.9</b>	<b>189.9</b>	<b>191.9</b>

### *MEDICAID AND MEDICAL ASSISTANCE*

#### *35-02-01*

#### ACTIVITIES

- Provide health benefits to more than 157,000 eligible individuals.
- Operate an automated Medicaid management information system that processes claims for all of the medical assistance program.
- Administer contracts with commercial managed care entities to manage and provide health care services to approximately 95,200 DMMA clients.
- Administer the Diamond State Health Plan (managed care program).
- Determine eligibility for Medicaid long term care services.
- Link families with other necessary services.
- Develop supportive collaborations and partnerships.
- Manage budgets, projects, facilities, and contracting activities.
- Train, develop, motivate, and coach staff.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of clients seen same day by Medicaid provider when ill	93	94	96
# of days from receipt of clean claim to issuance of Medicaid payment	6.7	6.0	5.8
Average # of monthly Delaware Prescription Assistance program clients	8,515	8,917	9,333

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### MEDICAL EXAMINER 35-04-00

#### MISSION

The Office of the Chief Medical Examiner promotes the sound administration of justice through the documentation and presentation of reliable qualitative and quantitative scientific analysis of chemical and biological evidence samples.

#### KEY OBJECTIVES

##### Promote Health and Well-Being.

- Support law enforcement agencies in the State through the scientific analysis of drug evidence.
- Complete investigations and analysis in an accurate and timely manner.

##### Protect Vulnerable Populations.

- Investigate the essential facts surrounding sudden, accidental or suspicious deaths.
- Establish the cause and manner of death within reasonable medical certainty for all investigated deaths.
- Determine the positive identity of unidentified human remains.
- Maintain the State's DNA database.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Chief Medical Examiner was established in 1970 when the constitutionally-mandated system of county coroners, deputy coroners and coroner's physicians was abolished. It exists to investigate all sudden, accidental or suspicious deaths that occur in Delaware.

During Fiscal Year 2007, the Office of the Chief Medical Examiner:

- Investigated 3,607 deaths statewide;
- Examined more than 5,426 controlled substance cases totaling 10,703 exhibits analyzed;
- Received 141 DNA cases;
- Analyzed 954 driving under the influence (DUI) cases; and

- Performed toxicology analysis on 791 post-mortem cases.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	4,449.6	4,330.7	4,581.7
ASF	16.3	--	--
<b>TOTAL</b>	<b>4,465.9</b>	<b>4,330.7</b>	<b>4,581.7</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	43.0	46.0	49.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>43.0</b>	<b>46.0</b>	<b>49.0</b>

### MEDICAL EXAMINER 35-04-01

#### ACTIVITIES

- Conduct medicolegal investigation of all sudden, accidental or suspicious deaths.
- Perform post-mortem examinations.
- Identify human remains.
- Analyze post-mortem toxicology samples.
- Perform scientific analysis of drug evidence.
- Provide transportation of drug and biological evidence to the Forensic Sciences Laboratory.
- Analyze urine and blood samples for the presence of drugs and alcohol.
- Analyze biological evidence for the presence of DNA.
- Maintain a convicted felons DNA database.
- Analyze arson evidence for the State Fire Marshal.
- Provide court testimony by pathologists, other forensic scientists and medicolegal investigators.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of working days for controlled substance turnaround	19	15	10
# of working days for DNA analysis turnaround	42	40	38

# HEALTH AND SOCIAL SERVICES

35-00-00

## PUBLIC HEALTH

35-05-00

### MISSION

The mission of the Division of Public Health (DPH) is to protect and improve the health of the people of Delaware by:

- Developing policies that address issues affecting the health of Delawareans;
- Monitoring the health status of the State's citizens through the collection and interpretation of data;
- Developing plans to improve health status and working collaboratively with various communities and agencies to affect positive health change;
- Providing health education and promotion activities to increase awareness and improvement of personal well-being;
- Responding efficiently and effectively to critical health-related events; and
- Assuring the availability of health care when community resources are not otherwise available.

### KEY OBJECTIVES

#### Promote Health and Well-Being.

- Provide leadership to communities and various State and private agencies to foster collaborative efforts to positively impact public health.
- Enhance the quality of public health services provided to Delawareans.
- Promote prevention strategies to address health problems in Delaware.
- Collaborate and develop partnerships with other state and private community-based agencies to address the health needs of Delawareans.

#### Protect Vulnerable Populations.

- Protect Delawareans from threats of emerging pathogens, including bioterrorism and influenza pandemics.
- Address environmental health issues related to public health.
- Provide nursing home services to those unable to afford them.

- Provide core public health services to special populations.

### BACKGROUND AND ACCOMPLISHMENTS

DPH has evolved from an organization that primarily provided direct health care services to residents of the State and enforced health regulations, to an agency that works collaboratively with communities and other organizations to protect and enhance the health of Delaware's citizens.

DPH has placed emphasis on the core functions of public health: assessment, assurance and policy development. DPH collects and analyzes various health data, provides disease investigations and public health laboratory testing to ensure the public's health is safeguarded. Assurance efforts include environmental health monitoring, public information, health education, and collaborating with communities and various state and local organizations to assure access to health care services for Delawareans. The Division has expanded its leadership efforts to work directly with communities to identify health problems, provide data regarding these problems and assist communities with developing strategies to address their health concerns. Policies that are promulgated to protect citizens' health involve the input of many individuals and organizations. This process ensures that these policies are appropriate and effective to address areas of public health concern.

The Division of Public Health continues to provide direct services in critical public health areas. DPH offers a wide range of services that include targeting highly contagious diseases and offering family planning services to high-risk individuals. Collaboration with other organizations has led to improved and expanded health services for cancer patients, adolescents through school-based wellness centers and vulnerable populations such as those diagnosed with HIV or AIDS.

The Division continues to examine the core public health functions and activities that are necessary to ensure that Delawareans live full and healthy lives in a healthy environment. A continued focus on assessment, assurance and policy development, as well as providing personal health services to special populations or populations at risk will help the State realize improvement in the health of its citizens.

Some of the Division's major accomplishments include:

- Expanded treatment coverage from 12 to 24 months as part of the comprehensive cancer control plan for Delaware;

## HEALTH AND SOCIAL SERVICES

### 35-00-00

- Offered the Human Papilloma Virus (HPV) vaccine as of March 2007 to uninsured and underinsured women 18 to 26 years of age;
- Provided services by the pilot Needle Exchange program in the City of Wilmington;
- Trained many diverse groups in the State in public health preparedness;
- Added over 300 health related facts sheets for use during the typical work day or emergencies to the Division's website;
- Supported and participated with other members of the community in developing the Health Disparities Taskforce report;
- Assisted with the funding of infrastructure improvements to public water systems throughout the State; and
- Implemented an electronic disease reporting system to respond more rapidly to communicable disease outbreaks, including bioterrorism.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	105,595.3	96,769.3	98,862.0
ASF	23,932.3	31,843.2	32,298.6
<b>TOTAL</b>	<b>129,527.6</b>	<b>128,612.5</b>	<b>131,160.6</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,217.1	1,214.1	1,214.1
ASF	62.8	64.8	62.8
NSF	251.2	252.7	260.2
<b>TOTAL</b>	<b>1,531.1</b>	<b>1,531.6</b>	<b>1,537.1</b>

### ***DIRECTOR'S OFFICE/SUPPORT SERVICES*** ***35-05-10***

#### ACTIVITIES

- Provide electronic vital records to enhance public access to birth certificates.
- Develop, review, monitor, and evaluate the Division's contracts.
- Review and coordinate all federal and foundation grants.
- Provide fiscal management and oversight.
- Manage the Division's revenue, including state, special and federal funds.

- Oversee all capital improvement projects and leaseholds.
- Coordinate all management information systems utilized by the Division's diverse programs.
- Coordinate system automation projects, both internally and externally.
- Provide and promote core public health skills training to employees.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of vital records processed	151,000	155,000	160,000

### ***COMMUNITY HEALTH*** ***35-05-20***

#### ACTIVITIES

- Develop and deliver targeted educational programs and messages to the general public and populations at increased risk for developing cancer and chronic diseases.
- Support the Advisory Council on Cancer Incidence and Mortality in their implementation of the comprehensive cancer control plan for Delaware.
- Provide environmental health consultative services to other state agencies and the public, on exposures and health risks, on a routine basis and during emergencies.
- Work in close cooperation with the departments of Natural Resources and Environmental Control and Agriculture, and other agencies that monitor contaminants in various environmental media.
- Issue loans to public water supplies for infrastructure improvement via the Drinking Water State Revolving Fund.
- Conduct routine testing of public water supplies in accordance with state regulations and the Safe Drinking Water Act.
- Increase public awareness about childhood lead poisoning and provide lead screening of children at high risk.
- Provide high quality service and assistance to families of children with elevated blood lead levels, including evaluation, education and medical referrals.
- Promote early entry and continued use of quality prenatal care with a full array of enabling and psychosocial services.
- Partner with community and professional organizations to promote culturally competent health

## HEALTH AND SOCIAL SERVICES

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services through assessing cultural competence and measuring client satisfaction.

- Provide counseling and access to family planning services to reduce unwanted, mistimed and closely spaced pregnancies, especially among high-risk populations.
- Identify pregnant women and mothers at risk for poor birth outcomes early and provide appropriate screening, counseling, education and access to health care.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of tobacco use by adult Delawareans 18 years and older	20	19	18
% of colorectal cancers detected at local stage*	31	33	35
% of breast cancers detected at local stage *	68	70	71
% of Delawareans served by municipal fluoridated water systems	97	98	98
% of children adequately immunized **	87	89	90
# of Medicaid visits in DPH dental clinics	9,489	10,000	11,000
Rate of birth among teenage girls 15-17 years of age (rate per 1,000 births)	23.3	22.9	22.5
Rate of infant mortality (5 year average rate per 1,000 births)	9.2	9.1	9.0

\* Local stage is defined as a cancer that is confined to the place where it started and has not spread to other parts of the body.

\*\*Requires 4DPT, 3 polio, 1 measles; National Immunization Survey, Centers for Disease Control and Prevention.

#### **EMERGENCY MEDICAL SERVICES** 35-05-30

#### ACTIVITIES

- Standardize and continuously improved capacity to collect Emergency Medical Services (EMS) data and accurately measure response times.
- Support paramedic agency initiatives to streamline deployment strategies.
- Participate in community events to increase public awareness of the Chain of Survival (Early access to 911 - Early Defibrillation - Early Advanced Life Support Care (ALS) - Early Hospital Intervention) program.
- Partner with the first responder system (police, fire, EMS, safety teams, school nurses, etc.) to assist with

CPR/AED awareness and training initiatives to improve the time to defibrillation.

- Assist agencies that have received AEDs to replace electrodes and batteries.
- Offer train-the-trainer programs in CPR/AED to participating agencies.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of paramedic responses less than eight minutes for the most serious categories of calls	60	62	64
% of AED usage prior to ALS arrival	75	80	82

#### **DELAWARE HOSPITAL FOR THE CHRONICALLY ILL** 35-05-40

#### ACTIVITIES

- Operate a 300-bed nursing facility, comprised of 74 skilled and 221 intermediate beds.
- Provide immediate admission on an emergency basis for individuals referred from Adult Protective Services.
- Operate an integrated continuous quality improvement program.
- Operate a 25-bed secure care unit for cognitively impaired residents at high-risk for wandering.
- Operate an adult day care center to allow residents to stay in their homes.
- Operate a Central Intake unit for long term care facilities within the Division of Public Health.
- Provide financial management for resident trust funds and revenue managements.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of competent residents/family members expressing overall satisfaction with care	83	85	85
# of falls that occur for residents	356	350	350

## HEALTH AND SOCIAL SERVICES

### 35-00-00

**EMILY BISSELL**  
35-05-50

#### ACTIVITIES

- Operate an 82-bed nursing facility; all of the beds are skilled.
- Provide immediate admission on an emergency basis for individuals referred from Adult Protective Services.
- Operate an integrated continuous quality improvement program.
- Provide Nurses Aide Certification Training program.
- Provide support to community-based long term care services.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of competent residents/family members expressing overall satisfaction with care	60	60	65
# of falls that occur for residents	59	59	59

**GOVERNOR BACON HEALTH CENTER**  
35-05-60

#### ACTIVITIES

- Operate an 88-bed nursing facility.
- Provide immediate admission on an emergency basis for individuals referred from Adult Protective Services.
- Operate an integrated, continuous quality improvement program.
- Operate an automated system for interdisciplinary care planning and documentation, timekeeping accounts receivable, patient census tracking, and inventory management.
- Maintain utilities and infrastructure for other state agencies and contractors that operate on campus.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of competent residents/family members expressing overall satisfaction with care	100	100	100
# of falls that occur for residents	157	157	157

**SUBSTANCE ABUSE AND MENTAL HEALTH**  
35-06-00

#### MISSION

To promote health and recovery by ensuring that Delawareans have access to quality prevention and treatment for mental health, substance use and gambling conditions.

#### KEY OBJECTIVES

- Develop and expand the role of consumers in policy development, service planning, implementation and delivery, and evaluation of services.
- Ensure that Delawareans receive mental health, substance use and gambling prevention and treatment services in a continuum of overall health and wellness.
- Eliminate disparities in substance use and mental health services by providing specialized and culturally competent treatment, intervention and prevention services to special populations and traditionally underserved groups.
- Develop and implement multiple training and education opportunities for the Division's staff and community providers.
- Ensure that the service delivery system is informed by research and based on best practices.
- Promote accreditation and licensure of Delaware behavioral health programs.

#### BACKGROUND AND ACCOMPLISHMENTS

The Division of Substance Abuse and Mental Health (DSAMH) provides and contracts for treatment and early intervention services to adults with mental illness, substance use disorders and gambling problems. The goal of the Division is to ensure that behavioral health services are accessible, quality driven, facilitate recovery, and integrated into the community.

In the last seven years DSAMH has developed a number of new community-based programs to reduce admission to inpatient care and maintain consumers in the community. The service continuum consists of outpatient clinic services, 24-hour mobile crisis services, residential drug treatment services, and 25 supervised residential programs developed to meet the

## HEALTH AND SOCIAL SERVICES

### 35-00-00

needs of consumers who need long term care and would otherwise be in the Delaware Psychiatric Center.

DSAMH and Christiana Care Health System are collaborating to introduce screening, brief intervention and referral to treatment in the level one trauma unit for alcohol and other drug problems. An addiction counselor located in the trauma unit will provide screening services. DSAMH has maintained a partnership with the Crisis and Psychiatric Emergency Services (C.A.P.E.S.) program. The program operates 24-hours a day, 7 days a week and provides psychiatric and substance abuse triage, assessment and disposition

The Division has expanded the use of performance-based contracting to substance abuse residential treatment providers. By connecting performance to payment amount, the approach rewards results. This method has received broad national attention and accolades.

DSAMH continues to increase the capacity to treat those with co-occurring disorders. The Division received a five-year \$2.75 million grant to focus on ensuring that the substance abuse and mental health system has the resources and skills to assess, evaluate and treat individuals who present with a co-occurring substance abuse and mental health disorder.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	84,809.1	86,705.1	91,107.6
ASF	2,811.3	6,094.7	6,102.3
<b>TOTAL</b>	<b>87,620.4</b>	<b>92,799.8</b>	<b>97,209.9</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	779.4	775.4	776.4
ASF	8.0	8.0	8.0
NSF	8.8	13.8	5.8
<b>TOTAL</b>	<b>796.2</b>	<b>797.2</b>	<b>790.2</b>

### ADMINISTRATION 35-06-10

#### ACTIVITIES

- Plan, develop and monitor programs.
- Prepare and administer budgets and federal grants.
- Manage fiscal and contract services.
- Coordinate and provide training for the Division and its contractors.
- License alcohol and drug abuse programs and

certify community service programs.

- Implement an automated clinical care system.
- Manage eligibility and enrollment services for clients/consumers in need of behavioral health treatment services to ensure placement in the appropriate level of care.
- Ensure service coordination among service systems, specifically on the departments of Correction and Services for Children, Youth and Their Families.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of involuntary inpatient psychiatric commitments	2,385	2,355	2,300
% of clients reporting satisfaction with access to services	74	74	75
% of clinical information system online	0	25	75
% of readmissions within 180 days	10	10	10

### COMMUNITY MENTAL HEALTH 35-06-20

#### ACTIVITIES

- Provide access to quality mental health treatment, community counseling and support services.
- Continue to make available new medications for persons with mental illness and co-occurring substance abuse.
- Provide supported housing services that promote independent living and community integration.
- Work with Vocational Rehabilitation to provide supported employment services that assist clients in securing and maintaining meaningful and appropriate employment.
- Deploy mobile crisis intervention staff to improve effectiveness in working with hospital emergency rooms and the police on mental health commitments.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of consumers in community support programs available for work who are employed	48	49	50
# of 24-hour supervised residential beds	268	304	359

## HEALTH AND SOCIAL SERVICES

### 35-00-00

#### **DELAWARE PSYCHIATRIC CENTER** **35-06-30**

##### ACTIVITIES

- Provide psychiatric evaluation, diagnosis and treatment.
- Continue to develop nurse recruitment and retention initiatives to ensure adequate staff at the Delaware Psychiatric Center.

##### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Average daily census	241	233	225

#### **SUBSTANCE ABUSE** **35-06-40**

##### ACTIVITIES

- Provide substance use treatment and prevention services.
- Assess and treat persons with co-occurring mental illness and substance use disorders.
- Provide assessment and case management services for clients sentenced by the Drug Court.

##### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of detoxification clients who received one or more other treatment services	37	38	39
% of evidence-based practices used in all substance abuse services and contracts	85	95	95

#### **SOCIAL SERVICES** **35-07-00**

##### MISSION

The mission of Social Services is to protect vulnerable populations and provide an integrated system of opportunities, services and income supports that enable low-income individuals and families to develop self-sufficiency and achieve and maintain independence.

##### KEY OBJECTIVES

**Foster self-sufficiency and independence through service delivery improvements in Delaware's welfare initiatives.**

- In partnership with the Department of Labor, Delaware Economic Development Office, Department of Transportation and contracted service providers, place welfare clients in employment or work activities and provide support for long term employment retention.
- Achieve federal and state mandates for the Temporary Assistance for Needy Families (TANF) program work participation rates for welfare clients.
- Ensure access for parents requiring infant care and other hard to find child care through community partnerships and quality improvements.
- Where feasible, develop policies and structures that support the Early Success Report.
- Evaluate the results of the TANF program to ensure programmatic compliance and the achievement of expected outcomes.

**Manage resources with emphasis on information resource management, service quality, cost containment, and maximizing economic efficiency.**

- Continue to improve Division administration, program management, operations, and customer service to maximize both efficiency and service quality.
- Reallocate existing staff/program resources to best achieve organizational mission.
- Ensure diversified recruitment practices.
- Ensure that only eligible persons receive benefits and benefits are the correct amounts.

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### BACKGROUND AND ACCOMPLISHMENTS

Social Services administers a broad range of programs for Delaware's low-income families and individuals. These programs are regulated and funded by both state and federal governments and are provided to over 60,000 Delawareans each month. The major program areas are:

- Subsidized child day care which enables low-income parents to become and remain employed and empowers them on their journey to stabilization;
- Financial assistance including TANF, Emergency Assistance, General Assistance, Refugee Assistance, and Food Stamps; and
- Eligibility for poverty-related Medicaid categories, as well as the Delaware Healthy Children program.

The Division achieves its goals by:

- Increasing client financial independence through community partnerships;
- Strengthening families and encouraging personal responsibility; and
- Identifying gaps and overlaps in service delivery, taking appropriate steps to manage resources efficiently.

Some of the major accomplishments include:

- Federal approval of the TANF work verification plan;
- Management of the increasing Food Stamp and Medicaid caseload volume; and
- Increase in the number of children receiving subsidized child care from 1,528 in Fiscal Year 1985 to 15,039 in Fiscal Year 2007.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	58,298.7	64,750.9	65,462.0
ASF	2,274.2	2,515.5	2,515.5
<b>TOTAL</b>	<b>60,572.9</b>	<b>67,266.4</b>	<b>67,977.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	203.4	206.9	206.9
ASF	--	--	--
NSF	211.3	214.8	214.8
<b>TOTAL</b>	<b>414.7</b>	<b>421.7</b>	<b>421.7</b>

### SOCIAL SERVICES

#### 35-07-01

### ACTIVITIES

- Act as a catalyst in fostering the independence of vulnerable segments of the population.
- Perform external review of quality, outcomes, timeliness of and access to services.
- Enforce compliance with program rules and regulations through review of provider operations.
- Assure appropriate utilization of benefits by safeguarding against fraudulent and inappropriate use of services.
- Partner with community organizations to provide services to needy families and individuals.
- Create awareness of the scope of the Division's programs within the community and linking families with necessary services.
- Administer enabling services such as child day care and transportation.
- Manage budgeting, fiscal, facilities, and contracting activities to achieve efficiency.
- Manage automated and data management systems.
- Collect and organize data to analyze program trends and outcomes.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of food stamp error rate	8.7	6.0	5.5
Average hourly wage for TANF job placements	9.10	9.30	9.30
% of TANF participation	22	50	50

# HEALTH AND SOCIAL SERVICES

35-00-00

## VISUALLY IMPAIRED

35-08-00

### MISSION

To work in partnership with Delawareans who are blind and visually impaired empowering them to be self-sufficient.

Services provided include:

- Early diagnosis and intervention;
- Education in the least restrictive environment;
- Family and individual counseling;
- Independent living skills, training and equipment;
- Vocational training and related job placement services;
- Employment opportunities;
- Advocacy; and
- Low vision evaluation and utilization training.

### KEY OBJECTIVES

- Promote health and well being, by reducing or eliminating all barriers to lifelong personal independence produced by the sensory disability of vision loss.
- Foster self-sufficiency, by developing and administering employment and job related skills training programs for persons who are blind or visually impaired.
- Protect vulnerable populations, by focusing outreach efforts in underserved communities.

### BACKGROUND AND ACCOMPLISHMENTS

Approximately 3,000 persons have been identified as either legally blind or severely visually impaired throughout the State. Services are developed and provided to three major groups of consumers: Educational age (0-21), Primary employment age (21-65) and Older Delawareans (66+).

The Division for the Visually Impaired (DVI) is organized into three primary service programs: Educational Services, Vocational Rehabilitation and Independent Living. Additionally, there are two direct employment units: Delaware Industries for the Blind (DIB) and Business Enterprise Program (BEP). Finally, there are support services such as the Materials Center,

Volunteer Services, Orientation and Mobility Services, Low Vision Services, Training Center Services, Fiscal Operations, and Information Systems Support.

The goal of DVI is to provide instruction in the least restrictive environment. Due to the nature of the disability, the DVI staff provides the majority of services in the most appropriate and effective environment, such as the home, workplace or school.

During Fiscal Year 2007, DVI provided educational services to 210 children with visual impairments and their families from the Education Services unit. These services, which include instruction by certified teachers of the Visually Impaired and counseling services to children and their families, were provided in the child's home or school classroom.

Independent Living Services (ILS) was provided to 776 persons during Fiscal Year 2007. Areas of service provided include: training on daily living skills, communication devices and low vision aids. Eighty percent of those served were age 55 or older. Of those persons aged 55 or older, macular degeneration continues to be the predominant eye condition. In addition, the profile for the ILS consumer served is one who referred themselves, had at least a high school education, lived in their own residence, and had experienced their vision loss more than 10 years ago.

In Fiscal Year 2007, Vocational Rehabilitation services were provided to 143 Delawareans. Of these individuals, 13 consumers were successfully placed in integrated employment settings with earnings at or above minimum wage. Of those 13, 39 percent are working in full-time positions.

DVI has 62 active volunteers working as Braillists, narrators, readers, and office assistants. In addition, 13 inmates provide Braille and large print services through the Men with a Message program. Currently 12 inmates are certified Braillists through the Library of Congress in Literary Braille and the remaining one inmate is responsible for producing large print text. Of the 12 inmates providing Braille services, two are certified in Nemeth Code (Mathematical Braille) and one more is in training for Nemeth Code certification. Together the volunteers and prisoners helped to generate over 20,000 pages of Braille, 300 audiotapes and 19,000 large print pages during the first half of Calendar Year 2007.

During Fiscal Year 2006, DIB established a new business center, custom framing and gifts. This created full-time job opportunities for two blind or visually impaired persons. Additionally, DIB provided in excess of 1,500 hours of job skills training to our blind labor

## HEALTH AND SOCIAL SERVICES

### 35-00-00

workforce. This included training in the following areas: computer operation, customer service and sales, switchboard/receptionist, supervision, and management. Wages paid to DIB employees were \$1,051,865. DIB employees who worked on federal contracts earned an average of \$16.25 per hour, well above the State's minimum hourly wage.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,448.0	3,442.6	3,593.9
ASF	554.9	1,161.2	1,164.0
<b>TOTAL</b>	<b>4,002.9</b>	<b>4,603.8</b>	<b>4,757.9</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	41.4	41.4	41.4
ASF	3.0	3.0	3.0
NSF	26.6	26.6	26.6
<b>TOTAL</b>	<b>71.0</b>	<b>71.0</b>	<b>71.0</b>

### *VISUALLY IMPAIRED SERVICES*

#### *35-08-01*

#### ACTIVITIES

- Provide an education program designed to minimize the effects of a visual disability on the academic achievements of students through the efforts of itinerant teachers and child youth counselors and the provision of textbooks and instructional materials in appropriate reading medium.
- Provide ILS to persons of all ages in the areas of adaptive training, low-tech adaptive equipment and professionally facilitated counseling.
- Provide vocational rehabilitation and support individuals age 14 and older to facilitate employment commensurate with life goals, skills and abilities.
- Develop and establish food service opportunities in federal, state and privately owned buildings.
- Administer an industry employment program (Delaware Industries for the Blind) that allows for the development of marketable employment skills opportunities for competitive, supportive and short or long term agency employment.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of successful job placements in a competitive setting	14	15	16
\$ DIB gross receipts (million)	2.24	2.50	2.75
# of DVI blind/visually impaired employees	70	69	69

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### LONG TERM CARE RESIDENTS PROTECTION 35-09-00

#### MISSION

The mission of the Division of Long Term Care Residents Protection is to promote the quality of care, safety and security of people living in long term care facilities and to ensure facilities' compliance with applicable state and federal laws and regulations designed to protect these residents.

#### KEY OBJECTIVES

- Decrease the average number of days to complete abuse, neglect and financial exploitation investigations.
- Decrease the average number of days in completing state and federal criminal background checks.
- Decrease the average number of days from federal survey exit to completed data entry.
- Increase the number of training sessions conducted for providers.

#### BACKGROUND AND ACCOMPLISHMENTS

Long Term Care Residents Protection promotes quality of life for people living in long term care facilities and ensures that these residents are safe, secure and free from abuse, neglect and financial exploitation. This is accomplished by monitoring compliance with state and federal laws and regulations. The Division also certifies long term care facilities for Medicare and Medicaid in Delaware.

The Incident Referral Center exists as part of the intake section for receiving complaints and inquiries from long term care consumers and their families, providers and the general public. The Intake unit also has a hotline number for reporting abuse, neglect or financial exploitation. An investigative unit member is on-call nights, weekends and holidays to assess potentially life threatening situations.

The Incident Referral Center received 21,466 contacts during Fiscal Year 2007. The contacts have been analyzed and referred to the appropriate location for resolution.

The in-house Adult Abuse Registry allows the investigations section to process inquiries within a 24-hour turnaround time. During Fiscal Year 2007, there

were 27,610 inquiries processed. At the end of Fiscal Year 2007, there were 227 people on the Adult Abuse Registry.

Criminal background checks are required for employees in nursing facilities and other licensed facilities. During Fiscal Year 2007, a total of 4,233 new applicants were fingerprinted for state and federal criminal background checks. Of those, 26 percent had a criminal history. One percent of the total nursing home job applicant pool had a serious disqualifying criminal conviction.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,956.9	3,217.7	3,249.7
ASF	--	--	--
<b>TOTAL</b>	<b>2,956.9</b>	<b>3,217.7</b>	<b>3,249.7</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	41.6	41.6	41.6
ASF	--	--	--
NSF	20.4	20.4	20.4
<b>TOTAL</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>

### LONG TERM CARE RESIDENTS PROTECTION 35-09-01

#### ACTIVITIES

- License facilities and services annually and conduct a variety of unannounced inspections, including complaint-driven and off-hours inspections, to determine compliance with federal and state laws and regulations.
- Receive and investigate complaints of abuse, neglect, mistreatment, financial exploitation and other concerns that may adversely affect residents' health, safety, welfare, or rights.
- Provide for systematic and timely notification, coordinated investigation and referral of substantiated abuse, neglect, mistreatment, and financial exploitation complaints to the appropriate law enforcement agencies and the Attorney General's Office.
- Manage the Adult Abuse Registry and Certified Nursing Assistant Registry as established by the Delaware Code and federal regulations.
- Administer appeal processes as provided in state and federal law.
- Ensure compliance with the criminal background check/mandatory drug testing law.

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- Provide training for Division staff, providers of long term care services, other agencies, residents, and families on applicable statutes.
- Provide educational workshops that include innovative approaches to promoting residents' quality of care and life.
- Work with other agencies to promote and advocate for residents' rights.
- Meet with individuals receiving long term care services and their families in conjunction with licensure and enforcement activities.
- Update consumer information materials on an ongoing and as needed basis, through a variety of printed and electronic means, including the Division's website.
- Publicize a 24-hour, statewide toll-free hotline to receive reports of abuse and neglect complaints.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of days to complete an investigaion	43	39	36
# of days to complete a background check	10	9	9
# of days from federal survey exit to completed data entry	86	75	65
# of training sessions conducted for providers	69	72	74

## CHILD SUPPORT ENFORCEMENT

### 35-10-00

#### MISSION

To promote family independence by reducing dependency of single parent households through the collection of monetary child support payments and medical support from non-custodial parents. This mission is achieved through the effective use of paternity establishment programs, aggressive location of absent parents, expedited case processing and enforcement techniques, efficient collection, and the timely distribution of child support payments.

#### KEY OBJECTIVES

- Increase the rate of paternity established for children born out-of-wedlock by continuing to provide the intensive casework necessary to assure client cooperation in establishing paternity and obtaining court orders.
- Increase the percentage of child support orders established by providing a wide array of expedited procedures applicable to the efficient administration of child support actions.
- Increase the percentage of current child support collected by expanding efforts in three areas: further enhancing the initiation and transfer of wage withholding attachments on child support cases, devoting additional time and resources to non-custodial parent locate activities and expanding use of specialized enforcement tools.
- Increase the percentage of cases paying child support arrears.

#### BACKGROUND AND ACCOMPLISHMENTS

The Child Support Enforcement program was developed in 1975 to shift the fiscal responsibility for the support of children from government to those morally and legally obligated. Child support collections are an integral part of any policy to reduce poverty, strengthen families and prevent welfare dependency.

The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 mandated many changes in the operation of child support programs. In addition, the elimination of the Aid to Families with Dependent Children (AFDC) program placed added emphasis on the child support enforcement program and its close relationship to TANF that replaced it.

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Under the Federal Child Support Performance and Incentive Act of 1998, the basis for performance measures established by the Federal Office of Child Support Enforcement (OCSE) was significantly revised during a three-year phase-in period that ended on September 30, 2002. To meet the challenges from child support enforcement programs of the other states that are competing for a limited annual pool of federal incentive income funding, the Division of Child Support Enforcement (DCSE) must maintain a concerted effort to improve its overall performance efficiency and effectiveness.

- **Child Support Collections:** During Fiscal Year 2007, DCSE collected \$96,746,849 in child support payments, which represents a small increase over collections made during Fiscal Year 2006. Out of the Fiscal Year 2007 collections, DCSE returned \$6,251,047 to reimburse the state and federal governments for benefits provided to children through TANF and Foster Care programs. This represents six percent of Fiscal Year 2006 collections by DCSE. The remaining 94 percent of Fiscal Year 2007 child support collections was distributed to custodial parents and others caring for dependent children, mostly from single parent households.
- **Feasibility and Planning Study for Replacing the Delaware Automated Child Support Enforcement System (DACSES):** In March 2006, DCSE entered into a contract to perform the federally mandated feasibility, planning and cost-benefit analyses as a prerequisite to implementing a replacement system. This project should be completed in August 2008.
- **Customer Service Initiatives:** The Division's Voice Response unit (VRU) enables custodial and non-custodial parents to call the agency 24-hours a day and promptly receive current information on items such as the date and amount the last child support check on their account was issued, the current balance of their account, etc. The Automated Assistance Line/Voice Response unit (AAL/VRU) handled 1,589,086 phone calls during Fiscal Year 2007, for an average of more than 4,350 calls each calendar day. Also, the AAL/VRU now has a full Spanish version available to clients.
- **Voluntary Acknowledgement of Paternity Program:** This program, developed in conjunction with Delaware hospitals, allows parents to acknowledge paternity at the time their child is born. During Fiscal Year 2007, 2,250 voluntary acknowledgements of paternity were filed with the

Office of Vital Statistics. Since the inception of the program in January 1995, a total of 23,530 voluntary paternity acknowledgments have been filed with the Office of Vital Statistics.

- **New Hire Reporting:** New hire reporting requires all Delaware employers to promptly submit to DCSE, within 20 days of hire, the name, home address and social security number of all of its new employees. This is a mandatory nationwide program so DCSE also benefits from new hire reports filed in other states. New hire reporting is a very effective tool to efficiently locate delinquent non-custodial parents who change jobs frequently.
- **License Suspension and Denial:** The PRWORA mandated that all child support enforcement agencies enter into agreements with other state licensing agencies to suspend or deny the drivers occupational/business, professional and recreational licenses of seriously delinquent non-custodial parents and Family Court fugitives. DCSE performs automated matching to suspend licenses through the divisions of Motor Vehicles, Revenue and Professional Regulation.
- **Financial Institution Data Matches (FIDM):** Under PRWORA, every state child support enforcement agency was required to enter into data match agreements with all financial institutions doing business in their state. Financial institutions also have the option to join the multi-state FIDM program operated by the Federal Office of Child Support Enforcement. The purpose of these agreements has been to develop and operate a data match system which identifies the assets of seriously delinquent non-custodial parents held in financial institutions, imposes liens and levies on those accounts and undertakes the seizure of these assets.
- **Direct Deposit:** In July 2007, DCSE began to offer custodial parents the opportunity to have their child support payments electronically deposited into their checking or savings account. As of August 2007, 399 clients had enrolled in the program. During September 2007, DCSE sent out postcards to approximately 18,000 clients inviting them to complete applications for direct deposit. Not only will direct deposit result in savings for DCSE by reducing the cost of printing and mailing approximately 600,000 checks each year, it provides a safer and more secure option for delivering child support to families.

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### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,098.4	3,979.0	4,589.8
ASF	1,954.5	2,430.2	2,455.9
<b>TOTAL</b>	<b>5,052.9</b>	<b>6,409.2</b>	<b>7,045.7</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	45.6	61.2	67.5
ASF	27.2	27.2	27.2
NSF	141.2	132.6	133.3
<b>TOTAL</b>	<b>214.0</b>	<b>221.0</b>	<b>228.0</b>

### ***CHILD SUPPORT ENFORCEMENT 35-10-01***

#### ACTIVITIES

- Establish paternity.
- Locate non-custodial parents.
- Establish, modify and enforce child support orders.
- Collect and distribute child support.
- Cooperate with other states in child support related activities.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% paternity establishment rate	84	86	88
\$ of total distributed collections (million)	71	73	75
\$ of child support collections (million)	98	100	102
# of states with which DCSE processes electronic payments	47	50	52

### DEVELOPMENTAL DISABILITIES SERVICES 35-11-00

#### MISSION

To help the people it serves achieve the quality of life they desire.

#### KEY OBJECTIVES

- Create a customer service plan to strengthen linkages and coordination with families and other stakeholders.
- Provide services that assess, address and respond to changes in future demands and growth.
- Continue to focus on improving system quality and accountability.
- Improve the use of technology.

#### BACKGROUND AND ACCOMPLISHMENTS

The Division of Developmental Disabilities Services (DDDS) provides supports and services to individuals with mental retardation and other related developmental disabilities and their families. DDDS has transformed its service delivery model from a facility-centered, fixed program based service system to an individualized and community-based flexible system of supports and services. The redesign of the service delivery system is based on the principles of self-determination, person-centered services, individual control and direction, and choice.

The principles of self-determination and individual control and direction of services has been incorporated into all of the Division's activities and services. Ninety-one percent of the individuals in residential services now live in the community in houses, apartments and small group residences as opposed to institutional settings. This compares to Fiscal Year 2002 when 25 percent of the individuals in residential services lived in institutional settings. Many consumers live with their families in their own homes.

One of the challenges the Division faces is the significant growth in the number of individuals found eligible for DDDS services. The total enrollment of the Division has increased by 33 percent since January 2002. The increases far exceed the general population growth seen in Delaware. To manage this growth in an effective

## HEALTH AND SOCIAL SERVICES

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manner DDDS is continuously reviewing and realigning its infrastructure and reallocating resources.

The Division judiciously realigns and reallocates positions and financial resources within the organization to support the expanding community services infrastructure needs. Consolidation of programs and services at Stockley Center is ongoing to assume resource utilization is maximized as the census is reduced through community placements.

DDDS strengthened its community services infrastructure to support the growth in the number of individuals living in the community and the shift in service delivery from an institutional facility-based system to a community-based individualized system of supports and services. Every individual in a community living arrangement now has an essential lifestyle plan that is person-centered and based on each person's support needs and desires. The Division expanded the use of assistive technology that supports individuals' ability to live in the community and be more independent. DDDS increased the number of residential and day program providers through its authorized provider network system creating more choices for individuals and greater accountability for providers.

DDDS implemented an individual rate setting system. This system and its budgeting practices are individualized and maximize the efficient use of state and federal funds. The rate system has been applied to both residential and day service programs. It is based on objective criteria and assessment of each individual's support needs rather than on provider agency contract negotiations. The system is designed to allow individuals to have a portable rate which empowers them to choose their own service providers. The new structure also ensures service providers receive fair and equitable reimbursement and are accountable for the individuals' satisfaction with the services provided.

The Division has completed its Stockley Center Transition plan, to mirror the Olmstead legislation. The Olmstead legislation was a precursor to the Money Follows the Person concept. Accordingly, over the last six years, DDDS moved 120 individuals from Stockley into community-based settings who opted to receive services in a non-institutional setting. Further, \$8.7 million in financial resources were reallocated from Stockley to support placements in the community. This has represented a 60 percent reduction in the population of Stockley since January 2002. Plans were developed to restructure the Stockley Center. The new facility will include a skilled level of care residential program and a multipurpose regional evaluation and resource center to support the needs of individuals living in the community.

Ground was broken for the new facility this year and construction is expected to be completed in 2008.

Significant accomplishments have been made in the following areas:

- Established a 24-hour toll free number for better customer service;
- Updated the website to be more user friendly for individuals and families with reports, downloadable Division forms, contact information, and useful links;
- Implemented a new rate setting methodology that is individualized, maximizes the efficient use of state and federal funds and supports a portable rate for each individual;
- Broke ground for construction of the new multipurpose center at Stockley;
- Provided training to 244 individuals and families on DDDS services and supports systems as part of a collaborative project between the Arc of Delaware and the Division;
- Completed a comprehensive review of the special populations program with improved processes for identifying individuals in need of more intensive support; and
- Accomplished the census reduction plan outlined in the Division's 2001 Olmstead Plan for Stockley Center while maintaining quality care and services for individuals remaining at the facility.

	<b>FUNDING</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	67,325.9	71,203.5	74,169.2
ASF	3,687.9	5,747.2	4,697.0
<b>TOTAL</b>	<b>71,013.8</b>	<b>76,950.7</b>	<b>78,866.2</b>

	<b>POSITIONS</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	656.6	656.6	635.6
ASF	1.0	1.0	1.0
NSF	3.0	3.0	3.0
<b>TOTAL</b>	<b>660.6</b>	<b>660.6</b>	<b>639.6</b>

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### ADMINISTRATION 35-11-10

#### ACTIVITIES

##### Financial and Business Operations.

- Manage financial operations to include: budget development and administration, contract monitoring and maximization of federal revenues to support Division programs and services, as well as ensuring a cost-effective service delivery system.
- Administer benefit programs for individuals in residential programs to include management of the Home and Community-Based Medicaid Waiver program.
- Manage DDDS's information systems and technology advancement necessary for efficient operations.
- Ensure and enforce compliance with applicable laws and regulations within the Delaware Financial Management Systems.

##### Professional Services.

- Monitor and evaluate progress in the implementation of the Division's strategic plan.
- Provide consultation and technical assistance for special and complex cases.
- Operate DDDS's Intake/Applicant Services unit.
- Write and manage grants.

##### Training and Professional Development.

- Develop and deliver a wide array of Mental Retardation/Developmental Disabilities related training programs.
- Coordinate and support employee participation in personal, professional and technical development courses and seminars.
- Facilitate an improved training/communication plan with consumers, families, employees, providers, and advocates focusing on self-directed services.

##### Quality Assurance.

- Continuously monitor the status of Developmental Disabilities Services programs to assess compliance with applicable laws, regulations and policies.
- Provide ongoing regulatory oversight of health and safety activities and systems at Stockley Center and throughout Community Services.
- Conduct annual certification reviews of community-based day and residential programs, including assisting the Division of Long Term Care Residents Protection in the licensing of the Division's neighborhood homes.

- Conduct routine surveys to assess individual, family, staff, and other stakeholder satisfaction with programs, services and supports.
- Participate in the National Core Indicators project as a means of addressing the quality improvement of programs and services.
- Conduct and manage the Division's continuous quality improvement program.

##### Early Intervention Program.

- Evaluate the developmental status of infants to identify children with special needs at the earliest age possible.
- Develop individualized service plans that meet the needs of special-needs infants and their families.
- Provide intervention training and support to the families of infants with special needs.
- Facilitate the coordination of services for infants with special needs and their families.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of consumers and families provided with educational sessions	244	300	350

### STOCKLEY CENTER 35-11-20

#### ACTIVITIES

- Operate a 105-bed intermediate care facility for persons with mental retardation (ICF/MR) facility composed of 34 skilled-care level beds and 71 intermediate-care level beds.
- Operate a 15-bed assisted living unit for individuals with Alzheimer's disease or dementia.
- Comply with ICF/MR regulations.
- Operate an integrated quality assurance program to ensure regulatory compliance.
- Ensure the development of a person-centered service delivery system, which provides for individual choice of residential living options.
- Provide comprehensive health services to include medical, dental, nursing, psychological, and other ancillary services.
- Provide work and personal/social adjustment services.
- Maintain an environment that safeguards the health and safety of residents.

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- Maintain the infrastructures and utilities necessary for campus services.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of living units	5	5	5
Stockley Center census	80	75	75

#### *COMMUNITY SERVICES*

### *35-11-30*

#### ACTIVITIES

- Revise systems and realign infrastructure to support community-based, self-directed day and residential services.
- Develop service options and resources that better meet the needs of individuals living at home and with their families.
- Develop greater residential service options to meet the increasing non-group home preferences of consumers.
- Encourage day service providers to focus more resources on supported and competitive employment.
- Work with all stakeholders to increase educational and systems-training opportunities for consumers, families, advocates, and staff.
- Continue to offer assistive technology supports, services and equipment to consumers

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of community placements	62	75	75
# of authorized providers	37	40	44

### STATE SERVICE CENTERS

#### 35-12-00

#### MISSION

To provide convenient access to human services, assist vulnerable populations, support communities, and promote volunteer and service opportunities.

#### KEY OBJECTIVES

- Target and provide services and resources to those individuals and families in greatest need.
- Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware.
- Effectively promote high quality service to the State Office of Volunteerism's customers through communication, information-sharing, identification and creation of volunteer opportunities, and customer satisfaction feedback.
- Increase access to information regarding services via effective communication networks and increased technological capacity.

#### BACKGROUND AND ACCOMPLISHMENTS

The Division of State Service Centers (DSSC) provides direct client services to low-income and vulnerable populations, administers state and federal funds to assist low-income persons and households and coordinates volunteer activities throughout the State. The Division is structured as four units: Family Support Services, which provides programs and services that serve as a safety net for individuals and families in crisis or in need of supportive services; State Office of Volunteerism, which administers volunteer activities and programs for all ages; Office of Community Services, which administers statewide and federal programs for low-income persons; and Management unit, which includes the Office of the Director and fiscal operations.

During Fiscal Year 2007, the Division's accomplishments included:

- **Directory of Human Services for Delaware 2006:** The directory lists hundreds of public and private non-profit organizations offering health and social services for Delawareans in need. A total of 3,000 copies were published, of which 1,099 copies have been purchased by individuals, government and community agencies, schools and colleges, libraries,

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religious institutions, nursing homes, etc. The Directory has been published for more than 32 years;

- **Emergency Assistance:** Emergency assistance for rent, utilities and emergency shelter was provided to 11,029 clients under the Community Resource and Assistance program. An additional 5,593 clients were served through the use of Emergency Assistance Services funds and 213 clients received assistance through the Needy Family Fund. The Kinship Care program assisted 132 caregiver households;
- **Family Visitation:** Visitation centers provide safe, neutral settings where children can maintain or re-establish a relationship with a non-custodial parent. The visitation centers served 179 unduplicated families by providing 2,041 monitored exchanges, 925 supervised individual visitations and 1,076 group visitations;
- **Adopt-A-Family:** During the holiday season, 3,258 individuals were served by Adopt-A-Family and an additional 521 households were served throughout the year. In addition, 3,089 students were assisted with school supplies;
- **Home Energy Assistance:** The Fuel Assistance program served 15,131 low-income households below 200 percent of poverty. The Winter Crisis Assistance program helped 2,633 households with crisis benefits. The Summer Cooling Assistance program helped 9,594 households with electric bills and 344 households received room-sized air conditioners. The Weatherization Assistance program supported the installation of energy efficiency improvements in the homes of 696 low-income families statewide, 305 of those through the state contingency funds. The Utility Fund, established in Fiscal Year 2000 to assist low-income individuals and families with the high cost of utility bills, served 5,885 households and 33 furnaces were replaced in low-income homes under the Weatherization Assistance program. An additional 49 furnaces were replaced using state contingency funds;
- **Shelter Services:** State Emergency Housing funds supported contracts with 13 emergency and transitional shelter agencies with approximately 675 beds and assisted 3,364 homeless individuals. Of those who received shelter services, 678 individuals successfully departed to permanent housing. Due to the insufficient availability of affordable housing, however, low-income individuals/families will

continue to need the services that are being rendered by the statewide network of emergency and transitional housing agencies. Consequently, successful departures to permanent housing will continue on a declining trend, resulting in households remaining in transitional housing for longer periods of time;

- **Community Services Block Grant (CSBG):** The CSBG funded a range of anti-poverty services, including comprehensive case management, in which eight non-profits partnered to work with 912 residents of transitional or subsidized housing. At the community level, seven Sussex County civic groups and four Kent County civic groups continued to develop and/or implement action plans for improvement of their low-income communities with the assistance of CSBG supported community action staff;
- **Food and Nutrition Program:** Fifty-nine non-profit agencies reporting to the Food Bank of Delaware distributed food 46,946 times to households through food closets and mobile pantry programs in Delaware. Sites at state service centers provided emergency food 3,437 times to households in Delaware;
- **Senior Volunteer Programs:** The Retired Senior Volunteer program (RSVP) provides opportunities for people age 55 and older to apply their life experience to meeting community needs. The volunteers are recruited to help serve in the areas of health and human services, education, environment and public safety. In New Castle and Sussex counties, 2,239 seniors contributed 356,326 hours of volunteer service at non-profit and governmental agencies. The statewide Foster Grandparent program placed 258 seniors, including 13 males. Foster grandparents worked with a total of 1,592 children and completed a total of 256,035 service hours;
- **AmeriCorps:** This program offered 192 members the opportunity to give back to their community through enhancing Delaware state park services, educating teens to prevent pregnancy, mentoring, serving in after school programs, and intergenerational programming. AmeriCorps members contributed 76,558 hours of service; and
- **Volunteer Resource Center:** The Delaware Volunteer Resource Center served Delawareans through 553 direct volunteer referrals, 5,195 outreach contacts, technical assistance to 247 agencies, and training sessions for volunteer

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coordinators. One hundred and twenty students received an elective school credit through the Delaware Volunteer Credit program. In Fiscal Year 2007, the Delaware Volunteer Resource center began a new website for volunteer referrals, Volunteer Delaware, which received 6,538 visits.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	13,341.9	12,039.4	12,766.7
ASF	206.8	662.7	662.7
<b>TOTAL</b>	<b>13,548.7</b>	<b>12,702.1</b>	<b>13,429.4</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	110.1	111.1	111.1
ASF	--	--	--
NSF	23.5	22.5	22.5
<b>TOTAL</b>	<b>133.6</b>	<b>133.6</b>	<b>133.6</b>

### ***FAMILY SUPPORT*** **35-12-10**

#### ACTIVITIES

- Provide one-stop service access for clients through the management of 15 state service centers.
- Partner with other state and non-profit agencies to improve accessibility to programs for vulnerable Delawareans.
- Provide direct support services including: Emergency Assistance Services, Community Resource Assistance Services, Needy Family and Utility funds, Emergency Food and Shelter program, Adopt-A-Family, and Family Visitation.
- Monitor client satisfaction and service use through surveys and other reliable instruments to measure accessibility to services, client satisfaction and appropriateness of service mix.
- Provide a safe and secure environment for children to develop or maintain a positive relationship with their non-custodial parent through visitation centers housed in state service centers.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of client visits to service centers	441,196	445,608	450,064

### ***SERVICE CENTER MANAGEMENT*** **35-12-20**

#### ACTIVITIES

- Provide program and facility oversight, training, planning and evaluation, and emergency management for the Division.
- Provide fiscal management and financial monitoring.
- Provide technical support to improve service delivery through the use of automated information systems and telecommunications equipment.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of clients served	134,477	135,821	137,179

### ***COMMUNITY SERVICES*** **35-12-30**

#### ACTIVITIES

- Administer the Community Service Block Grant; state funds for Emergency/Transitional Housing Site Operations; Emergency Housing Assistance Fund; state and federal funds for Community Food programs; Federal Community Food and Nutrition program; Fuel Assistance program; Weatherization Assistance program; and Summer Cooling Assistance program.
- Facilitate community development outreach in collaboration with the First State Community Action Agency.
- Perform program planning, monitoring and evaluation.
- Administer state funds to support the mission and activities of the Governor's Advisory Council on Hispanic Affairs.
- Serve as an advisory council member to the Neighborhood Assistance Act Tax Credit program.
- Manage a contract with the City of Harrington to support the operations and activities of the community and youth center.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of clients accessing emergency food	50,383	50,887	51,395

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#### **VOLUNTEER SERVICES** **35-12-40**

##### **ACTIVITIES**

- Administer the AmeriCorps National Service program; AmeriCorps\*VISTA program; Volunteer Resource Center; Foster Grandparents program; and Retired Senior Volunteer program.
- Help state and non-profit agencies to better meet their objectives by implementing volunteer programs through technical assistance, training, public relations, and assistance with volunteer recognition programs.
- Recognize the contributions of volunteer youth and adults in annual events.

##### **PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of volunteers	2,689	2,702	2,716
# of volunteer hours	688,919	692,364	695,825
# of active foster grandparents	258	252	252

#### **SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES** **35-14-00**

##### **MISSION**

The mission of the Division of Services for Aging and Adults with Physical Disabilities is to improve or maintain the quality of life for residents of Delaware who are at least 18 years of age with physical disabilities or who are elderly.

##### **KEY OBJECTIVES**

###### **Promote Health and Well-Being.**

- Create and nurture partnerships with other state and community-based agencies to promote health campaigns and programs for older persons and persons with physical disabilities.

###### **Foster Self-Sufficiency.**

- Coordinate the provision of home and community services such as nutrition programs, routine care programs and leisure programs that promote constituents' independence, including administering pertinent home and community-based Medicaid Waiver programs.

###### **Protect Vulnerable Populations.**

- Address the service needs of at-risk and low-income older persons and adults with physical disabilities who are at greatest risk of institutionalization.

##### **BACKGROUND AND ACCOMPLISHMENTS**

The Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) has been in existence for over forty years. Since 1994, the Division has provided services not only to older persons but also to adults with physical disabilities. This change created a more efficient service delivery system with a single point of entry for persons who often have similar needs.

Funding sources for the Division include: Administration on Aging (via the Older Americans Act), Centers for Medicare and Medicaid Services (via Assisted Living Waiver and Elderly and Disabled Waiver), Social Services Block Grant, and Tobacco Settlement. Additionally, DSAAPD pursues and manages research and demonstration grants from various sources as they become available.

# HEALTH AND SOCIAL SERVICES

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Several factors continue to influence the demand for programs and services, and the availability of resources to meet the needs of the Division's client population. Three important factors are population changes, increased service costs and funding sources.

The Division has funded a Nursing Home Transition program as a means of continuing work that was initiated via a three-year systems change grant. The purpose of the program is to facilitate the transition of nursing home residents to the community for persons who opt to live in a less restrictive setting. In its first year, this program has successfully transitioned 15 persons.

DSAAPD obtained a demonstration grant from the Centers for Medicare and Medicaid Services for the Money Follows the Person project. This program will help build and maintain community-based programs for persons who would likely otherwise enter or remain in institutions.

The Division has revised the service specifications of its Attendant Services program to allow persons with physical disabilities to hire family members as personal attendants. This program is critical for many in their quest to remain independent and the change means a new pool of paid caregivers is available to those in need.

DSAAPD continues to develop and distribute literature that provides information and support to Delawareans on a range of topics. The popular *Guide to Services for Older Delawareans* and *Guide to Services for Persons with Disabilities in Delaware* are printed in English and Spanish. The Division also published guides titled *How to Select Long Term Care* and *Delaware's Legal Handbook for Grandparents and Other Relatives Raising Children*.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	17,717.7	10,933.2	10,998.9
ASF	890.2	1,234.4	1,245.8
<b>TOTAL</b>	<b>18,607.9</b>	<b>12,167.6</b>	<b>12,244.7</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	62.1	69.6	69.6
ASF	--	--	--
NSF	56.2	57.7	57.7
<b>TOTAL</b>	<b>118.3</b>	<b>127.3</b>	<b>127.3</b>

## SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES

### 35-14-01

### ACTIVITIES

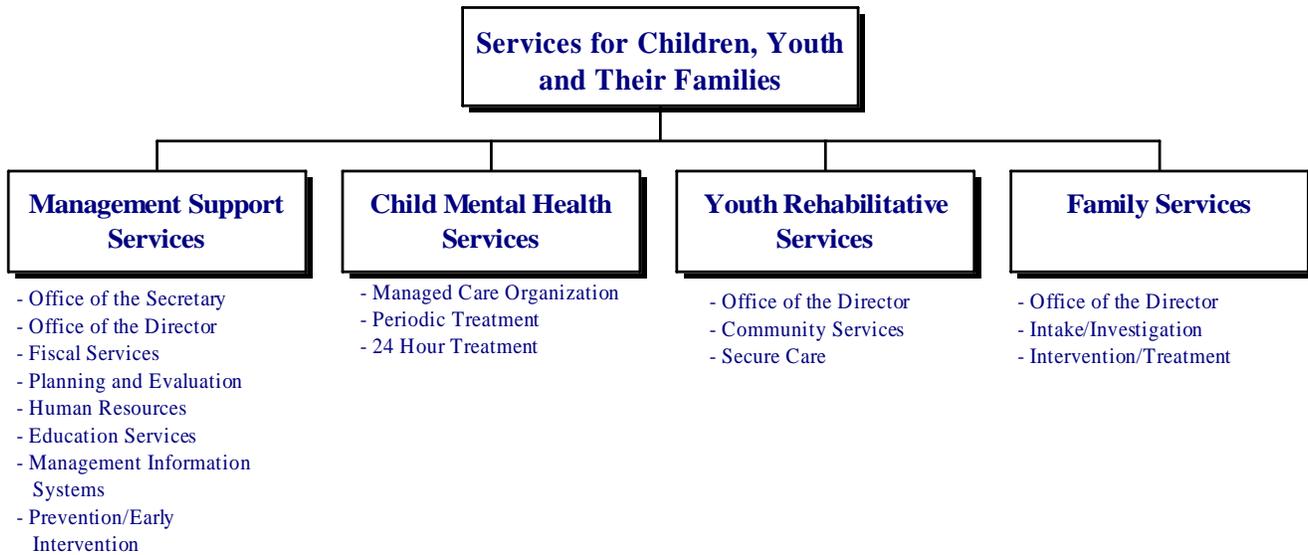
- Administer contracts for key home and community-based care services that are fundamental to the needs of older persons and adults with physical disabilities.
- Facilitate the delivery of statewide services and programs that help address the physical, emotional, safety, and life-skills needs of older persons and adults with physical disabilities.
- Provide services for caregivers who are looking after older persons or persons with physical disabilities, as well as services for older persons who are caring for grandchildren.
- Organize and/or participate in numerous outreach efforts that educate the community on the services available for older persons and persons with physical disabilities.
- Communicate regularly with several advisory councils, advocacy groups, provider coalitions, and service providers.
- Coordinate educational offerings for DSAAPD's staff and the disabilities network on a range of topics related to older persons and adults with physical disabilities.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of persons served by caregiver respite program	202	216	226
# of Medicaid Waiver slots	1,871	1,996	2,081
# of staff training programs	60	70	90

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00



## MISSION

To provide leadership and advocacy for Delaware's children.

The Department's primary responsibility is to provide and manage a range of services for children who have experienced abandonment, abuse, adjudication, mental illness, neglect, or substance abuse.

The Department endorses a holistic approach to enable children to reach their fullest potential.

## VISION

Think of the Child First!

The Department's vision is for every child to have safety, stability, self-esteem, and a sense of hope.

The Department will lead a system of care (both community-based and residential) that is child centered and assures effective, timely and appropriate support for Delaware's children.

The Department's activities include prevention, early intervention, assessment, treatment, permanency, and aftercare.

The Department will offer desirable career opportunities, attracting and retaining proud and talented employees who are motivated to think of the child first in all that they do.

## KEY OBJECTIVES

The primary goals of the Department of Services for Children, Youth and Their Families (DSCYF) are:

- Safety of children, youth and the public: Department workers address safety from abuse, neglect, dependency, self harm, substance abuse, violence by youth, and safety from institutional abuse by harmful acts of adults with criminal and/or child abuse histories; and
- Positive outcomes for children in our services: Including reunification with families, timely achievement of permanency, reduced recidivism, achievement of an appropriate level of functioning and behavioral adjustment, and prevention and early intervention services that prevent children and youth from entering our mandated services.

The key objectives of the Department are to:

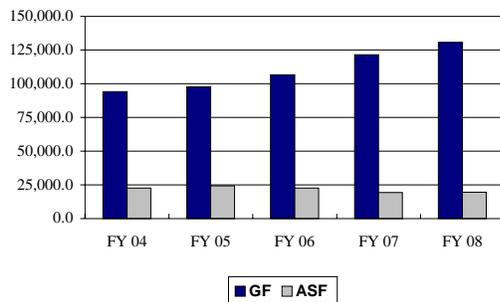
- Transform the juvenile justice service delivery system;
- Address basic infrastructure needs;
- Reduce the percentage of children and youth who return to service within 12 months of case closure;
- Reduce the percentage of children and youth in out-of-home care;

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

- Reduce the percentage of children and youth in community-based services for six consecutive months who are in out-of-home care for more than five consecutive days during the following 12 months;
- Increase the percentage of eligible children with Integrated Service Plans (ISP); and
- Increase the percentage of community-based services as a percentage of the total contracted services.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	131,660.0	130,725.8	136,601.9
ASF	18,468.6	19,623.0	19,623.0
<b>TOTAL</b>	<b>150,128.6</b>	<b>150,348.8</b>	<b>156,224.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,030.2	1,039.2	1,046.6
ASF	105.0	105.0	105.0
NSF	132.5	119.0	118.7
<b>TOTAL</b>	<b>1,267.7</b>	<b>1,263.2</b>	<b>1,270.3</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$2,400.0 in Family Services to meet the complex demands of the growing population of special placement youth.
- ◆ Recommend \$1,000.0 in Youth Rehabilitative Services to cover increased costs of Level IV placements.
- ◆ Recommend \$642.5 in Youth Rehabilitative Services for the costs associated with minimum mandatory sentences.
- ◆ Recommend \$359.3 in Family Services to cover increased costs of the legal services contract with the Department of Justice.
- ◆ Recommend \$350.0 in Youth Rehabilitative Services for increased costs in the transitional living program; this program teaches older youth vocational skills.
- ◆ Recommend \$250.0 in Management Information Systems for system modifications to the Family and Children Tracking System (FACTS).
- ◆ Recommend \$187.5 in Child Mental Health for behavioral health consultants to provide direct therapeutic care.

#### CAPITAL BUDGET:

- ◆ Recommend \$1,164.7 for the Minor Capital Improvements and Equipment program. These funds will be used to improve the safety and environmental conditions of facilities and help eliminate the deferred maintenance backlog.
- ◆ Recommend \$100.0 for the Maintenance and Restoration program. This funding will be used to maintain agency buildings in their current condition and provide for necessary repairs.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### MANAGEMENT SUPPORT SERVICES 37-01-00

#### MISSION

To help people who help children and families.

#### KEY OBJECTIVES

- Improve Department fiscal management.
- Continue to integrate and expand the use of FACTS as a management tool.
- Provide leadership in tracking performance measures aligned with departmental goals and objectives, and in the use of performance measures in contracted services.
- Provide direction in information management.
- Maximize cost recovery revenue in the new welfare reform environment.
- Provide programs that enable students to maintain their learning while in Department schools.
- Improve internal customer satisfaction.

#### BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2007, Management Support Services provided an array of support services, some of which are highlighted as accomplishments below:

- Initiated a complete rewrite of the Department's Cost Allocation Plan with a target completion date during Fiscal Year 2008;
- Continued planning for the FACTS II project;
- Exceeded the Fiscal Year 2007 cost recovery revenue goal;
- Held the First Annual Silent Auction for Ferris School at the Grand Opera House with proceeds benefiting the Ferris Scholarship Fund; and
- Initiated the Positive Behavior System (PBS) at Ferris School and New Castle County Detention Center.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	17,337.6	21,755.3	21,290.6
ASF	2,870.1	3,345.5	3,345.5
<b>TOTAL</b>	<b>20,207.7</b>	<b>25,100.8</b>	<b>24,636.1</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	175.0	176.0	178.2
ASF	33.5	33.5	33.5
NSF	81.1	81.1	79.9
<b>TOTAL</b>	<b>289.6</b>	<b>290.6</b>	<b>291.6</b>

### OFFICE OF THE SECRETARY 37-01-10

#### ACTIVITIES

- Inter-governmental/departmental relations.
- Policy and program development.
- Constituent/media relations and departmental communications.
- Inter-divisional program and service coordination.
- Inter-departmental/inter-agency coordination.
- Continuous improvement in case management and quality assurance.
- Resolution of issues in service delivery.
- Establish and nurture departmental culture.
- Departmental legal consultation.
- Institutional abuse investigations.
- Coordination of Executive Advisory Council.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of YRS/CMH contracted community-based expenditures of total contracted expenditures	43.9	52.0	52.0
% of children returned to DSCYF service within 12 months of case closure	29.3	26.0	26.0
% of children in DSCYF out-of-home care	17.9	12.0	12.0
% of children open in two or more divisions with ISPs	64	100	100
% of children and youth in community-based services for 6 months with more than 5 consecutive days in out-of-home care during the following 12 months	11.5	10.0	10.0

**SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES**  
**37-00-00**

**OFFICE OF THE DIRECTOR**  
**37-01-15**

**ACTIVITIES**

- Develop and oversee the Division's operations and policies.
- Oversee divisional quality improvements.
- Monitor and evaluate the Division's programs.
- Ensure intra and inter-agency cooperation and coordination.
- Plan and implement staff training.
- Oversee information systems reengineering.
- Coordinate development of divisional and departmental management improvements.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of annual revenue goal reached	108	100	100

**FISCAL SERVICES**  
**37-01-20**

**ACTIVITIES**

- Financial planning and fiscal policy development.
- Federal budget analysis and cash management.
- Eligibility determination.
- Cost recovery operations.
- State/federal fiscal reporting.
- Cost allocation plan operations.
- Budget analysis and support to divisions.
- Accounts payable/receivable.
- Purchasing.
- Client payments operations.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of requisitions/purchase orders processed within time standards	96	95	95
% of vendor payments processed within time standards	93	95	95

**PLANNING AND EVALUATION**  
**37-01-25**

**ACTIVITIES**

- Strategic planning, monitoring and evaluation.
- Facilities/construction management.
- Capital improvement planning and administration.
- Department budget development.
- Policy coordination.
- Fleet management.
- Contract, records and grants management.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of service provider contracts that contain client outcome measures	100	100	100

**HUMAN RESOURCES**  
**37-01-30**

**ACTIVITIES**

- Staff recruitment/retention.
- Labor relations/policy development.
- Payroll Human Resource Systems Technology (PHRST) maintenance.
- Professional/career development.
- Compliance with affirmative action and Americans with Disabilities Act.
- Payroll/benefits administration.
- Organizational development.
- New employee orientation.
- Employee performance review/continuous feedback.
- Employee relations/communication.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of days to fill vacancies for recruited positions (average)	53	34	34

**EDUCATION SERVICES**  
**37-01-40**

**ACTIVITIES**

- Student assessment services.
- Instructional services.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

**37-00-00**

- Student support and school transition services.
- Internal compliance/standards monitoring.
- Technical assistance and consultation.
- Program/student outcomes evaluation.
- School-based administrative leadership.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of involvement and responsiveness of parents to their child's education while in placement in agency schools	64	80	80
% of students participating for six months or more in an agency-administered educational program that increases their academic performance in the following subjects as measured by a standardized achievement test:			
Mathematics	69	95	95
Reading	69	95	95

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### *MANAGEMENT INFORMATION SYSTEMS*

**37-01-50**

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#### ACTIVITIES

- Information systems development and support.
- Multi-media support.
- Computer training.
- Help desk support.
- Network and personal computer support.
- Telecommunications support.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of time FACTS is available during regular working hours	100	99.9	99.9

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### *PREVENTION/EARLY INTERVENTION*

**37-01-60**

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#### ACTIVITIES

- Community-based training, public education and consultation services to prevent child abuse and neglect, youth suicide, juvenile delinquency, mental health disorders, and drug and alcohol abuse among children and youth.
- Support community-based organizations in assessing local needs, program building, developing

management of local resources, and coordinating local prevention efforts.

- School-based interventions to help at-risk students, their siblings and families.
- Collaboration with Family Services, Child Mental Health and Youth Rehabilitative Services to prevent siblings of children in care from entering the service system and prevent recidivism once children have completed treatment.
- Community-based family support and preservation services.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of children in the K-3 program improving or maintaining the following, six months after program entry:			
acceptable behaviors	87	80	80
acceptable school performance	80	70	75

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

## CHILD MENTAL HEALTH SERVICES 37-04-00

### MISSION

To provide accessible, effective treatment for children through collaboration with families and service partners.

### VISION

Children and families: Reaching their fullest potential.

### KEY OBJECTIVES

- Achieve positive client outcomes through the provision of services that result in demonstrated improvements in a child's mental health.
- Operate an accessible, public managed care children's behavioral health care system that integrates the provision of mental health and substance abuse treatment for departmental clients who are eligible for Medicaid and/or the Children's Health Insurance Program (CHIP) or are uninsured.

### BACKGROUND AND ACCOMPLISHMENTS

The Division of Child Mental Health Services (DCMHS) has achieved the following:

- Since 1996, in partnership with Medicaid under the Diamond State Health Plan, DCMHS has effectively operated a public managed care children's behavioral health care system, utilizing a professional team approach to assure quality care;
- Integrated mental health and substance abuse treatment for Medicaid, CHIP and non-Medicaid children and youth, providing a full array of behavioral health care services;
- Received re-accreditation by the Joint Committee on Accreditation of Health Organizations (JCAHO) as a Managed Behavioral Health Care Organization in December 2003, in addition to the Terry and Silver Lake Treatment centers receiving re-accreditation in October 2004 and January 2005 respectively;
- Achieved accreditation by the Council on the Accreditation of Rehabilitative Facilities (CARF) in May 2007 for Service Management Network, Crisis Stabilization, Day Treatment, Outpatient Treatment and Residential Treatment;

- Initiated cost recovery on Medicaid approved services in collaboration with the DSCYF Cost Recovery unit;
- Successfully sustained child behavioral health services and care management initiated through DCMHS' \$8.75 million grant from the national Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Mental Health Services, targeting children in special education who have behavioral or mental health problems and problems functioning at school, home or in the community;
- Successfully created and implemented individualized residential treatment as a new, less restrictive residential treatment option, substantially improving services for children;
- Initiated and maintained the adjudicated Drug Court for substance abusing youth as an alternative to sentencing;
- Successfully initiated Initial Behavioral Health Assessments for children entering foster care;
- Obtained a Center for Medicaid and Medicare Services federal grant to develop Family Psycho-Education for children's mental health in Delaware;
- Obtained a four-year, \$1.6 million grant from SAMHSA to establish the Delaware Child Traumatic Stress Treatment Center, initiating the use of evidence-based practice (trauma focused cognitive behavioral therapy) in Delaware's behavioral healthcare system; and
- Partnered with Family Court and the Office of the Public Defender in the development of a juvenile mental health court program.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	27,224.3	28,149.1	28,734.9
ASF	10,386.0	11,763.5	11,763.5
<b>TOTAL</b>	<b>37,610.3</b>	<b>39,912.6</b>	<b>40,498.4</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	196.6	196.8	198.8
ASF	24.0	24.0	24.0
NSF	7.0	3.0	6.0
<b>TOTAL</b>	<b>227.6</b>	<b>223.8</b>	<b>228.8</b>

**SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES**  
**37-00-00**

**MANAGED CARE ORGANIZATION**  
**37-04-10**

**ACTIVITIES**

- Intake and assessment.
- Clinical services management.
- Administer provider network and service for the statewide DCMHS children's behavioral health services system.
- Training administration.
- Quality improvement.
- Data collection, information monitoring and analysis.
- Case and program consultation for the Department.
- Planning, including linkages with model programs.
- Consultation/presentation to other organizations on Delaware's public children's behavioral health system.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% increase in unduplicated count of children served	10.9	5.0	5.0
% of timeliness for intake disposition: emergencies - same day service	89.0	99.6	100
routine - within two working days	89.0	96.0	96.0

**PERIODIC TREATMENT**  
**37-04-30**

**ACTIVITIES**

- Crisis response/intervention services and crisis beds for diversion from hospital.
- Family-centered, community-based outpatient mental health and substance abuse treatment.
- Intensive, home-based outpatient mental health and substance abuse treatment.
- Mental health and substance abuse day treatment.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of identified clients presenting in crisis maintained safely without hospital admissions	89	87	87
% of identified clients successfully completing intensive outpatient mental health service	63	68	68

**24 HOUR TREATMENT**  
**37-04-40**

**ACTIVITIES**

- Specialized residential mental health and substance abuse treatment services.
- Community-based, 24-hour mental health residential treatment services and therapeutic group care.
- Inpatient psychiatric hospital treatment.
- Individual residential treatment homes.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of hospital readmissions within 30 days of discharge	12	15	15
% inpatient hospital expenditures as total of all treatment expenditures	6.6	7.0	10.0

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

## YOUTH REHABILITATIVE SERVICES

37-05-00

### MISSION

To support public safety and positive change of children, families and communities through guidance, education and empowerment.

### VISION

Youth Rehabilitative Services (YRS) in Delaware will set the standard for excellence in juvenile justice.

### KEY OBJECTIVES

- Institute the System of Care model by recognizing the needs of the child and directing services toward fulfilling those needs through collaboration with Child Mental Health, Family Services and the community.
- Measure and monitor the progress of youth who receive YRS services in the areas of academic progress, overall case management and recidivism.
- Maintain American Correctional Association (ACA) accreditation at the Ferris School, New Castle County Detention Center and Stevenson House Detention Center.
- Minimize institutional overtime and casual/seasonal payroll expenditures by managing populations.

### BACKGROUND AND ACCOMPLISHMENTS

**Governor's Team Excellence Award:** Community Services received the first ever Governor's Team Excellence Award for the implementation of the Community Services Re-engineering project. This project adjusted caseload sizes by simplifying and combining similar types of cases, reclassifying cases from 13 to 4 categories. Each of these categories has specific probation officer contact requirements that are based on the category level.

**Cognitive Behavior Therapy (CBT):** CBT is a model that emphasizes consistent problem-solving to initiate behavioral change in detention center youth. The focus of the program is to reinforce and reward youth for appropriate conduct, rather than discipline them for negative behavior. Detention center staff will teach skills, make behavioral observations focusing on catching youth doing something right, document the youth's behavior, evaluate progress and reward the youth.

**Grace and Snowden Cottages:** Operate two staff-secure, gender-specific programs on the Department's campus for up to 30 delinquent youth.

**Global Positioning System (GPS) Tracking:** Community Services uses GPS equipment to electronically track the geographical location of probation youth 24 hours a day. This equipment ensures probation compliance and increases probation officer efficiency. In addition, the system has the capability of notifying the probation officer immediately if a youth violates an identified exclusion area, such as a school zone. Currently, up to 32 youth can be monitored.

**Helping One Student To Succeed (HOSTS) Program:** HOSTS is a structured mentoring program that targets students who need assistance in reading, math and other academic skills at the Ferris School. Students are matched with trained business and community volunteer mentors, that serve as role models to motivate, support and provide individual student attention. At the present time, there are 40 mentors at the Ferris School.

**Vocational Education Program:** Educate youth transitioning to adulthood in the construction field. The program provides classroom and on-site construction training, but also trains youth on job counseling and searching skills.

**Juvenile Detention Alternatives Initiative (JDAI):** Delaware became a replication site in January 2002. The initiative is a partnership among the Chief Judge of Family Court, Attorney General's Office, Public Defender's Office, and DSCYF. Delaware's objectives are to:

- Develop (or sustain) collaborations to plan and oversee the implementation of detention reform strategies;
- Study local detention policies and operations to identify opportunities to reduce the inappropriate or unnecessary use of secure detention;
- Develop, implement and/or modify objective screening techniques to guide admission decisions;
- Plan and implement new or enhanced community-based alternatives to detention;
- Undertake case processing reforms to reduce lengths of stay, speed the administration of justice and increase system efficiency;
- Develop data systems that produce accurate and timely measures to track progress in terms of detention and alternative program utilization;
- Assess and improve conditions of confinement in secure detention; and

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

- Study, develop and implement policies and practices to reduce racial disparities in the use of secure detention.

**Stevenson House Re-accreditation:** Stevenson House was re-accredited in January 2007, as part of a three year audit with ACA.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	41,706.9	40,546.6	43,126.2
ASF	2,806.0	1,995.0	1,995.0
<b>TOTAL</b>	<b>44,512.9</b>	<b>42,541.6</b>	<b>45,121.2</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	363.6	366.6	367.6
ASF	22.0	22.0	22.0
NSF	7.5	--	--
<b>TOTAL</b>	<b>393.1</b>	<b>388.6</b>	<b>389.6</b>

### **OFFICE OF THE DIRECTOR** 37-05-10

#### ACTIVITIES

- Institute the System of Care model by ensuring intra and inter-agency cooperation and coordination.
- Direct Division operations and develop policy.
- Manage budget and fiscal operations.
- Monitor/evaluate Division programs.
- Plan and implement staff training.
- Comply with mandates in providing core services.

### **COMMUNITY SERVICES** 37-05-30

#### ACTIVITIES

- Assess the type and quantity of alternative, probation and aftercare services needed to serve delinquent youth who do not require secure incarceration.
- Provide case management and monitoring for youth being served in alternative programs, secure care, probation, and aftercare.
- Monitor contracts to ensure appropriate use and quality of service.
- Maintain census and fiscal control of contract usage.

- Provide assessment and case planning, consistent with the Dispositional Guidelines for Juveniles, for seriously delinquent youth and their families.
- Maintain youth in the least restrictive environment through the Placement Authorization Committee (PAC) and Population Emergency Response Team (PERT) processes.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of Level IV recidivism*	38	35	35
% of YRS youth requiring deeper end services	7	5	5
% of initial probation contacts on time	87	100	100
% of ongoing probation contacts on time	91	100	100

\*Recidivism rates provided by the Delaware Statistical Analysis Center, based on 12-month felony arrests.

### **SECURE CARE** 37-05-50

#### ACTIVITIES

- Provide secure detention for youth who require such before their hearings or trials.
- Provide 24-hour custodial care and treatment in a staff-secure, gender-specific residential setting for adjudicated youth.
- Provide appropriate education, treatment, counseling, recreation, vocational training, medical care, and family-focused case management for youth in secure residential facilities.
- Maintain ACA accreditation for secure care institutions.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of Level V recidivism*	53	35	35
% of students in Ferris School educational programs for six months or more who increase academic performance in the following subjects as measured by a standardized achievement test:			
Mathematics	73	95	95
Reading	70	95	95

\*Recidivism rates provided by the Delaware Statistical Analysis Center, based on 12-month felony arrests.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

## FAMILY SERVICES

37-06-00

### MISSION

To promote the well-being and safety of children and their families through prevention, protection and permanency.

### KEY OBJECTIVES

The safety and protection of a child is the paramount priority of the Division of Family Services (DFS). As such, Division services strive to ensure:

- At-risk children are safe from abuse, neglect and exploitation;
- Inter-divisional planning and coordination of services for children and families;
- Professional development of all staff to provide quality service;
- Quality assurance activities are thorough and ongoing;
- Interagency and community collaboration exists to build a system of care to support and strengthen families;
- Licensing and monitoring of the State's out-of-home child care facilities;
- Recruitment and retention of sufficient, quality foster families and improved quality of life for children living in foster care;
- Foster families have the support and parenting skills needed to work with challenging children;
- An enriched continuum of care for children needing placement in specialized and treatment foster and group care; and
- Children who cannot be returned to their family are settled, in a timely way, with a permanent family through adoption or guardianship or older youth are prepared for independence.

### BACKGROUND AND ACCOMPLISHMENTS

The Foster Care reform efforts continue to be implemented based on the recommendations of the Foster Care Task Force created by Governor Minner. With the resources provided in Fiscal Years 2002 through 2008, improvements have been made in:

training, enhancing foster parent skills to accept more difficult children, foster family clustering, staffing, creating additional placement resources, emergency foster homes, and a specialized group home for boys in New Castle County ages 13-17.

**Intake/Investigation:** Family Services received 7,273 reports of abuse, neglect and dependency in Fiscal Year 2007 and accepted 76.5 percent of those reports. Of those, 1,390 were substantiated, an increase of 5.38 percent over the number of cases substantiated in Fiscal Year 2006.

**Protective Treatment:** In Fiscal Year 2007, a total of 2,661 families and children received treatment services.

**Placement:** During Fiscal Year 2007, 686 children entered placement and 537 children exited placement. At the end of the year there were 929 children in out-of-home care, an increase of 14.3 percent from 813 children in care at the end of Fiscal Year 2006.

**Adoption:** In Fiscal Year 2007, 120 children for whom the Division held parental rights were adopted. The overall number of children in the adoption program increased from 232 in September 2006 to 242 in September 2007.

**Child Care Licensing:** In Fiscal Year 2007, Child Care Licensing ensured safeguards for 52,507 children in out-of-home care, up from 51,318 children in Fiscal Year 2006. The licensing staff made 2,776 facility visits and investigated 350 complaints. The Criminal History unit completed 6,692 criminal history record checks, resulting in the disclosure of 3,156 individuals with arrest records. A total of 440 individuals were determined unsuitable. The unit also requested 287 out-of-state child abuse and neglect checks under the Adam Walsh Child Protection and Safety Act of 2006. A total of 579 individuals had substantiated cases of child abuse or neglect, an increase of 23 percent from Fiscal Year 2006.

### Accomplishments

- Continued partnership with the Milton Hershey School to gain admission for foster care children.
- Collaborated with the DCMHS to provide mental health screenings for all children ages 4 to 17 who are entering foster care.
- Established memorandums of understandings with the Division of Developmental Disabilities Services, Division of Child Support Enforcement and Family Court.
- Complied with the Adam Walsh Child Protection and Safety Act of 2006.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	45,391.2	40,274.8	43,450.2
ASF	2,406.5	2,519.0	2,519.0
<b>TOTAL</b>	<b>47,797.7</b>	<b>42,793.8</b>	<b>45,969.2</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	295.0	299.8	302.0
ASF	25.5	25.5	25.5
NSF	36.9	34.9	32.8
<b>TOTAL</b>	<b>357.4</b>	<b>360.2</b>	<b>360.3</b>

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### *OFFICE OF THE DIRECTOR*

#### *37-06-10*

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#### ACTIVITIES

- Preparation and management of the divisional budget.
- Implementation of service delivery programs.
- Quality assurance.
- Data management and analysis.
- Professional development activities to ensure staff are able to provide efficient and effective services to children and youth.
- Policy development.
- Planning based on national, state and local best practices.
- Regulatory functions including child care licensing and criminal background/Child Protection Registry checks.
- Representation on national and local organizations, committees and advocacy groups.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of family child care homes receiving an annual compliance visit	98	100	100

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### *INTAKE/INVESTIGATION*

#### *37-06-30*

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#### ACTIVITIES

- Receive reports of suspected child abuse and neglect.

- Investigate child abuse and neglect and provide timely and appropriate safeguards.
- Refer families to community resources when appropriate.
- Provide ongoing Division services and supports.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of initial investigation contacts on time	95.8	100	100

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### *INTERVENTION/TREATMENT*

#### *37-06-40*

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#### ACTIVITIES

- Assure the safety of children while reducing the risk of abuse and neglect.
- Change the behaviors and conditions which cause abuse and neglect.
- Promote the most appropriate services for the safety and well being of children, including in-home services, placement, family reunification, while providing safeguards for children.
- Offer permanency services including adoption, guardianship and independent living.

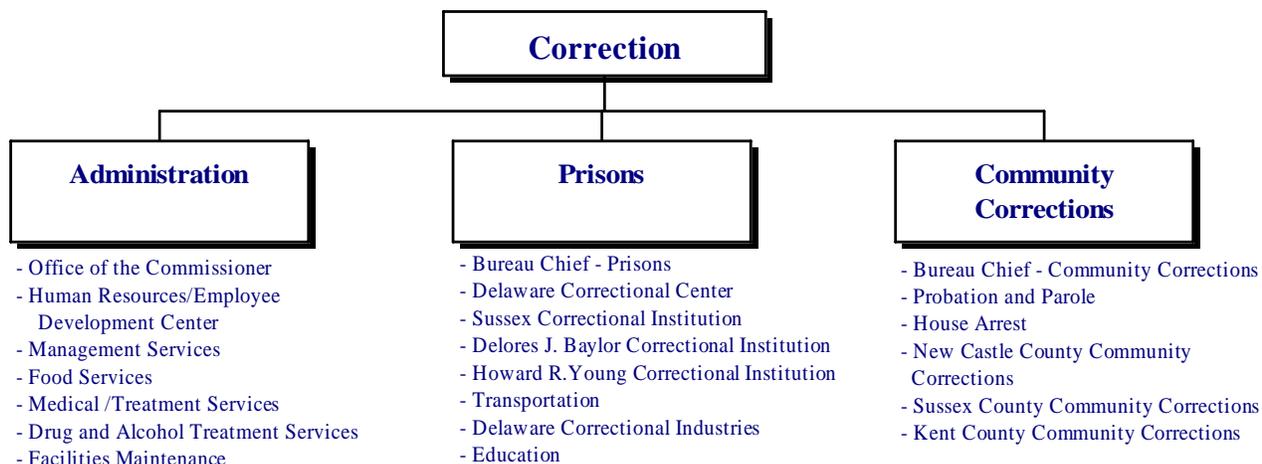
#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of timely initial treatment contacts	88	100	100
% absence of maltreatment within 12 months	97.4	94.6	94.6
% of exits to adoption in less than 24 months	38.3	36.6	36.6



# CORRECTION

## 38-00-00



### MISSION

To protect the public by supervising adult offenders through safe and humane services, programs and facilities.

### KEY OBJECTIVES

- Enhance public safety through the supervision of adult offenders within our facilities and communities.
- Create an environment conducive to productive offender programming and treatment.
- Maintain a stable and skilled workforce, particularly in the correctional officer series through recruitment initiatives and varied professional development opportunities.
- Adopt a system-wide emergency preparedness plan and train all personnel by Fiscal Year 2009.
- Ensure that every inmate receives medical health care in compliance with National Commission on Correctional Health Care (NCCHC) standards.

### BACKGROUND AND ACCOMPLISHMENTS

The Department of Correction is authorized for 2,635 officers and staff across the Office of the Commissioner and three bureaus - Prisons, Community Corrections and Management Services. The Office of the Commissioner directs human resources, employee development and training, internal affairs, media/community relations and planning. The Bureau of Prisons operates four facilities housing offenders incarcerated by court order. The

Bureau of Community Corrections supervises offenders after release from incarceration or upon direct sentence of a court in work release facilities, a women's treatment center and three violation of probation centers and in the community. The Bureau of Management Services provides essential, direct, support services across the entire Department.

Most state correctional systems only manage prisons, leaving the jails, detention centers and community supervision to counties, municipalities or the judiciary. In Delaware, the Department of Correction is a unified system, which manages pre-trial detention through incarceration and community supervision

Currently, the incarcerated population (Levels V and IV) in the custody of the Department is approximately 7,500, of which about 4,800 (64 percent) are prisoners. The jail population of approximately 2,700 is divided between offenders sentenced to less than 1 year of incarceration (1,200 or 16 percent) and offenders held pending trial (1,500 or 20 percent). Over 16,800 individuals are under community supervision.

Administration encompasses overall direction and provision of support services to all of the institutions, offices and units of the Department through centralized budget and fiscal management, management information services, food services, offender health care and substance abuse treatment services, facilities maintenance and construction, human resources, staff development and training, and centralized warehouse, supplies and materials procurement.

# CORRECTION

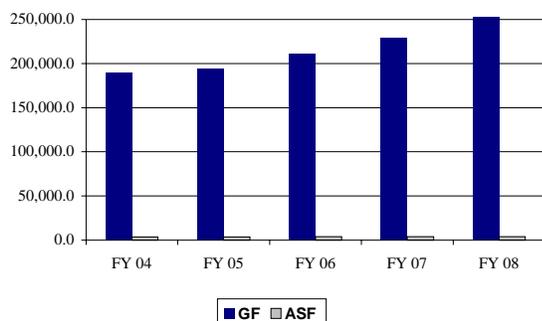
## 38-00-00

The Department continues to address the recommendations contained in the Final Report of the Task Force on Security Issues at the Delaware Correctional Center, as well as, the National Institute of Corrections (NIC) Technical Assistance Report.

The Department has undertaken a system-wide emergency preparedness training initiative to enhance its operational readiness. This new system of emergency response capability and decision-making represents a monumental shift in the way resources are deployed in emergency situations.

Within our mission is an overriding objective to increase public safety. Over 90 percent of all offenders incarcerated in Delaware, return to their communities upon completion of their sentence. The ultimate measurement for this Department must be to make the community safer when offenders are in our communities.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	252,143.3	253,169.2	258,958.1
ASF	3,017.7	4,078.9	4,078.9
<b>TOTAL</b>	<b>255,161.0</b>	<b>257,248.1</b>	<b>263,037.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,622.7	2,622.7	2,624.7
ASF	12.0	12.0	12.0
NSF	--	--	--
<b>TOTAL</b>	<b>2,634.7</b>	<b>2,634.7</b>	<b>2,636.7</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$745.8 for department-wide projected population growth.

- ◆ Recommend \$1,897.0 in Medical/Treatment Services and \$150.5 in Drug and Alcohol Treatment Services for increased contractual costs.
- ◆ Recommend \$467.8 in Drug and Alcohol Treatment Services for the Greentree program at Sussex Correctional Institution and the 6 for 1 program at the Howard R. Young Correctional Institution to cover decreased federal funding.
- ◆ Recommend \$282.6 and 3.0 FTEs in Medical /Treatment Services to comply with the Memorandum of Agreement with the U.S. Department of Justice.
- ◆ Recommend \$228.0 in House Arrest for electronic monitoring lease costs.
- ◆ Recommend the reallocation of New Castle County Women's Work Release Center (38-06-11) and the John L. Webb Community Correction and Violation of Probation Center (38-06-12) to New Castle County Community Corrections (38-06-06) to consolidate units for organizational efficiency.
- ◆ Recommend the reallocation of Sussex Violation of Probation Center (38-06-09) to Sussex County Community Corrections (38-06-07) to consolidate units for organizational efficiency.
- ◆ Recommend the reallocation of Central Violation of Probation Center (38-06-10) to Kent County Community Corrections (38-06-08) to consolidate units for organizational efficiency.

### CAPITAL BUDGET:

- ◆ Recommend \$3,135.4 for the Maintenance and Restoration program. This funding will be used to maintain agency buildings in their current condition and provide for necessary repairs.
- ◆ Recommend \$3,000.0 for the Minor Capital Improvements and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the Department's backlog of deferred maintenance.

# CORRECTION

38-00-00

## ADMINISTRATION

38-01-00

### MISSION

The mission of Administration is to provide direction and support services to the various units of the Department by providing oversight regarding budget and fiscal management, management information services, food services, offender health care services, offender substance abuse programs, facilities maintenance and construction, human resources, staff development and training, and purchasing on a statewide basis.

### KEY OBJECTIVES

- Improve department-wide budgetary and fiscal leadership, with focus on accounting, record keeping, contracts and procurement of services and goods, by promoting fiscal responsibility, accountability and effective management.
- Continue to update the Delaware Automated Correctional System (DACS) for maximum efficiency.
- Provide the most efficient, lowest cost of food services to the offender population while ensuring nutritional standards are being met.
- Ensure the most appropriate delivery of health care services to the offender population through a statewide health care contract; provide contract monitoring to ensure contract compliance and maintain NCCHC accreditation.
- Provide continuous quality assessment/improvement to ensure offender healthcare functions are efficient, productive and cost effective, and that state, federal, and accreditation standards are continually met and maintained.
- Continue to upgrade physical plants through continuous maintenance and restoration, addressing deferred maintenance backlog and acquiring additional maintenance staff for existing and new facilities.

### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Commissioner, including his executive staff, provides leadership, policy direction, moral guidance, monitoring of operations and support for ongoing activities related to the Department's vision,

mission and top priorities. Individual units within the Office of the Commissioner include Office of the Deputy Commissioner, Human Resources/Employee Development Center, Internal Affairs, Community Relations and Media Relations.

With the offender population ever increasing, the need for staffing also dramatically increases, and creates a challenge of hiring, training and retaining employees while continuing to provide quality services.

Human Resources is responsible for recruitment of staff, employee records management, personnel transactions, pay and benefits, position management and classification, labor relations and employee grievances, equal opportunity enforcement, and diversity training. Human Resources personnel process all new employee paperwork, work with the Department's Internal Affairs unit to ensure clearance/background checks are completed and properly documented, and organize job fairs for recruitment.

The Employee Development Center (EDC) is responsible for providing and coordinating all department-wide initial training, re-qualification, program development, and assistance to facilities in the development of in-house training efforts and curriculums. EDC is also responsible for the Department's Employee Assistance Program and Post-Trauma and Mentoring programs.

Management Services includes Offenders Records, Management Information Services (MIS) and Central Business Office.

The Offender Records unit houses and controls all inactive institutional and probation/parole offender records. Offender Records is responsible for the training, certification and re-certification of records staff in all Level IV and V facilities. This unit has the overall responsibility of monitoring the sex offender registration and victim notifications for the Department as required by the Delaware Code. Offender Records is tasked with providing records retention for the Department, as well as working closely with MIS to assure the accuracy of information provided for statistical purposes.

MIS is responsible for managing computer automation, offender information and web-enabled applications for the Department. MIS is tasked with providing information processing services related to the offender population under supervision throughout the various institutional settings and programs of the Department. MIS provides the information necessary for the efficient operation of the correctional centers and management reporting at all organizational levels. MIS also provides

# CORRECTION

## 38-00-00

information systems technical assistance to business applications that seek automation.

To support these major functions, MIS must keep abreast of technological changes in computer software, hardware and networking systems. This is a continuous process and requires technicians skilled in all aspects of information technology in order to leverage potential business applications consistent with agency goals and objectives. Technical training of MIS staff and the use of professional consultants working closely with staff allows MIS to offer some of the latest technology available.

The Central Business Office is responsible for payroll processing, accounts payable and receivable, grants, budget preparation, fiscal year close-out and start-up, and vendor financial tracking and payment.

Food Service prepares over 22,000 meals per day for the facilities, while ensuring proper and safe food handling by all employees and offender kitchen workers. Ongoing training is provided to institutional kitchen staff in conjunction with the Department's EDC and the Food Service Quality Control Administrator. Bids for food and packaged items are advertised on a regular basis to ensure value, quality products and competitive pricing. Delaware Health and Social Services, Division of Public Health and NCCHC accreditation standards are continually met and maintained. Therapeutic dietary needs are prescribed by medical personnel and are prepared and provided by Food Service.

State government, federal guidelines and accreditation standards through the NCCHC set the protocols and standards for the delivery of offender health care and evaluates the care provided throughout the correctional system, including preventive and public health, mental health, primary and secondary medical care, and occupational health and safety.

The Department strives to maintain or improve the health status of the offender population while providing a safe working and living environment for both offenders and staff. Lifestyle-related illnesses, including AIDS, TB, Hepatitis, heart disease, and diabetes continue to be a major focus. Prevention efforts through education and early intervention are maintained, along with aggressive treatment programs for those suffering from these, and any other illnesses.

In 2005 an internal Medical unit, comprised of medically professional Department staff, was created to provide oversight to the daily medical and mental health operations of the contracted medical provider to ensure NCCHC standards are continuously met and maintained; medical and mental health care is provided at the utmost

professional level in accordance with standard medical practices and laws; and that every inmate receives both proper and in-depth medical care necessary to ensure good health. This is accomplished through audits, ensurance of medical standards being adhered to, maintaining state of the art equipment, and following NCCHC protocols through monitoring efforts of the Medical unit personnel.

The Department also contracts with a substance abuse provider for various Level IV and V offender treatment and counseling services, as well as after-care programs to facilitate an offender's re-entry into society. These services focus on substance abuse treatment, relapse prevention, strengthening recovery efforts, anger management, various therapies, skill training and services available for successful transition back into the community with the goal of decreasing the recidivism rate. The Medical unit oversees the contractual arrangement to provide substance abuse treatment services for approximately 635 Level V beds (Key programs, YCOP, Boot Camp, and 6 for 1), 1,400 Level IV slots (Crest and VOP centers) and 600 aftercare slots annually.

The Maintenance unit oversees facility building and other capital projects, repair and maintenance of facility equipment, and performs routine safety inspections at all institutions with focus on the review and correction of specific complaints and problems. The Maintenance unit continually helps maintain accreditation standards in areas such as storage and use of toxic substances, food sanitation, infirmary requirements, and occupational health and safety.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	69,731.4	77,849.1	81,854.0
ASF	324.2	25.0	25.0
<b>TOTAL</b>	<b>70,055.6</b>	<b>77,874.1</b>	<b>81,879.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	286.0	293.0	296.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>286.0</b>	<b>293.0</b>	<b>296.0</b>

# CORRECTION

## 38-00-00

### **OFFICE OF THE COMMISSIONER** **38-01-01**

#### ACTIVITIES

- Provide departmental management and leadership.
- Serve as legislative liaison.
- Coordinate public relations.
- Maintain security audit program.
- Central research, planning and policy development.
- Provide centralized management for emergency preparedness policy and training.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of random/periodic Internal Affairs rechecks	1,300	950	1,050
# of random drug tests of employees (positives in parentheses)	9,74 (3)	2,100 (0)	2,100 (0)
% of policies/procedures reviewed	0	50	100
# of positive media stories generated	159	155	200
# and % of employees trained on emergency preparedness	557 21	2,000 76	2,610 99
# of employees receiving emergency preparedness refresher training	N/A	400	1,200

### **HUMAN RESOURCES / EMPLOYEE DEVELOPMENT CENTER** **38-01-02**

#### ACTIVITIES

- Provide applicant and employee services.
- Maintain employee records.
- Coordinate employee labor relations.
- Manage employee benefits and development.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of grievances at Commissioner's level	62	75	75
# of correctional officer recruits graduating from Correctional Employee Initial Training (CEIT)	244	240	200
# of probation officer recruits graduating from Basic Officer Training Course (BOTC)	10	15	15
# of individuals receiving requalification, recertification or other training	20,000	25,000	30,000
# of trainee hours in requalification, recertification or other training	100,000	120,000	140,000

### **MANAGEMENT SERVICES** **38-01-10**

#### ACTIVITIES

#### **Offender Records**

- Houses and controls all inactive institutional and probation/parole offender files.
- Provides records training to other department staff
- Coordinates department-wide records retention policies.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of victim notification letters issued	2,841	2,983	2,983
# of hours recorded for training	282	296	296
# of sentences calculated	8,908	9,353	9,353
# of offenders returned on Level IV agreement to return process**	76	91	91

\*\* This refers to when an offender has a Level V sentence, followed by a Level IV sentence, but also has a detainer from another state. The offender is held as a fugitive and extradited but signs an agreement to voluntarily return to DE to serve the Level IV portion of their sentence.

#### **Central Business Office**

- Provide information and training opportunities to Department financial personnel.
- Support the development of the annual budget.
- Maintain and manage the Department's Supercard program.

# CORRECTION

## 38-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of error-free documentation	95	98	98
% of ongoing training for financial personnel	97	100	100
% of vendor invoice payments processed through the Supercard	81	90	90

#### Management Information Services

- Provide information technology support and help desk services for the Department.
- Maintain DACS.
- Support the development and maintenance of web-enabled applications.
- Liaison (voting membership) with Delaware Justice Information System (DELJIS) Board of Managers, Information Resource Managers (IRM) Council, Courts Organized to Serve (COTS) and State Computer Hardware/Software Committee.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of high priority help desk calls resolved within one hour	98	100	100
% of computer up-time for DACS availability 24/7	95	100	100

### **FOOD SERVICES** 38-01-20

#### ACTIVITIES

- Prepare menus to meet Dietary Reference Intakes (DRI).
- Maintain kitchen facilities to meet American Correctional Association (ACA) Food Safety Guidelines and Delaware's Public Health Sanitation Standards.
- Maintain food supply inventory consistent with population needs.
- Enhance staff development.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% score on quarterly sanitation inspections	96	95	95
% of staff Serv Safe certified	87	90	95
Per diem cost (\$)	5.30	5.30	5.30
Per Diem Cost (\$) – food only	2.77	2.77	2.77

### **MEDICAL/TREATMENT SERVICES** 38-01-30

#### ACTIVITIES

- Maintain comprehensive health care services through a department-wide contract with medical vendor.
- Monitor contractual obligations set forth in Medical and Mental Health contracts to include appropriate staffing figures, licensing and credentialing issues of all vendor employees.
- Conduct quarterly audits of intake screening, medication administration, specialty and chronic care, sick call requests and mental health treatment of inmates to ensure vendor compliance with the contract and NCCHC standards.
- Conduct internal audits of inmate medical and mental healthcare pursuant to the guidelines set forth in the U.S. Department of Justice Memorandum of Agreement.
- Monitor the medical grievance process to ensure they are addressed in a timely manner.
- Coordinate immunization of juvenile offenders in Department custody by working with the Division of Public Health as well as coordination of all other necessary immunizations for all Department inmates.
- Ensure inmates receive a 30 day supply of medication, information about community services and education on treatment, and care for HIV/AIDS upon release.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of intake screenings completed within 24 hours	95	95	97
% of medication administration records maintained and completed correctly	70	75	80
% of sick calls resolved within 72 hours	70	75	80
% of psychotropic medications given within 24 hours of intake	70	80	80

### **DRUG AND ALCOHOL TREATMENT SERVICES** 38-01-31

#### ACTIVITIES

- Provide therapeutic community treatment programs to eligible inmates.

## CORRECTION

### 38-00-00

- Provide aftercare services to offenders who have participated in the therapeutic community model.
- Increase awareness of treatment programs throughout the inmate population.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of placements into Key program from waiting list (approx. 40 inmates on waiting list/month)	65	70	80
# of inmates receiving follow-up community orientation (approximately 200 inmates/month released to aftercare)	772	800	900
% of inmates completing Key, Crest, Aftercare continuum (w/o interruption)	33	40	50
% inmates graduating from Aftercare	94	100	100

#### ***FACILITIES MAINTENANCE*** ***38-01-40***

#### ACTIVITIES

- Coordinate the design of major and minor capital improvement projects with contracted architectural/engineering firms.
- Oversee contractors performing work on major and minor capital improvement projects.
- Maintain physical plant systems at all Department facilities and some leased facilities.
- Grounds keeping and snow removal at all Department facilities.
- Oversee inmate work crews performing various repairs and improvements.
- Perform recordkeeping and reporting on environmental issues.
- Ensure continued technical training for all maintenance staff through a variety of programs.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of work orders: completed	20,403	25,000	25,000
processed	20,618	25,000	25,000
# of overtime hours	1,767	4,440	4,350
# of facilities maintained	13+	13+	13+
Square footage of facilities maintained (million)	1.88	1.88	1.91

## PRISONS

### 38-04-00

#### MISSION

The mission of the Bureau of Prisons is to provide overall administrative support to prison facilities, which enforce judicial sanctions for offenders and detentioners in a safe, humane environment. The Bureau provides public protection with incarceration and rehabilitation programs that address societal and offender needs.

#### KEY OBJECTIVES

- Utilize flow down options delineated in the Sentencing Accountability Commission (SENTAC) Policy Manual maximizing Level V bed space availability.
- Utilize offender assessment, program participation and program completion as system efficiency monitors.
- Maintain the security housing units to manage the prison population with stark housing and rigorous programming.

#### BACKGROUND AND ACCOMPLISHMENTS

The Bureau of Prisons provides administrative support for the four institutions that house the Level V population (detention, jail and prison). The June 30, 2007 population count was 5,920 offenders.

A cooperative agreement continues with the Public Defender's Office to place attorneys at Howard R. Young Correctional Institution (HRYCI), Delores J. Baylor Correctional Institution (BWCI), Delaware Correctional Center (DCC) and Sussex Correctional Institution (SCI). This agreement is an effort to expedite pre-trial case processing, maximize the use of video/teleconferencing technology and reduce the detention population.

Annual inmate transports increased by 1,971 transports or 4.5 percent when compared to Fiscal Year 2006 (43,440 vs. 41,469). Court activity accounted for 83.3 percent of the Fiscal Year 2007 transports compared to 81.2 percent in the previous year.

Video/Teleconferencing usage for the twelve months ended June 30, 2007, reflects 24,713 sessions versus 21,805 for the previous year. The courts represent 71

# CORRECTION

## 38-00-00

percent and the Public Defender's Office represents 28 percent of the total activity.

The Youthful Criminal Offenders Program (YCOP) at HRYCI was opened to manage the most difficult juvenile offenders. These youth (under 18 years of age) are either found non-amenable in Family Court or are sentenced by Superior Court to the adult system for serious offenses. This program includes a modified Key program, education and rigorous discipline.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	138,575.3	127,548.8	128,439.7
ASF	2,064.6	3,323.9	3,323.9
<b>TOTAL</b>	<b>140,639.9</b>	<b>130,872.7</b>	<b>131,763.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,731.7	1,701.7	1,700.7
ASF	12.0	12.0	12.0
NSF	--	--	--
<b>TOTAL</b>	<b>1,743.7</b>	<b>1,713.7</b>	<b>1,712.7</b>

### **BUREAU CHIEF - PRISONS** 38-04-01

#### ACTIVITIES

- Employee grievances.
- Inmate grievances/disciplinary appeals.
- Prison Arts program.
- Labor contract evaluation.
- Inmate classification and program support.
- Reception diagnostic risk needs assessment.
- Bureau budget preparation and management.
- Bureau strategic planning.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of good time days lost	245	255	265
# of inmates classified to:			
drug treatment programs	694	700	700
work release	383	400	400
supervised custody	248	275	275
# of inmates recommended for sentence modification	10	15	15
# of security/custody level classifications	2,119	2,330	2,330

### **DELAWARE CORRECTIONAL CENTER** 38-04-03

#### ACTIVITIES

- Level V offender case management.
- Institutional housing and inmate care.
- Treatment and educational programs.
- Structured offender work programs.
- Law library services.
- K-9 patrol.
- Collections/disbursements management.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmate work hours:	19,300	20,500	20,500
community service	326,438	400,000	400,000
food service	46,381	60,000	60,000
maintenance	322,800	297,400	297,400
janitorial	120,640	120,600	120,600
laundry	369,720	324,500	324,500
other*	1,215,27	1,223,00	1,223,00
Total:	9	0	0
\$ cost avoidance @ \$7.15 minimum wage (thousands)	8,689.2	8,744.5	8,744.5
# of escapes	0	0	0

\* Other includes barbers, central supply, commissary, clerks, education workers, yard workers, etc.

### **SUSSEX CORRECTIONAL INSTITUTION** 38-04-04

#### ACTIVITIES

- Level V offender case management.
- Institutional housing and inmate care.
- Treatment and educational programs.
- Structured offender work programs.
- Law library services.
- K-9 patrol.
- Key program.
- Greentree program.
- Boot Camp program.
- Collections/disbursements management.

# CORRECTION

## 38-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmate work hours:			
boot camp	4,953	8,500	8,500
food service	70,853	62,000	62,000
maintenance	10,420	18,000	18,000
janitorial	25,224	38,000	38,000
laundry	27,152	39,000	39,000
other*	51,248	70,000	70,000
Total:	189,850	235,500	235,500
\$ cost avoidance @ \$7.15 minimum wage (thousands)	1,357.4	1,683.8	1,683.8
# of escapes	0	0	0

\* Other includes barbers, clerks, education workers, yard workers, etc.

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### **DELORES J. BAYLOR CORRECTIONAL INSTITUTION**

**38-04-05**

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#### ACTIVITIES

- Level V offender case management.
- Institutional housing and inmate care.
- Treatment and educational programs.
- Structured offender work programs.
- Key Village.
- Law library services.
- Collections/disbursements management.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmate work hours:			
food service	219,000	250,000	250,000
maintenance	12,000	12,500	12,500
janitorial	15,000	15,000	15,000
laundry	5,500	5,500	5,500
other*	25,000	34,000	34,000
Total:	276,500	317,000	317,000
\$ cost avoidance @ \$7.15 minimum wage (thousands)	1,977.0	2,266.6	2,266.6
# of escapes	0	0	0

\* Other includes education workers, clerks, cosmetologists, etc.

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### **HOWARD R. YOUNG CORRECTIONAL INSTITUTION**

**38-04-06**

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#### ACTIVITIES

- Level V offender case management.
- Institutional housing and inmate care.
- Treatment and educational programs.

- Structured offender work programs.
- Law library services.
- K-9 patrol.
- Key program.
- Young Criminal Offenders program (YCOP).
- Collections/disbursements management.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmate work hours:			
food service	169,500	175,000	175,000
maintenance	0	0	0
janitorial	22,000	25,000	25,000
laundry	8,200	8,500	8,500
Total:	199,700	208,500	208,500
\$ cost avoidance @ \$7.15 minimum wage (thousands)	1,427.9	1,490.8	1,490.8
# of escapes	0	0	0

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### **TRANSPORTATION**

**38-04-08**

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#### ACTIVITIES

- Inmate transportation.
- Courtroom security.
- Correctional Emergency Response Teams (CERT).
- K-9 training.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmates transported	43,440	42,275	47,125
# of CERT missions*	160	167	174
# of canine teams certified to Police Dog Level 1	19**	28	28

\*Includes escapee recovery, erroneous release recaptures, drug searches, contraband searches, high-risk transports, funeral honor guard, tactical surveys, weather emergencies, command post drills, and hostage drills.

\*\*19 of 29 authorized K-9 Teams at Police Dog 1 or Passive Alert Narcotic Detection or both; 6 COs are awaiting basic training; 1 CO on military leave.; 2 vacancies to be filled.

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### **DELAWARE CORRECTIONAL INDUSTRIES**

**38-04-09**

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#### ACTIVITIES

- Computer retrofit.
- Furniture shop.
- Picture framing shop.

## CORRECTION

### 38-00-00

- Printing shop.
- Silk screening shop.
- Small appliance repair shop.
- Upholstery shop.
- Concrete Design Systems.
- Construction.
- Vehicle maintenance.
- Small engine repair.
- Warehousing.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmates employed	236	260	260
Gross revenue \$ (thousands)	3,564.0	3,920.4	3,920.4
Revenue \$ per inmate employed (thousands)	15.1	15.1	15.1
Average revenue \$ per work order	472	494	494
# of completed work orders	7,551	7,930	7,930

### EDUCATION

#### 38-04-11

#### ACTIVITIES

- Academic programs.
- Life skills.
- Vocational and Apprenticeship programs.
- Ancillary programs.

Senate Bill 210 of the 141<sup>st</sup> General Assembly, signed July 9, 2001, placed the Prison Education program under the Department of Education (DOE).

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inmates enrolled	1,789	1,804	1,804
# of GEDs earned	139	139	139
# of High School diplomas earned	71	65	65
# of Certificate of Educational Attainments	328	336	336
# of vocational certificates	135	140	140
# of life skills completed	252	252	252

### COMMUNITY CORRECTIONS

#### 38-06-00

#### MISSION

The mission of the Bureau of Community Corrections is:

- to promote public safety through the effective supervision of offenders placed under community supervision, SENTAC Levels I – IV;
- to provide supervision, programs and treatment services that promote long-term self-sufficient, law abiding behavior by offenders; and
- to support efforts to make victims whole in accordance with Delaware law.

#### KEY OBJECTIVES

- Maintain and enhance community safety.
- Improve the effectiveness and overall management of the Bureau by establishing support programs and services for staff and restructuring of positions and services to reflect the actual needs of the Bureau.
- Develop initiatives to improve intra and inter-agency communication, coordination and cooperation for better pre and post-release supervision of offenders.
- Improve the operation of the Bureau through the development of new programs and more efficient use of resources.
- Expand placements in less costly community programs.

#### BACKGROUND AND ACCOMPLISHMENTS

The Bureau of Community Correction supervises offenders released from incarceration or upon direct sentence of a court in work release facilities, a women's treatment center and three violation of probation centers. Individual units within the Bureau include Bureau Chief - Community Corrections, Probation and Parole, House Arrest, New Castle County Community Corrections, Kent County Community Corrections, and Sussex County Community Corrections.

#### Probation and Parole

There are presently 16,800 individuals under Probation and Parole supervision. Included in this number are 1,500 individuals that are being supervised under the Interstate Compact Agreement and reside out-of-state and 240 individuals that are on pretrial status who are assigned to Probation supervision. This past year Probation and Parole conducted 15,460 intakes, 16,877

# CORRECTION

## 38-00-00

discharges and 17,283 transfers between SENTAC levels. Of the cases that are discharged, 91 percent were closed and 9 percent were revoked to Level V.

Probation and Parole has implemented classification systems that include the use of the Level of Service Inventory - Revised (LSI-R) and Domestic Violence Matrix. The use of classification instruments assists in the assignment of cases by helping identify risk of recidivism, risk of the offender and the offender's needs. The assessment helps in determining an offender's need for treatment and the appropriate type of treatment that is needed to help increase the chances of an offender successfully completing supervision and becoming productive, law-abiding citizens. This year we will have the classification system revalidated to ensure that the scoring is accurate and make any adjustments that are required.

Probation and Parole continues to be involved with other law enforcement agencies, state agencies and community groups in an attempt to better serve the public. We continue our Safe Streets partnerships with the Delaware State Police, Wilmington Police, Dover Police and New Castle County Police. Probation and Parole works closely with the Division of Substance Abuse and Mental Health, Treatment Access Center (TASC) in addressing offender's treatment needs.

### **House Arrest**

The Level IV House Arrest program continues to develop specialized caseloads. Some officers are specifically assigned to supervise sex offenders and re-entry court offenders. When possible, domestic violence, Boot Camp and Key/Crest graduates, and mentally ill offenders are also assigned to specific officers for supervision. The House Arrest programs in Kent and Sussex counties have the responsibility of supervising Supervised Custody cases.

Violations of the conditions of supervision are most often technical violations rather than new criminal activity. While the number of violations from the House Arrest program grows, the success rate is due to the officers being proactive to technical violations such as offenders missing office appointments, not attending treatment sessions or violating their approved daily schedule. Public safety in the community is enhanced because the offenders are confronted before their behavior leads to criminal activity.

The 24-hour Monitoring Center continues to expand its role and responsibilities. Originally designed to be a central point for computer-generated alerts regarding House Arrest program offenders, it has become a communications center for the statewide Operation Safe Street (OSS) officers and other probation and parole

officers working after normal business hours. The Monitoring Center provides information to the officers regarding the status of offenders under supervision, sentencing information and other pertinent data, thus enabling them to stay in the community instead of returning to the office to manually search for information.

In accordance with the new law requiring all Tier III sex offenders be monitored by GPS tracking equipment, House Arrest will begin enrolling and tracking all Tier III sex offenders assigned to SENTAC Levels I, II, III, and IV.

## **NEW CASTLE COUNTY COMMUNITY CORRECTIONS**

### **Plummer Work Release Center**

The Plummer Work Release Center continues to provide a full range of custody and treatment services to offenders at Level IV supervision and classified Level V offenders. The Intensive Community Supervision program offers supervision services at the highest level in the community for offenders awaiting bed space at Level IV. This level of supervision is accomplished through three face-to-face meetings per week with a probation officer, curfew checks and monitoring through breathalyzer and drug screening tests.

The Plummer Work Release Center also continues to meet the challenge of Level IV supervision through Crest and work release programs to ensure a smoother and safer transition back into the community. The Crest population has remained steady in the past year, and the 128 beds allocated for this program remain engaged. Additionally, the Center has engaged the service of Survivors of Abuse in Recovery (SOAR) to assist female offenders in the Crest program to deal with the roots of their behavior by confronting the issues of abuse in their lives. Twenty-eight beds are committed to traditional work release beds for female offenders.

DNA testing, victim notification, sex offender registration and offender publications are additional duties that are handled to ensure that requirements of the Delaware Code are met.

Plummer Work Release Center staff actively pursues escapees from its programs. The Escape Apprehension Team aggressively researches prior hosts, romantic interests and social contacts in an effort to bring these individuals back into custody and to be held accountable to the courts.

# CORRECTION

## 38-00-00

### **New Castle Women's Work Release Center (NCWWRC)**

The first of its kind, this 96 bed female-only facility opened in October 2005, and focuses on treatment of addiction related issues followed by work release. Functioning as a Level IV substance abuse treatment program, modeled after existing Crest programs, offenders will deal first with their addiction issues in a gender specific environment and upon completion of this phase of treatment will progress to work release for re-entry into the community. The work release phase will allow offenders to save funds and establish safe housing to improve their chances of success and independence.

### **Webb Work Release Center (WWRC)**

In Fiscal Year 2008, the Webb Correctional Facility transferred from a Level V facility under the Bureau of Prisons to a Level IV facility under the Bureau of Community Corrections. As a work release facility it provides beds for the second phase of the work release program and houses a small number of offenders for violation of probation.

## **SUSSEX COUNTY COMMUNITY CORRECTIONS**

### **Sussex Violation of Probation Center (SVOP)**

SVOP is a military style work camp. Various courts, probation offices and Level I-IV correctional programs utilize SVOP as a sanction facility. Since January 2001, SVOP receives and releases approximately 8,600 offenders in a 12-month period. These are Level V holds awaiting Level IV placement, direct sentences from various courts or technical probation violators from Probation and Parole offices statewide. In Fiscal Year 2006, offenders at SVOP performed in excess of 150,000 hours of community services to over 130 state agencies and organizations throughout the State of Delaware. Services these offenders provide to various state agencies are:

- Grass cutting services;
- Maintenance on approximately 500 state vehicles;
- Farm operations;
- Shrink-wrap recycling;
- Beach grass for the Department of Natural Resources and Environmental Control (DNREC);
- Trash program for the Department of Transportation (DOT);
- Firewood program;
- Butcher Shop program (DNREC);
- Prime Hook National Refuge restoration and maintenance; and
- Partnership with Environmental Concerns, Inc.

Offenders at SVOP are encouraged to apply the community service hours they accumulate to the costs and fines they owe. The resulting total paid toward costs and fines for calendar year 2005 totaled \$607,000. By doing so, the financial obligations imposed in sentencing orders are partially satisfied prior to their starting Levels I-III probation.

SVOP now receives all offenders sentenced to serve weekends at Level IV. Many of these offenders are individuals who have committed minor violations or owe child support.

### **Sussex Work Release Center (SWRC)**

SWRC has experienced growth in all aspects of its programs. The Work Release buildings current housing capacity is 244 offenders. The current breakdown is 40 females and 204 males.

SWRC maintains the following services:

- DNA testing, victim notification, sex offender registration and offender publications are additional duties that are being handled to ensure that requirements of the Delaware Code are met;
- Work release, escape/absconder apprehension operations, employment site checks, and monetary collections of court ordered costs and fines, room and board, and medical co-pays;
- Alcoholics Anonymous and Narcotics Anonymous programs are run in both Crest and work release populations;
- The Crest program now encompasses 90 of the 244 beds located in SWRC, of which 18 are dedicated for female offenders; and
- The remaining 154 beds at SWRC are utilized for work release offenders of which 22 are designated for female offenders.

## **KENT COUNTY COMMUNITY CORRECTIONS**

### **Morris Correctional Work Release Center (MCWRC)**

MCWRC continues to serve 150 male Crest offenders and a small work release-only population.

DNA testing, victim notification, sex offender registration and offender publications are duties handled by staff to ensure that requirements of the Delaware Code are met.

Accountability to facility rules and regulations, as well as to the offender's treatment plan is paramount and results in a high success rate. The work of the staff to return offenders who may be unaccountable in the community has resulted in a minimal escape rate.

# CORRECTION

## 38-00-00

### Central Violation of Probation Center (CVOP)

CVOP is serving a dual purpose as a Level IV facility. In response to the high number of offenders being directly sentenced to Level IV Crest without any prior time in the Key program, 125 beds at CVOP have been designated to be Crest phase-one beds. The CVOP offenders ordered to Crest who have not completed the Key program are immersed into the first phase of Crest treatment in a controlled environment for approximately three months to learn how to function in a residential treatment environment. They are then transitioned to a work release Crest program where they complete the second phase.

The remaining 125 beds are being used for offenders who have either violated probation or are classified to a Level IV facility while awaiting a bed in a work release facility. These offenders are assigned to work crews and perform community service under the supervision of correctional officers.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	43,836.6	47,771.3	48,664.4
ASF	628.9	730.0	730.0
<b>TOTAL</b>	<b>44,465.5</b>	<b>48,501.3</b>	<b>49,394.4</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	605.5	628.0	628.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>605.5</b>	<b>628.0</b>	<b>628.0</b>

### ***BUREAU CHIEF - COMMUNITY CORRECTIONS*** ***38-06-01***

#### ACTIVITIES

- Provide management support and supervision of Bureau sections.
- Plan and direct work of the Bureau.
- Monitor compliance with the Department and Bureau policies and procedures.
- Oversee Bureau management information needs.
- Oversee offender movement.
- Oversee the management of the Bureau treatment contracts.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of provider compliance with contractual agreements	100	100	100
% of budget units monitored for fiscal accountability	100	100	100
% of Bureau policies reviewed	30	30	30
# of grants monitored	7	8	9

### ***PROBATION AND PAROLE*** ***38-06-02***

#### ACTIVITIES

- Supervise probationers and parolees in Levels I, II and III.
- Report probationer and parolee compliance status.
- Oversee probationer and parolee treatment.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Average caseload size:			
Level II	85	80	70
Level III	39	35	30
% of positive Safe Streets curfew checks	65	68	70
% of cases closed not returning to prison	91	92	93

### ***HOUSE ARREST*** ***38-06-04***

#### ACTIVITIES

- Level IV client supervision services.
- Install and maintain electronic equipment.
- Monitor offenders' activities.
- Respond to violations.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of cases closed not returning to prison	82	85	85
# of monitoring units in service:			
standard	300	400	400
cell	25	75	100
GPS	30	90	125

# CORRECTION

## 38-00-00

### *NEW CASTLE COUNTY COMMUNITY CORRECTIONS 38-06-06*

#### ACTIVITIES

- Levels I - V offender case management.
- Crest North Treatment Center.
- Intensive supervision of Level III hold caseloads.
- Treatment planning/coordination and employment counseling for offenders.
- Supervision of certified parole cases.
- Collection/disbursement management of child support cases.
- Federal offenders contract administration.
- New Castle County supervised cases.
- Pre-release treatment/employment planning.
- Aftercare - New Castle County.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of successful releases	79	79	80
% of offenders obtaining employment	100	100	100
# of community service hours and \$ savings to public (min. wage \$7.15/hr.)	3,709 24,664	4,500 32,175	4,500 32,175
# of walkaways	35	32	30

\* Fiscal Year 2007 minimum wage was \$6.65/hr.

### *SUSSEX COUNTY COMMUNITY CORRECTIONS 38-06-07*

#### ACTIVITIES

- Levels I - V offender case management.
- Treatment and structured work activities for offenders.
- Supervision of parolees.
- Collections/disbursements management.
- Federal offenders contract administration.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of successful releases	75	76	78
% of offenders obtaining employment	85	87	89
# of walkaways	56	52	50
# of community service hours and \$ savings to public (min. wage \$7.15/hr.)	158,000 1,050,700	160,000 1,144,000	160,000 1,144,000

\*In Fiscal Year 2007 the minimum wage was \$6.65/hr.

### *KENT COUNTY COMMUNITY CORRECTIONS 38-06-08*

#### ACTIVITIES

- Levels I -V offender case management.
- Treatment and structured work activities for offenders.
- Supervision of parolees.
- Collection/disbursements management.
- Federal offenders contract administration.
- Kent County supervised custody.
- 24-hour Monitoring Center.

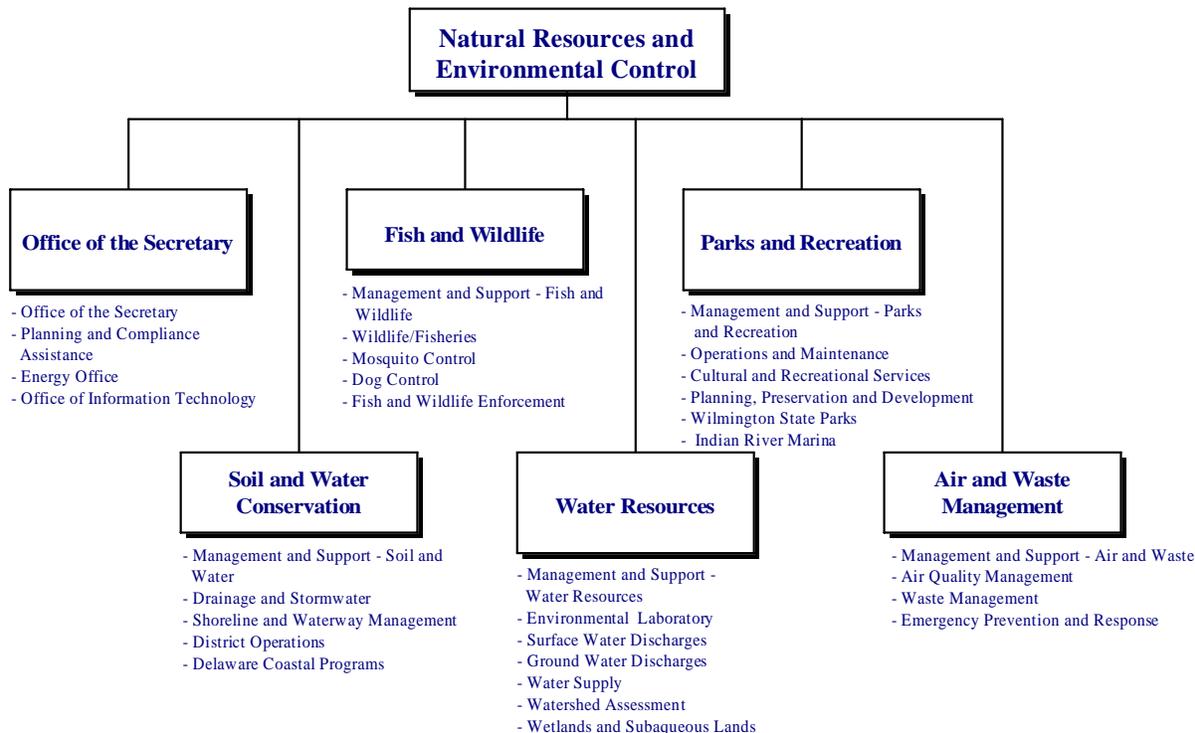
#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of successful releases	81	85	88
% of offenders obtaining employment	95	97	98
# of community service hours and \$ savings to public (min. wage \$7.15/hr.)	1,766 11,743	1,800 12,870	1,800 12,870
# of walkaways	4	3	2

\* Fiscal Year 2007 minimum wage was \$6.65/hr.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00



## MISSION

The mission of the Department of Natural Resources and Environmental Control (DNREC) is to ensure the wise management, conservation and enhancement of the State's natural resources; protect public health and the environment; provide quality outdoor recreation; improve the quality of life; and educate the public on historic, cultural, and natural resource use, requirements, and issues.

## KEY OBJECTIVES

- Promote health and safety by maintaining and improving the quality of air, land and water resources; manage populations of mosquitoes and other pests; and clean up spills involving hazardous chemicals to enhance the health and well-being of Delaware's people, wildlife and plants.
- Conserve plant and animal resources through protection and management of species populations and their habitats. This effort involves maintenance of biodiversity, harvest allocation of species populations, protection and restoration of ecological functions and processes, and performance of educational outreach.
- Promote and provide recreational opportunities that allow Delawareans to enjoy natural resources and

open spaces that enhance quality of life and result in a more Livable Delaware. The Department strives to provide recreational opportunities while balancing resource protection with resource management and use.

- Broaden commitment to environmental protection and resource conservation by working in partnership with others to develop strategies that integrate economic development, environmental quality and social policy making with broad public involvement. The Department strives to create a widely held ethic of stewardship that strongly encourages individuals, institutions, corporations and local governments to take responsibility for the economic, environmental and social consequences of their actions.

## PRIORITIES

**Improve regulatory compliance and environmental performance** - DNREC's challenge is to respond to the need for greater environmental stewardship with aggressive enforcement for violators and rewards for compliance. Managing and cleaning up abandoned and/or contaminated properties remains a priority for DNREC. The Hazardous Substance Cleanup Act (HSCA) is key to the Department's continued ability to address the problem of orphaned sites.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## **Enhancing water supplies and water management -**

During the past several years DNREC has been working with the Water Supply Coordinating Council and others to implement the requirements of the Water Supply Self Sufficiency Act and comprehensively address water supply concerns in northern New Castle County. The Council intends to assess and report on water supply and demand conditions south of the Chesapeake and Delaware (C&D) Canal over the next few years.

Water quality improvements necessary to meet total maximum daily loads (TMDL) will also be a focus area for the Department through pollution control strategies (PCS). PCSs provide the regulatory basis for achieving TMDLs as well as describe the voluntary best management practices to improve water quality.

## **Monitoring and controlling the occurrence of environmentally-related exposures and diseases -**

A recent national survey of registered voters found that the majority are concerned about risks to their health from pollutants in the environment, and inaccurately believe that government is adequately tracking these hazards and possible links to chronic health problems. DNREC has invested heavily to identify and track pollutants in the environment, particularly for regulatory and ecological purposes, but only minimally in tracking exposures and the distribution of disease and its relationship to the environment. There are pollutants entering our air and water each year with suspected or known adverse effects. DNREC is examining exposures related to carcinogens, particulates and microbiological hazards and has begun work to establish an inventory of contaminated sites to improve program management, increase transparency to the public and support the establishment of a long-term stewardship program.

## **Preserving and enhancing Delaware's green infrastructure -**

DNREC is working with a number of partners to develop the appropriate tools and statewide implementation strategies to identify and protect Delaware's natural life support system of parks and preserves; woodlands and wildlife areas; wetlands and waterways; productive agricultural and forest land; greenways, cultural, historic, and recreational sites; and other natural areas with conservation value. The Department will leverage the potential for cleanup and redevelopment of Brownfield sites as a preferable option to development of existing greenfield sites.

**Promoting sustainable practices -** Brownfield revitalization continues to be an important Livable Delaware program considering the loss of greenfields and the need to take advantage of the services offered in our urban areas. Other sustainability efforts for DNREC in the coming year include recycling and yard waste

management, energy efficiency and promotion of environmentally beneficial building practices, and communicating long-term environmental needs and improvements.

**Working with communities -** As DNREC addresses water and air quality concerns, land use and management, habitat protection, and the public's right to information concerning their surroundings, working with community groups to help them understand challenges and become involved in the solutions becomes increasingly important. The Community Involvement Advisory Council (CIAC) and DNREC's Community Ombudsman are reaching out to communities to explain DNREC's role in land use and environmental protection, address their concerns, and monitor any potential disproportionate environmental impacts resulting from racial or other socio-economic conditions within communities.

**Improving agency performance -** DNREC seeks to attain a highly motivated and knowledgeable workforce that is responsive to the needs of our citizens and the environment. DNREC has embarked on a management and staff training and development program designed to build increased trust and understanding within the organization and with the customers served by the Department. DNREC has made significant investments in data systems and web presence and now offers a host of services and products through the internet. Processes currently undergoing efficiency or quality improvement review include air permitting, Brownfields, storage tank permitting and cleanup, storm water permitting, wetlands/subaqueous lands permitting, and the public hearing process.

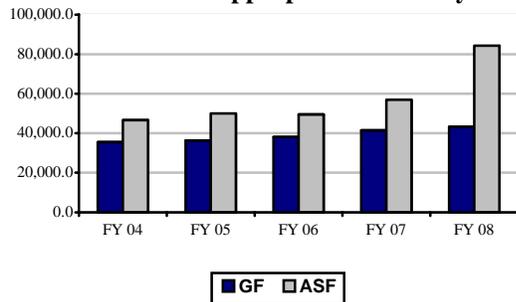
## **Enhance emergency prevention and response -**

DNREC has always maintained a strong spill prevention and response program. However, in recent years the need to enhance and expand prevention and response capabilities has increased from events such as 9/11, aging infrastructure vulnerable to natural disasters, the spread of disease, and declining federal resources all of which require a more efficient coordinated regional response. DNREC has increased its participation in interstate and regional planning and response organizations to address issues such as weapons of mass destruction, bioterrorism, oil spills, and avian flu pandemic. Ensuring that the State's dams are structurally stable and sufficient to withstand flooding is another of the Department's priorities.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

**40-00-00**

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	70,494.3	43,170.7	44,596.0
ASF	45,621.7	84,322.8	74,322.8
<b>TOTAL</b>	<b>116,116.0</b>	<b>127,493.5</b>	<b>118,918.8</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	396.9	405.9	409.9
ASF	298.6	295.1	294.6
NSF	153.5	162.0	163.5
<b>TOTAL</b>	<b>849.0</b>	<b>863.0</b>	<b>868.0</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$99.0 and 2.0 FTEs in Parks and Recreation for the Auburn Heights Preserve. Recommend one-time funding of \$30.0 in the Office of Management and Budget's contingency for equipment.
- ◆ Recommend \$208.0 and 3.0 FTEs in Parks and Recreation for the Blue Ball/Alapocas Run facility. Recommend one-time funding of \$20.0 in the Office of Management and Budget's contingency for equipment.
- ◆ Recommend \$75.0 in the Office of Information Technology for technology infrastructure.

### CAPITAL BUDGET:

- ◆ Recommend \$3,205.0 for the Conservation Cost Share program. This cost share program assists landowners by providing funds for the design and installation of systems utilizing best management

practices. The intent of the program is to protect water supplies and natural resources while minimizing erosion of farmland and the pollution of wildlife habitat.

- ◆ Recommend \$1,400.0 for the maintenance of tax and public ditches. Program funds are also used to build structures that improve the quality of runoff water and for repairing deteriorated drainage channels in environmentally sensitive areas.
- ◆ Recommend \$2,150.0 to continue the Beach Preservation program. These funds will be used for the cost-share of the Fenwick Island project and general dune maintenance.
- ◆ Recommend \$600.0 for the Minor Capital Improvements and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and continue to eliminate the Department's backlog of deferred maintenance.
- ◆ Recommend \$1,000.0 for the Clean Water State Grant Match program for grants to improve wastewater facilities statewide. These funds will also leverage \$5,000.0 in federal funds.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## OFFICE OF THE SECRETARY

40-01-00

### MISSION

To oversee the development and implementation of state environmental, natural resource and recreational policies and programs; promote employee productivity through technology and training; manage the Department's financial and human resources; promote quality and continuous improvement of programs; assist other agencies in the promotion of environmentally sound economic development; and coordinate policy among the Department's divisions.

### KEY OBJECTIVES

- Increase percentage of facilities in compliance at time of inspection.
- Monitor and control the occurrence of environmentally-related exposures and diseases.
- Implement Delaware's Coastal Zone Act and protect and enhance the natural attributes of Delaware's Coastal Zone in order to maintain and enhance fish and wildlife populations and provide recreational opportunities.
- Continue the development and implementation of e-government initiatives and the Environmental Navigator to comply with 7 Del. C. §6014(a).
- Coordinate land use activities with other state agencies and county and municipal governments to preserve open space, and minimize impacts to habitat, air and water quality.
- Enhance the fairness, consistency, predictability, deterrence value and efficiency of the DNREC enforcement process.
- Engage state, federal and local governments, universities, environmental and citizen groups, major private landowners, and agricultural and business communities to implement actions for biodiversity conservation and ecosystem protection.
- Integration of clean energy programs including energy efficiency and renewable energy into Delaware's energy planning activities.
- Increase trust and understanding within DNREC and with its customers.

### BACKGROUND AND ACCOMPLISHMENTS

**The Office of Information Technology (OIT)** is responsible for the overall management of the information resources of the Department to ensure that investments in information resources are optimized in terms of benefit to the Department and its constituents. The main objective of OIT is to provide information to decision makers who protect human health and environment, manage fish and wildlife, and enhance recreational opportunities. In order to achieve this objective, OIT is developing an integrated information system containing facility, permitting, enforcement, ambient monitoring and natural resource data.

**The Ecosystem Protection and Restoration Office** focuses on the Department's priorities to identify opportunities to enhance functional ecosystems, biological resource protection, resource management, land management, restoration, and education and outreach activities that increase the awareness of the importance of preserving native plants, animals and natural communities that support a healthy, Livable Delaware. The office identifies key habitats and natural communities that are of particular ecosystem-wide importance including areas essential to particular species at critical stages of the life cycle, such as spawning or nursery areas. The office supports several priority initiatives: Livable Delaware, Open Space Preservation, State Wildlife Conservation Planning (State Wildlife Action Plan), Natural Areas Preservation System, and Green Infrastructure. These programs promote collaboration among local, state and federal partners and the development and implementation of tools and strategies to protect biodiversity and preserve natural resources.

**The Office of Public Affairs** issued approximately 450 press releases; managed the content of the Department web site; managed Coastal Cleanup, the Department's participation in Coast Day and other major volunteer events; held 15 press events; and coordinated over 1,000 responses to media inquiries over the past year to promote and explain departmental news, initiatives, issues, events, and special projects. Publications include *Outdoor Delaware* (the Department's subscription-based magazine), press releases which are published online and delivered electronically to the list-serve of online subscribers, and marketing materials.

**The Planning and Compliance Assistance Office** works with the Office of Management and Budget, Budget Development, Planning and Administration to implement the Livable Delaware initiative, provide assistance to local governments and the development community through the Preliminary Land Use Service

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

**40-00-00**

(PLUS) process, and implement the Coastal Zone Act Regulations.

**The Delaware Energy Office** provides energy expertise, information and assistance to State agencies, the public and businesses, and promotes renewable energy technologies, efficiency and planning. The Energy Office is working with the Governor's Energy Advisory Council, Public Service Commission (PSC), and others to update the State of Delaware's energy plan, implement the Energy Answers energy efficiency campaign and establish the Sustainable Energy Utility.

**The Human Resources Office (HRO)** has continued its efforts in the areas of recruitment and diversity, expanding recruitment sources to include more minority-based contacts, extending DNREC into the community with personal contacts, and continuing the effective partnership with the Department of Transportation. Additionally, DNREC has actively participated in the Partners for Progress Summit and has been championing required training for all employees in sexual harassment.

- Develop and distribute communication products that heighten awareness of environmental issues in communities and suggest opportunities to reduce environmental impacts.
- Work with community organizations, homeowner associations and other groups in helping them participate in DNREC's programs and to address their environmental concerns.
- Sponsor and participate in special events designed to raise the public's environmental awareness such as the State Fair, Coast Day, Earth Day, Coastal Cleanup and Christina River Cleanup.

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## *PLANNING AND COMPLIANCE ASSISTANCE*

**40-01-02**

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### ACTIVITIES

- Coordinate, through the PLUS process and county advisory committees, the preparation of recommendations concerning proposed developments and land uses.
- Assist county and local governments to incorporate environmental and natural resource concerns into their comprehensive plans, ordinance revisions, zoning changes and policy development.
- Coordinate the Department's Livable Delaware activities and provide planning assistance for biodiversity conservation.
- Provide pollution prevention assistance to industry, local governments and citizens through on-site technical assistance, pollution prevention roundtables and the publication of guides and brochures.
- Work with DNREC's regulatory programs on incorporating pollution prevention into permitting processes and compliance activities.
- Provide first point of contact for small businesses on Clean Air Act issues and assist with permitting and compliance issues.
- Coordinate with small businesses when upcoming regulations have a small business impact and educate them on the regulations and cost-effective compliance.
- Provide assistance and information on DNREC permitting programs and a central point of contact through the Regulatory Advisory Service.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	6,905.6	5,672.6	5,957.8
ASF	1,953.0	3,458.8	3,458.8
<b>TOTAL</b>	<b>8,858.6</b>	<b>9,131.4</b>	<b>9,416.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	43.6	43.6	44.6
ASF	33.8	33.8	33.8
NSF	5.6	5.6	5.6
<b>TOTAL</b>	<b>83.0</b>	<b>83.0</b>	<b>84.0</b>

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## *OFFICE OF THE SECRETARY*

**40-01-01**

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### ACTIVITIES

- Assist the divisions to meet their human resources, financial, legislative, policy and other needs promptly and accurately.
- Provide rational, accurate and responsive budgeting and financial management processes.
- Work with the Division of Public Health to examine the capabilities for environmental health tracking and prepare an action plan for initiation of a tracking program.
- Assess the Department's workforce diversity and develop programs to address needs.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

**40-00-00**

- Administer the Coastal Zone statute and provide timely, efficient services to industries seeking permits or status decisions.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of projects reported on for local land use decision makers	328	360	360
# of Regulatory Advisory Service customers	5	5	6
# of Clean Air Act Ombudsman assistance efforts	62	50	60
# of pollution prevention assistance efforts	67	60	65
# of Coastal Zone Act: permits issued	2	4	4
status decisions	2	4	4

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## **ENERGY OFFICE**

**40-01-04**

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### ACTIVITIES

- Provide a central repository and clearinghouse for collection and dissemination of data and information on energy supply, demand, costs, projections, and the environmental impacts of energy generation and use.
- Promote alternative fuels, renewable energy sources, innovative energy technologies, and other means of addressing energy demands.
- Promote energy conservation and efficiency as a means to reduce energy consumption.
- Administer the Green Energy Fund, Energy Answers program and Business Answers program.
- Work with the Sustainable Energy Utility (SEU) Oversight Board to establish the SEU and manage the contracts required by 29 Del C. §8059.
- Coordinate with other state and federal agencies in the management of energy data, renewable energy generation, energy efficiency and conservation efforts.
- Provide a program of energy audits for State facilities and training of energy auditors.
- Assist the Cabinet Committee on Energy to develop the State Facilities Energy Management Plan.
- Provide assistance to emergency management officials to plan for energy emergencies.

- Conduct the federally-required components of the State Energy Plan grant program awarded by the U.S. Department of Energy.
- Implement the recommendations of the Governor's Energy Task Force.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of projects funded through Green Energy Fund (GEF)	108	50	75
# of energy related workshops/seminars held	17	10	12
# of energy audits conducted	9	12	10

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## **OFFICE OF INFORMATION TECHNOLOGY**

**40-01-05**

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### ACTIVITIES

- Maintain the network and provide help desk services for over 850 employees in the main office building and satellite offices.
- Ensure that all software is properly licensed and upgraded as needed.
- Maintain and upgrade existing applications.
- Continue the integration of environmental information into the Environmental Navigator and make the information available to Department staff and the public.
- Continue development of e-government initiatives to allow the public to do business on-line with the Department.
- Continue to implement the Electronic Document Management System.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Average # of public and staff visiting the Navigator website daily	105*	300	300
# of people subscribing to electronic notification services	1,112	900	900

*\*Domain name changed in Fiscal Year 2007 and complete data is not available.*

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## FISH AND WILDLIFE

40-05-00

### MISSION

To conserve and manage the fish and wildlife resources of the State; provide safe and enjoyable fishing, hunting and boating opportunities to the citizens of Delaware and its visitors; manage and make available for public use and enjoyment the lands with which it has been entrusted; and improve the public's understanding and interest in the State's fish and wildlife resources through information and outreach programs.

### KEY OBJECTIVES

#### **Protect and restore an interconnected system of undeveloped lands.**

- Improve the effectiveness of the State's stewardship of plants, animals and their habitats on public lands.
- In conjunction with other public and private land management organizations, undertake special programs to acquire or permanently protect lands within established state resource areas, and other lands identified as having significance according to the procedures of the Delaware Land Protection Act.

#### **Maintain tidal fisheries management.**

- Increase investigations of events in the aquatic environment that result in the loss of natural habitat, fish population changes and fish kills.
- Implement and update interstate fishery management plans and regulations for 25 species of marine fish and shellfish to remain in compliance with interstate fishery management plans.
- Develop and expand artificial habitat (reefs) to colonize benthic organisms in support of marine fisheries on 16 sites in the Delaware Bay and Atlantic Ocean.
- Re-establish viable commercial oyster beds that will support a direct harvest from natural oyster beds.
- Improve public participation in marine fisheries management and improve game fish populations in tidal fresh water.

#### **Protect, restore and enhance fisheries and wildlife habitat.**

- Implement the existing state-level responsibilities for achieving the goals and objectives of the North American Waterfowl Management Plan, and achieve the restoration goals identified in the Northern Delaware Wetlands Rehabilitation Plan.

- Implement the State's Comprehensive Wildlife Area Management Plan. This plan will provide a basis for habitat and species management, wildlife and observation opportunities, and improvement in the quality of the environment.
- Manage the marsh for species diversity at the Russell W. Peterson Urban Wildlife Refuge.
- Assist the Riverfront Development Corporation regarding the design and construction of the new Wetland Education Center, trails and boardwalk.
- Provide consistent, coordinated and increased marine law enforcement and public safety services to promote and enhance boating education opportunities.
- Control aquatic weeds and algae in public ponds to maintain water quality, aesthetics and boating access.
- Implement the Statewide Comprehensive Wildlife Action Plan to preserve species of concern.

#### **Foster partnerships with private landowners.**

- Develop protocols for invasive species control on public and private lands and waters/wetlands in order to improve wildlife and fisheries habitats.
- Provide technical assistance support to 150 private landowners to develop habitat for Delaware's wildlife species of concern.

#### **Expand and enhance the non-game program for biodiversity.**

- Continue protection, recovery and management plans (federal or state) for endangered, threatened or species of special concern on an annual basis to enhance the State's biodiversity.
- Conduct surveys and maintain information on the distribution and status of the State's flora, fauna and natural communities, with an emphasis on rare species, and provide this information and expertise to public agencies and private organizations to enhance the State's biodiversity.

#### **Prevent mosquito-borne diseases.**

- Continue surveillance and monitoring with control and treatment activities to prevent or lessen outbreaks of West Nile Virus or Eastern Equine Encephalitis.
- Control pestiferous mosquito populations at tolerable nuisance levels, for quality-of-life factors and to lessen possible outbreaks of mosquito-borne disease.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## BACKGROUND AND ACCOMPLISHMENTS

Fish and Wildlife programs are developed and administered to serve the interests of all residents of Delaware. The Division works with all segments of constituencies to identify their needs and interests in fish and wildlife resources. The Division advocates the use of fish and wildlife including observation, study, hunting, fishing and trapping in a humane manner without threatening the continued existence of any species.

The Division developed the following key operational priorities that support the Department's strategic plan.

**Applied habitat research, management and restoration** promotes the conservation of biological diversity by avoiding the unnecessary threat to, or extinction of living species.

- Continue working with the Advisory Council on Game and Fish and farmers to resolve deer damage issues. In 2006, 282 landowners participated in the Division's Deer Damage Assistance program.
- Complete a comprehensive deer management plan.

**Species research and monitoring** provides the basis for management of fish and wildlife stocks and populations.

- The summer flounder fishery is recovering according to schedule and striped bass in the Delaware Estuary have been declared recovered.
- Delaware is in compliance with 25 fisheries management plans required under the Atlantic Coast Fisheries Cooperative Management Act and seven plans administered by the Mid-Atlantic States Fishery Management Council.
- The departments of Natural Resources and Environmental Control, Health and Social Services and Agriculture continued the West Nile Virus working group to develop and implement a statewide coordinated surveillance, monitoring and treatment program to prevent or lessen outbreaks of the mosquito-borne West Nile Virus.
- The Natural Heritage database of rare species and natural communities was used to conduct 740 environmental reviews and information requests in 2006.
- The Division continues to monitor for the occurrence of wildlife diseases including Chronic Wasting Disease, and other animal diseases that may have a potential to impact Delaware residents.

**Enforcement** provides public safety services and resource protection while enforcing state hunting, fishing and boating laws.

- The Enforcement section promotes boating safety education classes and enhances the boating safety message. An online boating safety education course is now available. Marine law enforcement and homeland security patrols are provided as required by national and local security alerts.

**Education and training** provides outreach opportunities that improve the awareness, appreciation and conservation of Delaware's natural resources.

- The Aquatic Resource Education program continues to be an important program for young people who are interested in increasing their awareness about the importance of Delaware's aquatic habitats.

**Infrastructure maintenance and development** provides public hunting areas and boating/fishing access sites that are environmentally sensitive, modern, safe, clean and convenient so that the State's natural resources are available to all.

- Planning and development of the new Lewes boating access facility is ongoing with construction estimated to be completed during the summer of 2008.
- The new Mispillion Harbor Marine Interpretive Center is open to increase public awareness of horseshoe crabs and shorebirds.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	9,476.5	7,773.5	7,861.0
ASF	2,802.0	6,633.9	6,633.9
<b>TOTAL</b>	<b>12,278.5</b>	<b>14,407.4</b>	<b>14,494.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	63.4	63.4	63.4
ASF	35.4	37.4	37.4
NSF	31.2	31.2	31.2
<b>TOTAL</b>	<b>130.0</b>	<b>132.0</b>	<b>132.0</b>

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## **MANAGEMENT AND SUPPORT - FISH AND WILDLIFE** **40-05-01**

### **ACTIVITIES**

- Direct, plan and coordinate the administration of Division program strategies and objectives including mosquito control, fish and wildlife management and enforcement to meet resource initiatives.
- Represent the Division on regional organizations such as the Atlantic States Marine Fisheries Commission, Mid-Atlantic Fishery Management Council, Atlantic Flyway Council, and the International Association of Fish and Wildlife agencies.
- Support the green infrastructure conservation coordinator.
- Prepare an annual report on the progress of the implementation of Executive Order 61 and the attainment of the conservation targets adopted by the Advisory Council on Planning Coordination.

## **WILDLIFE/FISHERIES** **40-05-02**

### **ACTIVITIES**

- Conduct research surveys and inventories of fish, shellfish and wildlife populations.
- Develop fish and wildlife management plans for 15 wildlife management areas, manage 54 freshwater pond and marine fishing access sites, and comply with management plans for 25 species of marine fish and shellfish.
- Monitor, maintain and regulate harvestable fish and wildlife populations.
- Provide technical assistance to landowners and government agencies.
- Administer non-game, endangered species and hunter education training programs.
- License and monitor the users of fish and wildlife resources.
- Monitor fish for diseases and investigate fish kills as to extent and probable cause.
- Obtain fish for contaminate testing and inform the public of fish consumption advisories.
- Acquire, develop and maintain lands and waters for recreation and conservation.
- Control aquatic and non-indigenous plants, and improve fish and wildlife habitat.

- Develop and implement wetland enhancement programs and coordinate and conduct fish, wildlife, acquisition, and hunter education and aquatic resource education activities.
- Conduct a trout stocking program in all three counties.

### **PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of acres of actively managed wildlife habitat on public lands	8,500	8,374	8,793
# of fisheries management plans complied with	25	25	25
# of hunter education certifications	1,753	1,736	1,823

## **MOSQUITO CONTROL** **40-05-04**

### **ACTIVITIES**

- Monitor mosquito populations and extent of quality-of-life/nuisance problems or mosquito-borne diseases (focus on West Nile Virus and Eastern Equine Encephalitis), and undertake control actions in response to intolerable infestations, disease outbreaks or adverse economic impacts.
- Respond to citizen complaints about excessive numbers of biting mosquitoes, or concerns about actual or suspect mosquito breeding areas.
- Investigate and assess mosquito control efficacy and non-target impacts associated with Open Marsh Water Management (OMWM), impoundment management, mosquito fish stocking, or insecticide use (larvicides and adulticides).
- Conduct research surveys and inventories of mosquitoes, fish and wildlife populations.
- Continue implementation of wetland restoration and enhancement projects within the Christina/Delaware River Corridor (Northern Delaware Wetlands Rehabilitation program).
- Interact with the U.S. Fish and Wildlife Service to ensure effective and practicable mosquito control on Delaware's two national wildlife refuges.
- Conduct public education and outreach programs on mosquito control problems and wetlands restoration and management.
- Coordinate with the Riverfront Development Corporation (RDC) to restore and manage wetlands at the Russell W. Peterson Urban Wildlife Refuge.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

- Work with the American Mosquito Control Association (AMCA) to help resolve national mosquito control issues having local impacts.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of acres of coastal marsh mosquito breeding habitat using source reduction techniques	210	300	300
% of nuisance-free nights (June-August)	81	75	75
# of acres of degraded wetlands under the Northern Delaware Wetlands Rehabilitation program restored	280	100	100

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### ***DOG CONTROL***

#### ***40-05-05***

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#### ACTIVITIES

- Administer and monitor a statewide dog contract program providing contract oversight and compliance with Kent County SPCA.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of dogs to shelters statewide	7,594	6,790	7,130
# of complaint services	8,634	18,555	18,555

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### ***FISH AND WILDLIFE ENFORCEMENT***

#### ***40-05-06***

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#### ACTIVITIES

- Prevent, investigate and prosecute illegal natural resource activity within the State of Delaware.
- Provide environmental education opportunities through Boating Safety and Hunter Safety education programs.
- Conduct marine search and rescue operations and statewide marine rescue training for coastal fire departments.
- Manage and administer the State vessel registration program.
- Assist the Department of Safety and Homeland Security with activities in the prevention of terrorism.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of boating safety presentations delivered to the public	51	53	55
# of recreational boating accidents	23	22	21

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### PARKS AND RECREATION 40-06-00

#### MISSION

To provide state parks, facilities and programs for outdoor recreational use; to protect natural resources in parks, nature preserves and greenways; provide technical, financial and planning assistance to the public for park, recreation and conservation areas; and make available natural and cultural interpretive and educational services.

#### KEY OBJECTIVES

- Maintain a system for determining the existence and location of state resource areas, their degree of endangerment, an evaluation of their importance, and information related to their natural, historic or open space values.
- Improve the effectiveness of the State's stewardship of plants, animals and their habitats on public lands.
- In conjunction with other public and private land management organizations, undertake special programs to acquire or otherwise permanently protect lands within established state resource areas and other lands identified as having significance according to the procedures of the Delaware Land Protection Act.
- Annually protect 2,000 acres of land through the Open Space program, through purchase, donation and conservation easements, for parks, wildlife areas, forests, cultural sites and greenways.
- Assist in the addition of park land and outdoor recreation facilities at municipal and county levels through grant assistance.
- Increase preventive maintenance to reduce major rehabilitation expenditures and curb facility deterioration.
- Locate and identify prehistoric and historic cultural resources on DNREC landholdings, and develop cultural resource management plans for parks, nature preserves and wildlife areas.
- Continue creative partnerships with profit and non-profit organizations to provide park services and raise funds.

#### BACKGROUND AND ACCOMPLISHMENTS

Parks and Recreation has six administrative sections to carry out its mission:

- Management and Support;
- Operation and Maintenance;
- Cultural and Recreational Services;
- Planning, Preservation and Development;
- Wilmington State Parks; and
- Indian River Marina.

Eleven field offices statewide are responsible for overseeing the operation of 20,328 acres in 16 state parks, the Brandywine Zoo and Baynard Stadium. The Division also manages ten nature preserves (3,041 acres) and 13 other sites (2,271 acres) outside of the parks, and monitors 65 conservation easements which protect an additional 2,994 acres.

The Division operates units containing a variety of landscape and natural resource features from rolling terrain in the uppermost regions of New Castle County to lands and inland ponds throughout the State to coastal beaches in Sussex County. Cultural and historic resources are protected and interpreted while a wide variety of recreational facilities are provided for Delawareans and out-of-state visitors.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	19,258.8	10,072.7	10,813.4
ASF	9,547.4	10,926.5	10,926.5
<b>TOTAL</b>	<b>28,806.2</b>	<b>20,999.2</b>	<b>21,739.9</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	111.0	117.0	122.0
ASF	70.0	64.0	64.0
NSF	1.0	11.0	11.0
<b>TOTAL</b>	<b>182.0</b>	<b>192.0</b>	<b>197.0</b>

#### MANAGEMENT AND SUPPORT - PARKS AND RECREATION 40-06-01

#### ACTIVITIES

- Oversee administrative functions: budget, personnel, legislation, fiscal control, and volunteer administration.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

**40-00-00**

- Provide guidance in the development of the Capital Improvement Plan.
- Coordinate services for five citizen advisory councils.
- Manage Twenty-First Century Park Endowment funds and all state park trusts.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% increase of volunteer hours	10	5	5

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## *OPERATIONS AND MAINTENANCE*

**40-06-02**

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### ACTIVITIES

- Manage daily operations of 16 state parks including special revenue generating facilities (Biden Environmental Center, Killen's Pond Water Park, Cauffiel Estate, Judge Morris, Bellevue Hall).
- Enforce state park rules and regulations, and provide for site and visitor safety and security, including a Water Safety program.
- Manage the retail sales program including gift shops, campground stores, vending and food concession operations.
- Administer a central reservation system for camping and other visitor services.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% increase in park and facility revenue	9	3	3

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## *CULTURAL AND RECREATIONAL SERVICES*

**40-06-03**

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### ACTIVITIES

- Plan and administer programs and special events for the public including day camps, natural and cultural resource interpretive programs and exhibits, and folklife interpretation.
- Conduct special events for the public.
- Provide environmental education programs that meet Delaware standards and performance indicators.
- Conduct historic and prehistoric archaeological surveys and preservation management plans.

- Manage publication and information services including research, editing and digital design for all commercially-printed state park publications.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% increase of people participating in park programs	7.5	5.0	5.0
# of produced or revised wayside exhibits	25	12	12

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## *PLANNING, PRESERVATION AND DEVELOPMENT*

**40-06-04**

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### ACTIVITIES

- Update state resource area maps, in consultation with county governments.
- Assist counties or municipalities with inclusion of state resource areas in the conservation element of their respective comprehensive plans.
- Maximize the use of funds and protection methods other than fee simple acquisition, to permanently protect statewide priority projects through utilization of open space criteria and the ranking system adopted by the Department.
- Plan, design, engineer and construct facilities and infrastructure within the park system.
- Administer the Open Space program for the acquisition of public natural resource lands.
- Coordinate conservation easement protection efforts on private lands.
- Coordinate all real estate issues including utility easements, use agreements and agriculture easements.
- Administer the Natural Areas program through the Land Preservation Office as defined by law.
- Develop and implement comprehensive natural resource management plans, including wildlife and invasive species issues.
- Administer state and federal grants and provide technical assistance to county and local governments for land acquisition, outdoor recreation facility and greenway development.
- Plan and develop the park trail system.
- Coordinate and oversee the Council on Greenways and Trails, Natural Areas Council and Open Space Council.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of acres that meet the criteria of the Land Protection Act	879	2,000	2,000
# of miles of multi-use trails in state parks*	7.9	6.0	6.0
# of conservation easements that meet the criteria of the Land Protection Act	3	2	2

\*Reflects annual miles of trails and not cumulative miles.

### WILMINGTON STATE PARKS 40-06-05

#### ACTIVITIES

- Manage the Brandywine Zoo and Baynard Stadium including upgrade of facilities.
- Upgrade standards through comprehensive maintenance and capital improvement plans.
- Provide public interpretive programming and coordinate special events.
- Develop relationships with surrounding neighborhood associations and City of Wilmington officials.
- Manage the Blue Ball Barn and surrounding athletic facilities.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% increase of visitors to Brandywine Zoo	0	5	2
# of stadium field events	24	25	25
# of new park program offerings	7	4	4
# of historic monuments/statues restored	1	1	1

### INDIAN RIVER MARINA 40-06-06

#### ACTIVITIES

- Manage and operate the Indian River Marina, including 274 wet slips, 24 transient slips, 156 unit dry stack storage building, full service marine fuel dock, ships store and winter storage services.
- Manage a 12 unit cottage complex; each duplex offers 900 square feet of living space with full amenities overlooking the Indian River Inlet.
- Manage concession operations that include a full service bait and tackle, fish cleaning and head boat operations.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% occupancy of wet slips	95	91	95
% occupancy of dry storage	77	100	100

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## SOIL AND WATER CONSERVATION

40-07-00

### MISSION

To preserve and protect the State's soil, water and coastal resources by managing the shoreline, coastal zone and navigable waterways; regulate coastal and urban land use and construction activities; promote wise agricultural and urban land management practices; promote wise water management practices to preserve local agricultural interests; protect urban communities and provide for public safety; and ensure that federal activities, permits and licenses, outer continental shelf plans and grants-in-aid are consistent with economic and environmental policies.

### KEY OBJECTIVES

- Restore natural functions of streams degraded by development.
- Assist the Nutrient Management Commission in managing and regulating the generation and application of nutrients to meet load reduction targets established by approved TMDLs and meet or exceed surface water quality standards for nutrients.
- Manage storm-water runoff and fully implement the EPA National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater program for new construction activity.
- Provide water management technical assistance through the construction of drainage, flood control and water management systems.
- Ensure the protection of human life, property and environment through the development and implementation of a comprehensive dam safety program.
- Reduce wetland and other environmental impacts during planning and construction of new tax/public ditch projects and for maintenance of existing tax/public ditch projects.
- Achieve no net loss of recreational and protective beaches and dunes along the publicly accessible, developed portions of the Delaware Bay shore and Atlantic Ocean coast as measured on a three to seven year re-nourishment cycle.
- Reduce impact from coastal storms on buildings and infrastructure built adjacent to the Atlantic Ocean and Delaware Bay.

- Install and maintain aids to navigation in public waterways within the Inland Bays.
- Initiate and complete dredging projects in publicly accessible areas statewide, including small boat navigation channels, lakes/ponds or boat launching/marina facilities
- Implement a regional sediment management strategy for Rehoboth Bay and Indian River Bay that will identify sediment sources and patterns of sediment movement within these water bodies and their tributaries.
- Remove abandoned vessels and derelict structures (e.g. piers, docks) as needed within the Inland Bays.

### BACKGROUND AND ACCOMPLISHMENTS

**Ecological Restoration** - The Ecological Restoration and Protection team restores function and value of streams, drainage ditches, wetlands and riparian corridors. The team was established to focus expertise and resources on restoration projects to re-establish biological diversity. The team is implementing techniques that accelerate the ecological processes resulting in projects which replicate natural functioning ecosystems. The efforts of the team yield positive environmental results that support priority initiatives such as: Livable Delaware, Biodiversity Conservation Partnership, BioLegacy, State Wildlife Conservation Planning, TMDLs, land use planning, land preservation, state resource areas and source water protection.

**Drainage and Stormwater** - In the past 13 years, the Division has administered 1,564 Resource Conservation and Development projects, including a variety of flood abatement and drainage projects that were funded with \$71.9 million from the Twenty-First Century Fund. During Fiscal Year 2007, the Department received 449 requests for drainage assistance of which 86 percent have been resolved.

Last year the Department established the Delaware Dam Safety program with progress toward the State dam inventory and regulations. Both will be completed in Fiscal Year 2008.

The Sediment and Stormwater Management program has successfully designed and coordinated training for the regulated community throughout the State. To date over 6,700 people have participated in the training.

**Shoreline and Waterway Management** - Initiatives such as beach nourishment projects, structural erosion control measures, public dune maintenance and emergency storm repair and cleanup are carried out to

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

improve protection to shorefront homes, businesses, roads and utilities, and enhance the basis of the State's coastal recreation and tourism industry. The Department is the local sponsor of cost shared coastal studies and projects with the federal government (Corps of Engineers). The Bethany Beach/South Bethany federal shore protection project began in the fall of 2007. Federal shore protection projects scheduled for subsequent years include Rehoboth Beach/Dewey Beach in 2008 and Fenwick Island in 2009. Delaware Bay beaches are nourished through contracted work with private dredges. Currently scheduled projects include Kitts Hummock and Bowers Beach in 2008. A comprehensive beach maintenance plan for Delaware Bay beaches is being developed and will determine nourishment needs for the next ten years.

Projects currently in progress for the State Dredge program include the Assawoman Canal, Garrison Lake and Indian River near Millsboro. Projects planned for future implementation include Pepper Creek, Love Creek, the Lewes-Rehoboth Canal, as well as ongoing maintenance work in Massey's Ditch and Indian River downstream, Augustine Beach boat launching facility and the Indian River Inlet Marina. The Division will continue to share the responsibility with the U. S. Coast Guard for placing and maintaining aids to navigation in the Inland Bays. The Division will also continue to respond to nuisance build-ups of deteriorating macroalgae in the Inland Bays.

The regional sediment management strategy for Rehoboth Bay will be completed in 2007. The goal of the management strategy is to improve planning for future dredging needs as well as to reduce the dependency on dredging in the inland waterways. It is envisioned that the hydrodynamic model, which was developed as part of this strategy, will be extended to include Indian River Bay in 2008. This will ultimately lead to the development of a comprehensive five year plan to have all channels that the State currently maintains in these bays open to safe navigation.

**District Operations** - This section assists the conservation districts in tailoring programs to meet the needs of diverse constituents, and coordinates statewide non-point source pollution control programs. District Operations programs combine research and education, technical assistance, financial incentives, and regulation with interagency and private partnerships. The District Operations programs target Delaware's top two non-point source pollutants, excess sediment and nutrients.

The Division, in conjunction with the Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA), applied for and received \$8.2 million in federal funds

for the Conservation Reserve Enhancement Program (CREP) to create more than 10,000 acres of filter strips, buffers and wetlands. The District Operations section through the conservation districts assists agricultural producers in complying with the Nutrient Management Planning requirement established by the Delaware Nutrient Management Law.

The District Operations section has responsibility for the Buried Wood Debris Remediation program. Since 1987, 256 debris pits have been remediated and 31 test pits and 287 investigations have been completed.

**Delaware Coastal Programs (DCP)** - DCP is in the third year of a four year project to address environmental and economic improvements in south Wilmington. Revitalization of the south Wilmington area will be addressed through the development of a special area management plan. The DCP will continue its efforts to assist local governments to plan for and manage secondary and cumulative effects of development by providing seed money and technical assistance to improve coastal and natural resource management at the local level.

The DCP will undertake several additional projects related to improving the Delaware River and Bay. This year the program will be expanded to include Delaware River and Bay habitat restoration. The DCP will coordinate with the U.S. Army Corps of Engineers to begin baseline monitoring and construction design of habitat restoration alternatives at the Mispillion Inlet in Kent County based upon the coastal engineering assessment completed last year. Finally, under the DCP's Delaware Bay Benthic Mapping project, the program will continue work on a multi-year effort to map the bottom substrate for the entire Delaware River and Bay.

The DCP will begin to collect existing information and initial model development to develop a sea level rise adaptation plan.

The Delaware National Estuarine Research Reserve (DNERR) Education program is aimed at increasing environmental ethics among natural and coastal resource users. By translating research into a format usable to coastal decision-makers and other users, it provides a critical and often absent link between research, management and education. The DNERR has completed a master plan for the ecological restoration and facility use of four properties in the Blackbird Creek Reserve and is developing a canoe/kayak access area for public use. The DNERR Research program conducts meteorological and water quality monitoring through the System Wide Monitoring program (SWMP). It is also

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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involved with research projects relating to horseshoe crab and shorebird habitat restoration, benthic mapping, and water quality monitoring of development pressures.

## FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	20,574.4	6,340.6	6,456.9
ASF	4,857.9	9,695.9	9,695.9
<b>TOTAL</b>	<b>25,432.3</b>	<b>16,036.5</b>	<b>16,152.8</b>

## POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	49.6	49.6	49.6
ASF	3.5	4.0	4.0
NSF	23.9	23.4	23.4
<b>TOTAL</b>	<b>77.0</b>	<b>77.0</b>	<b>77.0</b>

### **MANAGEMENT AND SUPPORT - SOIL AND WATER** **40-07-01**

#### ACTIVITIES

- Provide administrative direction and supportive professional and technical services to all divisional programs and projects.
- Serve as liaison among local, county, state and federal governmental legislators, officials and agencies.
- Promote communication and collaboration within DNREC and among ecological restoration partners.
- Support a multi-disciplinary ecological restoration team of experts that provides project-specific technical assistance.

### **DRAINAGE AND STORMWATER** **40-07-02**

#### ACTIVITIES

- Conduct environmentally sensitive tax and public ditch planning, and provide technical assistance to landowners on surface water management issues.
- Ensure implementation of the State's no-net-loss of wetlands policy in water management projects and continue the development of wetland and stream restoration techniques and concepts in support of DNREC's Ecological Restoration initiative.
- Provide technical assistance to local soil and water conservation districts.

- Provide education and outreach to agricultural and environmental communities to demonstrate the working relationship of drainage, agriculture and wetlands.
- Encourage the establishment of riparian corridors along tax ditch rights-of-way to support the Department's Whole Basin initiative, CREP and the implementation of TMDL PCS.
- Develop and implement dam safety regulations and dam inspection standards, provide emergency action plans, and provide assistance to private dam owners.
- Investigate and implement solutions to the Resource Conservation and Development projects funded through the Capital Improvement Act and Twenty-First Century Fund.
- Provide comprehensive Erosion and Sedimentation (E&S) and Stormwater Management training to the land development community, in partnership with other agencies and members of the regulated community.
- Provide financial, technical and compliance assistance to delegated agencies for plan review and field inspection of land development projects.
- Provide sediment and stormwater management field inspection on federal and state funded, non-Department of Transportation construction activities.
- Implement NPDES Phase II requirements for stormwater management.
- Provide technical and administrative support to the Delaware Clean Water Council.

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## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of acres of agricultural and residential land receiving drainage, flood protection and water management	450,000	450,635	454,420
# of acres of wetland restoration developed and constructed in marginal agricultural fields and/or adjacent to streams and tax ditches	7	15	25
# of feet of stream restoration projects developed and constructed	2,550	1,500	1,500
# of tons of soil and sediment reduced to Delaware's waterways	653,000	400,160	500,000
% of total recommendations of the Governor's Surface Water Management Task Force implemented	60	85	100
% of high and significant hazard dams that have received a field verification and inspection analysis	30	100	100

## ***SHORELINE AND WATERWAY MANAGEMENT*** **40-07-03**

### ACTIVITIES

- Develop and carry out beach preservation projects to enhance, protect and preserve the recreational and storm protection values of Delaware's beaches.
- Sustain the primary dune and beach system through a regulatory control program that keeps construction off the dunes and beach.
- Improve coastal storm hazard preparedness and mitigation.
- Reduce natural hazard losses through cooperation with the Federal Emergency Management Agency and the Delaware Emergency Management Agency in natural hazard mitigation programs.
- Provide technical assistance to local governments and homeowners to improve beach and dune management.
- Identify sufficient sand sources for beach nourishment work for a ten year maintenance period.
- Provide assistance to property owners, elected officials at all levels and the media in understanding the complex physical dynamics of beach erosion and storm impacts to aid in pre- and post-coastal storm impact reduction and recovery.

- Operate and maintain a sand bypass facility at Indian River Inlet.
- Conduct repair and maintenance program of publicly-owned coastal dunes.
- Improve and maintain navigational channels statewide.
- Implement a regional sediment management strategy for Rehoboth and Indian River bays to determine where sedimentation will occur and with what frequency, to improve planning for future dredging and channel marking needs within state maintained waterways.
- Restore the environmental integrity of state-owned lakes and ponds.
- Monitor erosion rates of beaches and dunes through a comprehensive surveying program.
- Mechanically harvest nuisance marine macroalgae in the Inland Bays to maintain water quality, aesthetics and boating access.
- Remove abandoned vessels and derelict structures from the Inland Bays.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of constituent complaints concerning improperly marked navigational channels	2	0	0
# of feet in width of a dry sand Atlantic facing beach that is present for summer recreational use, seaward of dunes and structures	100	100	100
# of structures that suffer damage from storms to the parts of the structure that are essential to use for occupation or enterprise	0	0	0
% achievement of eliminating shoals in all authorized channels and maintaining channels for safe navigation	10	15	20
# of tons of macroalgae harvested from the Inland Bays	520	540	550

## ***DISTRICT OPERATIONS*** **40-07-04**

### ACTIVITIES

- Direct and administer Clean Water Act Section 319 grant funds for priority water quality assessment and implementation of best management projects.
- Provide technical assistance to other agencies, engineers and consultants, farmers and animal

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producers, contractors and developers, educators, college professors and university officials.

- Assist the Nutrient Management Commission with the implementation of Nutrient Management Regulations and plans.
- Perform assessment and implementation of TMDL activities in the Piedmont, Chesapeake and Inland bays and Delaware Bay basins.
- Administer the Conservation Cost Share program and agricultural component of the State Revolving Loan Fund program in coordination with federal farm bill programs.
- Direct the State's efforts and funding for the U.S. Department of Agriculture CREP.
- Administer the Buried Wood Debris Remediation program.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% reduction of nitrogen loadings in the Chesapeake, Delaware and Inland bays watersheds	6	6	6
# of debris pits remediated	39	27	25

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### *DELAWARE COASTAL PROGRAMS*

#### *40-07-05*

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### ACTIVITIES

- Administer National Oceanic and Atmospheric Administration's (NOAA) grant awards to DNREC for coastal management and DNERR.
- Provide grant funding to improve responsiveness to coastal management issues.
- Administer the federal consistency provisions of the Coastal Zone Management Act for Delaware.
- Conduct benthic bottom mapping of the Delaware River and Bay.
- Implement the first phase of the master plan for the ecological restoration and facility use of the Blackbird Creek Reserve properties.
- Implement educational programs for public, schools, resource users and decision-makers addressing coastal resource issues.
- Implement the national SWMP for water quality, nutrients and biological parameters.
- Implement the Environmental Cooperative Science Center program with Delaware State University.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of coastal decision-maker workshops hosted by DNERR	4	3	3
# of school children attending DNERR education programs	2,331	2,000	2,000
# of meeting participants hosted by the DNERR conference facility	1,951	2,000	2,000
# of grants awarded	9	5	5

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## WATER RESOURCES

40-08-00

### MISSION

To protect and enhance the quality and quantity of Delaware's waters and wetlands.

### KEY OBJECTIVES

- Ensure a safe, reliable water supply for Delaware by providing technical and policy support to the Water Supply Coordinating Council.
- Coordinate the implementation of water supply projects in northern New Castle County, with the assistance of the Water Supply Coordinating Council, water purveyors and local governments.
- Reduce nutrients, bacteria and toxic substances entering the State's waterways through the implementation of PCS and TMDLs.
- Ensure that all ground and source waters used for drinking water are protected pursuant to the Source Water Protection requirements.
- Increase the percentage of waterways meeting water quality standards for swimming and healthy aquatic life.
- Support and enhance the efforts of the Nutrient Management Commission.
- Develop and implement an on-site wastewater compliance inspection program in the Inland Bays watershed using a variety of funding sources.
- Establish requirements to replace standard on-site wastewater systems with systems capable of enhanced nutrient removal in nutrient impaired watersheds.
- Provide the equitable and adequate allocation of safe surface and ground water supplies.
- Reduce exposure to hazardous substances, including carcinogenic substances in the ambient environment.
- Improve the function and value of coastal and freshwater streams and wetlands for habitat, flood control and water quality enhancements.
- Identify and assess the causes and factors contributing to the sudden dieback of tidal wetland habitats in the Inland Bays watershed.

### BACKGROUND AND ACCOMPLISHMENTS

Water Resources recognizes that protecting and enhancing the quality and quantity of Delaware's waters and wetlands is best achieved through the cooperative efforts between the Division and its constituents.

Water Resources implements its various regulatory programs; provides technical skills to programs, laboratory services, inspections and educational services; performs applied research; and helps finance water pollution control and drinking water projects.

The Division continues to protect the interests of Delaware's residents by following its operating motto of "clean water for today and tomorrow".

- Promulgated TMDLs throughout Delaware in compliance with the federal consent decree schedule.
- Issued updated fish consumption advisories in cooperation with the Division of Public Health.
- Expanded and administered water pollution control loans to communities, poultry and dairy farmers, on-site wastewater system and underground tank owners through the State Revolving Fund (SRF).
- Performed educational and outreach efforts with numerous agricultural groups on water management and water allocation permitting programs.
- Coordinated with the Water Resources Agency and Delaware Geological Survey to develop an updated water supply plan for southern New Castle County.
- Completed the ground water modeling study of New Castle County with the U.S. Army Corps of Engineers, Delaware Geological Survey, Delaware River Basin Commission, and water utilities of northern New Castle County.
- Continued Department review of the U.S. Army Corps of Engineers' permit application to deepen the shipping channel in the Delaware River.
- Performed compliance inspections on wastewater holding tanks in the Inland Bays watershed.
- Developed draft PCS for the Inland Bays, Appoquinimink River, Nanticoke River, Murderkill River, Broadkill River, Christina Basin, St. Jones River, Choptank River and Chester River Watersheds.
- Met NPDES individual permit re-issuance goals for the year.

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### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	8,964.0	7,956.6	8,066.8
ASF	3,732.1	4,858.7	4,858.7
<b>TOTAL</b>	<b>12,696.1</b>	<b>12,815.3</b>	<b>12,925.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	71.0	74.0	73.0
ASF	63.6	61.6	61.1
NSF	27.4	26.4	27.9
<b>TOTAL</b>	<b>162.0</b>	<b>162.0</b>	<b>162.0</b>

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### *MANAGEMENT AND SUPPORT - WATER RESOURCES*

#### *40-08-01*

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#### ACTIVITIES

- Improve the levels of technical support, education and regulatory services to the citizens of the State to better protect the State's water resources.
- Support the Delaware Estuary program and Partnership for the Delaware Estuary by supporting implementation actions such as TMDL development, combined sewer overflow (CSO) and storm drain signing, and wetland habitat assessment.
- Assist the Center for the Inland Bays to implement the Inland Bays Comprehensive Conservation and Management Plan (CCMP).
- Provide technical support and strategic input to local governments that maintain projects that affect wetlands.
- Provide staff support to the Clean Water Advisory Council and provide wastewater engineering and financial planning assistance to communities.
- Provide low-interest water pollution control loans to communities, homeowners and agricultural producers.
- Provide grants to water pollution control loan recipients to make projects affordable as defined by the Clean Water Advisory Council.
- Provide technical support to Delaware Technical and Community College for the development of an on-site wastewater training center.
- Provide support to the Delaware River Basin Commission for basin-wide water management activities.

- Serve on the Appalachian States Low-Level Radioactive Waste Commission, support their various committees and share information.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
\$ of low interest loans and grants for wastewater projects that enhance water quality or contribute to achieving TMDLs (millions)	1.4	20.4	10.0
\$ of low interest loans for eligible nonpoint source expanded use activities (millions)	1.5	1.5	1.5

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### *ENVIRONMENTAL LABORATORY*

#### *40-08-02*

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#### ACTIVITIES

- Perform biological assessments and chemical analyses to ensure the wise management, conservation and enhancement of the State's natural resources and protect public health and the environment.
- Perform microbial source tracking techniques for DNA fingerprint identification of bacteria, protozoa and other organisms in support of the development and implementation of TMDLs, PCS, permit allocations, and regulatory and enforcement actions.
- Operate the Laboratory Information Management System (LIMS) to enhance quality and productivity and facilitate information sharing throughout the Department.
- Work towards implementing a balanced scorecard performance measure pilot for the Department.
- Provide educational initiatives for teachers and youth in schools, colleges and universities, and utilize skills of senior citizens through job shadowing, internships, mentoring, tours, and volunteer programs.
- Identify new market opportunities, improve laboratory efficiencies and analytical capabilities to identify and implement cost-effective technologies.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Average turnaround time to complete for each test (days)	4.9	4.7	4.7

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## ***SURFACE WATER DISCHARGES*** **40-08-04**

### **ACTIVITIES**

- Utilize NPDES permits to implement PCS for TMDLs.
- Issue NPDES permits that contain the necessary requirements and conditions (i.e., toxic controls, pretreatment requirements, stormwater, CSO and sludge requirements).
- Issue licenses for wastewater treatment operators; review plans and issue permits for construction of wastewater collection and treatment facilities.
- Conduct compliance inspections for NPDES facilities and CSO systems.
- Assist the Nutrient Management Commission to implement a regulatory program for large animal producing operations.
- Review and approve central wastewater systems for new development.
- Work with the City of Wilmington and EPA to implement their CSO Control Plan.
- Periodically review and update program regulations for point source dischargers.

### **PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% change in NPDES permit violations	14	(10)	(10)

## ***GROUND WATER DISCHARGES*** **40-08-05**

### **ACTIVITIES**

- Encourage designers and applicants to incorporate land treatment systems into their wastewater management plans.
- Perform construction and compliance inspections on all large on-site wastewater systems and 75 percent of all small systems.
- Issue large septic and spray permits in compliance with all applicable regulations.
- Issue replacement and repair permits for all known malfunctioning subsurface systems.
- Issue Underground Injection Control (UIC) permits and authorizations in compliance with all applicable regulations.
- Locate and inventory all unauthorized UIC wells, perform inspections and prevent non-compliance.

- Perform statewide compliance inspections of holding tanks.
- Provide technical and staff support to Delaware Technical and Community College for the construction and operation of an on-site wastewater training center in Georgetown.
- Implement aspects of approved PCSs for TMDL watersheds.

### **PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of alternative on-site treatment systems inspected for operational compliance	90	100	100
% of construction inspections for on-site wastewater systems that discharge:			
< 2,500 gallons/day	54	75	75
> 2,500 gallons/day	100	100	100
% of compliance inspections for on-site wastewater systems that discharge more than 2,500 gallons per day	100	100	100
% of statewide compliance inspections on holding tanks	100	100	100

## ***WATER SUPPLY*** **40-08-06**

### **ACTIVITIES**

- Provide technical and policy support to the Water Supply Coordinating Council.
- Review and approve allocation and water well permits for public and environmental protection.
- Conduct research and monitor ground water resources.
- Provide assistance to New Castle County for requirements of New Castle County Water Resource Protection Area Ordinance.
- Implement the Source Water Assessment and Protection program under the federal 1996 Safe Drinking Water Act amendments (joint cooperation with the Department of Health and Social Services) including long-term protection strategies for public drinking water supply sources.
- Promote water conservation, wellhead protection and source water protection with public education and cooperative agreements with stakeholders.
- Perform ground water reviews for non-hazardous waste sites.

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### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of one day turnaround time for domestic well applications	95	95	95
# of water allocation permits issued to reduce backlog of unpermitted projects	8	30	30
% of well permit data entered within 5 days of receipt of information	95	95	95
% of public water systems with source water protection strategies in place	100	100	100
% of public water systems with source water protection strategies substantially implemented	22	70	100

### **WATERSHED ASSESSMENT** 40-08-07

#### ACTIVITIES

- Implement the water quality monitoring and assessment program.
- Monitor and assess shellfish harvesting area water quality and inspect shellfish distribution and processing facilities for compliance with National Shellfish Sanitation program (NSSP) specifications.
- Implement the Federal Beaches Environmental Assessment and Coastal Health Act by monitoring guarded beaches and issuing advisories when unacceptable water quality conditions exist.
- Develop and implement PCSs to meet pollutant load reduction goals established by TMDLs.
- Develop wetland profiles to quantify and qualify their water quality and habitat functions in the Nanticoke River and Inland Bays Watershed.
- Implement management actions that will protect the public from hazardous algae bloom related events.
- Cooperate with Delaware River Basin Commission, Pennsylvania and New Jersey in developing TMDLs for toxic pollutants for the Delaware Estuary.
- Utilize genetic techniques to identify the sources of bacteria in the State's waterways.
- Serve as lead for fish contamination assessments and coordinate at state and inter-state levels.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of waters attaining water quality standards for healthy aquatic life	36	36	36
# of acres of watersheds with PCSs in place	528,113	528,113	528,113
# of incidences of water-borne disease (swimmer illness)	0	5	5

### **WETLANDS AND SUBAQUEOUS LANDS** 40-08-08

#### ACTIVITIES

- Maintain an inventory of tidal wetlands, issue wetland permits and issue subaqueous lands permits and leases.
- Review and issue marina construction permits.
- Issue Water Quality Certifications for federal permits.
- Promote stream channel and riparian restoration.
- Administer a cost-share program to assist waterfront landowners with shoreline stabilization projects using vegetation and other environmentally friendly techniques.
- Support efforts to reestablish fees for commercial and industrial docks and piers on public subaqueous lands.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% requests of shoreline stabilized with soil bioengineering and rip-rap versus bulkheading	100	95	98
% of marinas with approved operations and maintenance plans	33	35	40

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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## AIR AND WASTE MANAGEMENT

40-09-00

### MISSION

To optimize the air resources and waste management practices within Delaware with a combination of ensuring strict compliance with laws to protect Delaware's precious resources and by working cooperatively with the citizens and businesses of Delaware to protect public health, welfare and the environment.

### KEY OBJECTIVES

- Reduce exposure to hazardous substances, including carcinogenic substances, in the ambient environment.
- Prevent exceedences of air quality standards for particulate matter, sulfur dioxide, carbon monoxide, nitrogen dioxide and one-hour ozone.
- Reduce hazardous air pollutants by adopting the EPA's National Emission Standards for Hazardous Air Pollutants for Source Categories.
- Attain eight-hour ozone standard statewide and PM2.5 standard in New Castle County by 2010.
- Maintain an air quality network to provide representative and accurate data for ambient concentrations of ozone, particulate matter, sulfur dioxide, carbon monoxide and nitrogen oxides.
- Promote effective and sustainable cleanup and reutilization of Brownfields in conjunction with community land use plans.
- Increase municipal solid waste recycling to 51 percent pursuant to Executive Order 90.
- Provide timely and appropriate response on a 24-hour basis to citizen complaints and environmental emergencies and enforce compliance for other health and safety objectives.
- Protect public health and safety by conducting hazardous materials emergency planning and accidental release prevention and by maintaining emergency response capability.
- Provide outreach and educational opportunities on the Division's mission, programs and decisions.

### BACKGROUND AND ACCOMPLISHMENTS

**Air Quality Management (AQM)** - Since the passage of the 1990 Clean Air Act amendments, the Department has made unprecedented progress in its efforts toward providing clean air to all citizens.

AQM has continued to move forward with the Title V Operating Permit program that includes issuance of required permits, developed a Compliance Assurance program and issued Title V permit renewals. AQM employed Value Stream Mapping with the help of the Delaware Economic Development Office (DEDO) to improve the minor source permitting process. As part of the process, AQM established a goal of issuing most minor source construction permits within 90 days. The Small Business Technical Assistance program provides technical advice and assistance to small businesses to aid them in complying with regulations.

**Brownfield Revitalization** - Brownfield redevelopment seeks to direct future development to targeted growth areas where new services and needs can be provided at the least cost while simultaneously cleaning up the environment. The Department has worked with DEDO to improve and streamline the Brownfield grant process. This is a cooperative effort that involves partnering with both private and public agencies to create greater opportunities for redevelopment, as well as to address the cleanup of suspected contamination at these properties. Over 70 brownfield sites have been processed as Certified Brownfields for grant and mixed funding opportunities under the Hazardous Substance Cleanup Act (HSCA) and DEDO.

**Site Investigation and Restoration** - The branch has a major role in investigating and cleaning up hazardous substance release sites that pose a threat to public health, welfare and the environment. The Department's focus is on sites not listed on the federal National Priorities List (NPL) by the U.S. Environmental Protection Agency, although the State is obligated to provide a 10 percent match to NPL site funding and 100 percent of perpetual operations and maintenance costs.

The branch has investigation and cleanup work ongoing at 526 HSCA, Voluntary Cleanup program (VCP) and Brownfield sites. Of these sites, 78 have been cleaned up for reuse and require no further action.

**Enforcement** - The Enforcement section is responsible for responding to and investigating environmental emergencies and citizens' complaints on a 24-hour basis. The section focuses its efforts on the criminal enforcement of federal and state laws and regulations. Enforcement officers provide investigative and

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prosecutorial services to three of the five divisions within DNREC including, Air and Waste Management, Water Resources, and Soil and Water Conservation. The Enforcement section also operates the DNREC Industrial Notification System and the Delaware Environmental Release Notification System.

In Fiscal Year 2007, the section provided professional response services to the community; proactive operations targeting waste management, water quality and air pollution issues; public and professional outreach programs designed to enhance environmental awareness; identified community environmental issues; maintained training in both environmental response and law enforcement; attended and provided training on homeland security response and preparedness; and policy development.

**Tank Management** - Delaware's Underground Storage Tank (UST) program was created in 1985 and currently has 2,378 tanks registered at 791 facilities. Delaware's Aboveground Storage Tank (AST) program was created when the Jeffrey Davis AST Act was signed into law on July 8, 2002. To date 953 facilities have registered 3,636 ASTs with the Department.

Delaware's UST and AST programs regulate the installation, operation, removal and remediation of tanks storing petroleum and hazardous substances. The primary objectives of the UST and AST tank programs are the prevention of tank releases and early detection and expedited cleanup of releases that occur. Release prevention is attained through an active tank inspection and compliance enforcement program. The tank program objectives are implemented pursuant to the UST and AST regulations which establish technical requirements for the installation, daily operation and maintenance, and cleanup of tank sites.

The Tank Management branch also includes the Boiler Safety program, which is comprised of inspectors holding commissions issued by the National Board of Boiler and Pressure Vessel Inspectors. The purpose of the program is to promote increased safety for life and property by maintaining uniformity in the construction, installation, inspection and repair of boilers and pressure vessels.

**Emergency Prevention and Response** - The Emergency Prevention and Response programs provide comprehensive planning and prevention of, and 24-hour response to, time-critical emergency and non-emergency environmental and hazardous materials incidents for the protection of human life, health, safety and the environment.

In Fiscal Year 2007, Emergency Response staff responded to 344 incidents; over half of the total number of incidents occurred in New Castle County, involved no other state emergency response agency but DNREC, and were petroleum-related incidents. The Emergency Response staff continues to manage and support the DNREC Emergency Response Team to maintain a fully functional statewide 24 hour, 7 day-a-week hazardous materials response capability.

The Emergency Planning and Community Right-to-Know Act (EPCRA) group continued to provide support to the State Emergency Response Commission and local emergency planning committees, and manage the EPCRA Tier II and Toxics Release Inventory (TRI) reporting requirements. During Fiscal Year 2007, the EPCRA group issued the TRI report and managed the software application for facilities to electronically submit their Tier II hazardous chemical reports. Emergency responders use the Tier II data to identify hazardous chemicals stored in facilities throughout the State.

In the past year, the Accidental Release Prevention (ARP) program group conducted 26 inspections at facilities with extremely hazardous substances to ensure adequate emergency response and risk management plans and operations are in place to prevent disasters.

**Solid and Hazardous Waste Management** - The program is responsible for ensuring Delaware's wastes are managed in a manner that is protective of human health and the environment. The program ensures proper management through a permitting and compliance monitoring program and also through encouragement of waste reduction, re-use and recycling activities.

In the past year, the Solid and Hazardous Waste programs effectively monitored, and when necessary amended, permits for existing landfills, transfer stations and waste storage and treatment operations at a variety of Delaware businesses. The recycling program continued to work with the Recycling Public Advisory Council (RPAC). The branch awarded \$50,000 in limited recycling grant assistance funds and assisted the RPAC in completion of an annual report and draft legislation. In addition, the branch has begun implementation of the Scrap Tire program.

	<b>FUNDING</b>		
	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	5,315.0	5,354.7	5,440.1
ASF	22,729.3	48,749.0	38,749.0
<b>TOTAL</b>	<b>28,044.3</b>	<b>54,103.7</b>	<b>44,189.1</b>

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### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	58.3	58.3	57.3
ASF	92.3	94.3	94.3
NSF	64.4	64.4	64.4
<b>TOTAL</b>	<b>215.0</b>	<b>217.0</b>	<b>216.0</b>

### **MANAGEMENT AND SUPPORT - AIR AND WASTE 40-09-01**

#### ACTIVITIES

- Perform outreach to areas affected by air and waste management issues to improve the Division's ability to communicate with the citizens of Delaware.
- Enforce federal, state and DNREC laws and regulations for Air and Waste Management, Water Resources, and Soil and Water Conservation.
- Investigate citizens' complaints and environmental incidents and emergencies on a 24-hour basis.
- Participate with federal, state and local emergency responders and planning agencies.
- Maintain a database of complaint and incident arrest history received from the DNREC 24-hour complaint line.
- Provide environmental enforcement training to other police agencies within the State.
- Utilize wireless computer technology to improve emergency response capabilities and expedite public notification of incidents with the DNREC webpage.
- Maintain and develop policies, practices and procedures to prevent responder injury and govern enforcement and response activities.
- Improve ability to respond to suspected acts of terrorism by acquiring training and equipment.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of pro-active operations conducted	19	22	20
# of public outreach/training sessions conducted	37	40	40
# of complaints	4,511	4,800	4,800

### **AIR QUALITY MANAGEMENT 40-09-02**

#### ACTIVITIES

- Monitor or track air quality for all pollutants, especially ozone and fine particulate matter to assess attainment status.
- Continue compliance inspections and permitting air contaminant sources pursuant to the Title V permitting program.
- Develop State Implementation Plan revisions as required by the Clean Air Act amendments (CAAA) of 1990.
- Provide air toxics monitoring at a minimum of three sites in Delaware.
- Implement value stream mapping recommendations for minor source permitting program to reduce permit issuance time to 90 days.
- Implement audit procedures for the Inspection and Maintenance program two-speed idle test and on-board diagnostics tests, and evaluate data.
- Initiate planning and implementation efforts to address long-term ozone, fine particulates and regional haze problems.
- Oversee existing motor vehicle exhaust pressure and anti-tampering tests.
- Implement advanced audit procedures for the inspection and maintenance at the high-tech, special purpose inspection lane.
- Work with public and private entities to develop or implement transportation and voluntary control programs such as Ozone Action Day.
- Implement new procedures and protocol to expedite major enforcement cases.
- Participate in Ozone Transport Commission (OTC), State and Territorial Air Pollution Control Administrators, and Mid-Atlantic Regional Air Management Association activities to take advantage of combined expertise and foster regional and national strategies.
- Promulgate new air regulations required by the CAAA, OTC and state needs, and annually track point source emission inventories consistent with the CAAA.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of exceedences of Ozone, PM, CO, NO2 and SO2 standards	6	0	0
# of ambient air samples collected	1,150	978	979
# of air samples for air toxics*	240	1,480	3,700

\*DNREC received a grant from EPA to collect VOC samples at 6 sites starting in January 2008.

## WASTE MANAGEMENT

40-09-03

### ACTIVITIES

#### Site Investigation and Restoration.

- Oversee remedial investigation, feasibility study, remedial design and action at HSCA, VCP and Brownfield sites.
- Provide oversight for the investigation, study, design and clean up of VCP and Brownfield sites consistent with HSCA.
- Assist in facilitating grants, loans and tax credits at Brownfield sites so that such sites are reused in a productive manner.
- Promote field screening procedures to reduce the number of analytical samples sent to the laboratory for full analysis.
- Work with communities to enhance understanding of the Site Investigation and Remediation branch (SIRB) programs and the risks posed by SIRB sites.
- Perform eight Brownfield assessments or inspections at sites targeted for redevelopment.
- Enhance and implement the Brownfield inventory and a ranking system to address redevelopment potential and the degree of contamination.
- Screen shallow public drinking water supplies for contaminants as recommended by the Delaware's Advisory Council on Cancer Incidence and Mortality.

#### Tank Management.

- Conduct UST and AST facility compliance assessments, oversee removals and closures, approve design plans and supervise the installation of new systems.
- Administer contracts for sites utilizing state funding to remove orphan USTs and complete site remediation.

- Implement cost savings for sites through pay for performance contracting.
- Review vapor recovery (VR) permit applications and oversee testing of VR systems to ensure compliance with the Gasoline VR Regulations.
- Reduce the amount of time from identification to closure of Leaking Underground Storage Tank (LUST) sites.
- Continue implementation of risk-based corrective action closure procedures at LUST sites.
- Continue implementation of the Federal 2005 Energy Bill including increasing tank inspection frequency, creating a training program for tank owners and operators and establishing a delivery prohibition program.
- Implement requirements of the revised UST Regulations, scheduled to become effective in early 2008, including increased outreach and inspection activities to educate the regulated community including tank owners, operators, contractors and consultants.
- Commission private insurance inspectors operating within Delaware and monitor their inspections.
- Investigate boiler and pressure vessel accidents.
- Conduct safety-training seminars on boiler and pressure vessel operation, maintenance and repair.

#### Solid and Hazardous Waste Management.

- Regulate the disposal of waste generated in Delaware to prevent adverse impacts to the environment.
- Monitor permitted solid and hazardous waste sites to identify any contaminant releases to the environment.
- Require, oversee and approve corrective actions to remedy any significant adverse impacts resulting from contaminant releases.
- Pursue closure and remediation of unauthorized, illegal or environmentally unacceptable solid and hazardous waste disposal sites.
- Track the transport and disposal of solid and hazardous waste to ensure compliance with environmental regulations.
- Communicate and encourage hazardous waste generators on the reduction of hazardous waste.
- Complete solid and hazardous waste compliance assessments and permitting and implement a multi-media approach where possible.
- Implement the hazardous waste corrective action process.
- Oversee the scrap tire cleanup program.
- Coordinate the activities of RPAC.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of LUST sites cleaned up: regulated tanks	70	70	60
unregulated tanks	53	40	40
% of UST facilities in compliance following inspection activities	76	80	80
# of boiler safety seminars/training - contractor training school	3	10	10
% of Brownfield projects that meet or exceed negotiated project deadlines	92	93	93
Average # of months to complete a Brownfield project	19	13	13
% of municipal solid waste recycled	23	51	51
# of scrap tire pile owners registered	0	20	25

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of emergency responses to incidents	344	350	350
# of Accidental Release program inspections	26	30	30
% of EPCRA electronic reporting	85	88	90

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### *EMERGENCY PREVENTION AND RESPONSE*

#### *40-09-04*

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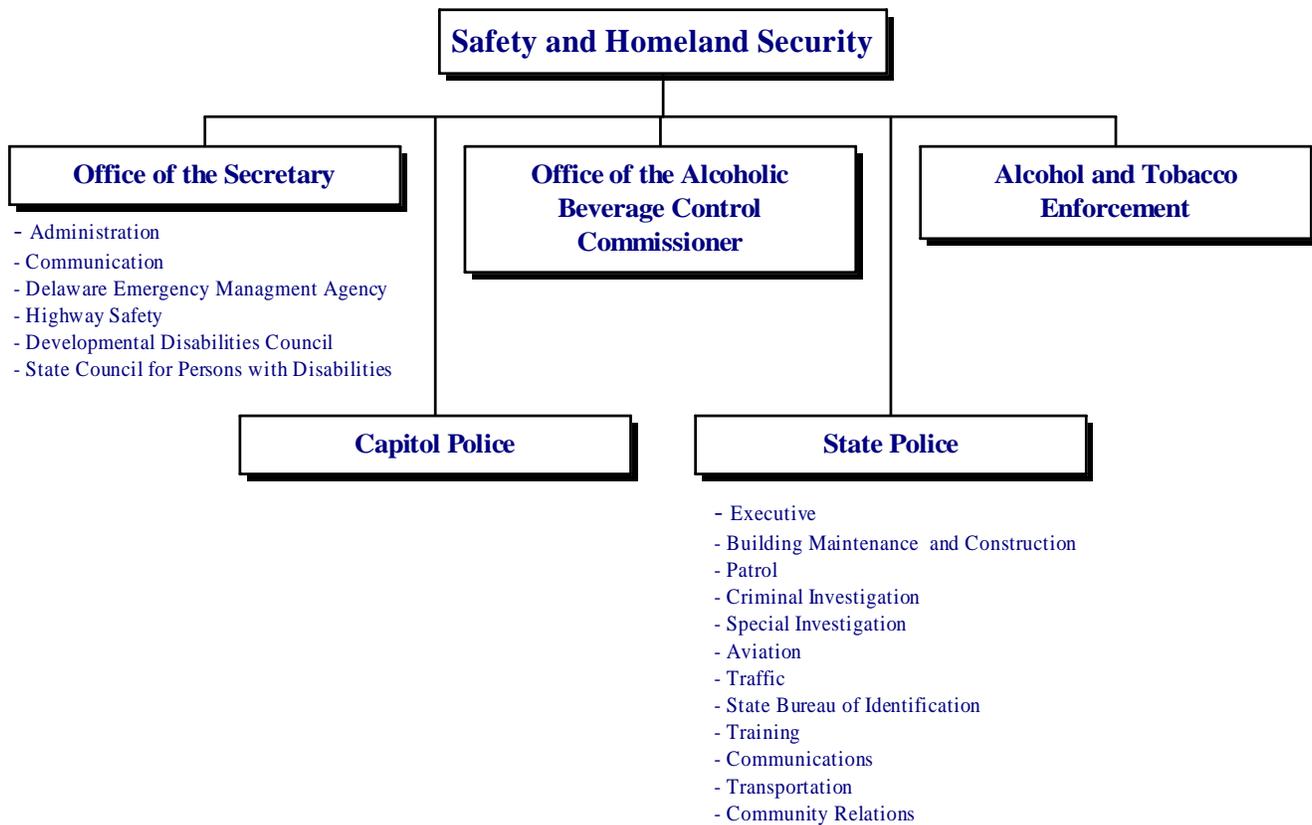
#### ACTIVITIES

- Investigate and respond to as necessary, citizens' complaints and environmental incidents and emergencies as soon as possible and not later than 24 hours.
- Respond to hazardous materials incidents as part of the State emergency response team and the Delaware Emergency Operations Plan.
- Participate in emergency planning with federal, state and local emergency management and response agencies.
- Provide emergency response and hazardous materials training to State agencies.
- Ensure compliance with annual hazardous chemical inventory and TRI data reporting pursuant to EPCRA.
- Support State Emergency Response Commission (SERC) operations through collection of EPCRA Tier II hazardous chemical reporting fees.
- Analyze TRI data and report data trends.
- Upgrade and maintain response capabilities and activities through the SERC.
- Ensure effective risk management programs at extremely hazardous substance facilities by continuing to conduct compliance inspections, review risk management plans, and investigate releases pursuant to the Accidental Release Prevention Regulation.



# SAFETY AND HOMELAND SECURITY

45-00-00



## MISSION

To promote and protect the safety of people and property in Delaware.

## KEY OBJECTIVES

- Successful preparation for and response to natural and man-made catastrophes.
  - Ensure that federal and state mandates for services are accomplished, including statewide disaster mitigation.
  - Continue to increase disaster response and recovery capabilities.
  - In conjunction with the Federal Emergency Management Agency (FEMA), assist communities in planning to become disaster-resistant communities.
  - In cooperation with the Delaware State Police, State Fire School, Division of Public Health and local law enforcement agencies, plan, obtain equipment and support the implementation of training for homeland security or terrorist

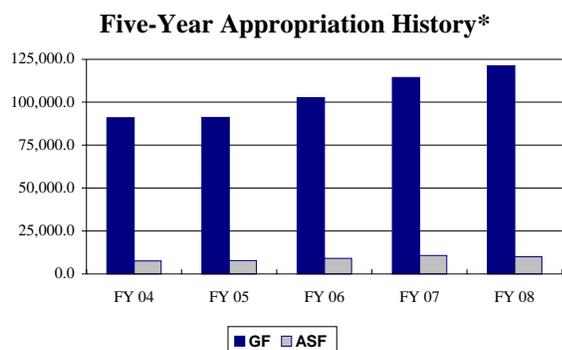
related events for the first responder community.

- Prevent crime.
  - Continue to reduce violent crime and Part I crimes within the Delaware State Police service area.
  - Increase intelligence gathering, analysis and dissemination to thwart criminal and terrorist acts.
  - Increase the number of criminal cases solved.
  - Continue training to address growing or emerging crime trends.
- Make the State's highways safe.
  - Conduct enforcement efforts, education programs and public awareness efforts to increase seatbelt use.
  - Enhance enforcement and public awareness efforts, improve the adjudication process and continue to monitor treatment services aimed at reducing alcohol-related fatalities.
  - Enhance enforcement efforts, public awareness programs and educational efforts focused on

# SAFETY AND HOMELAND SECURITY

## 45-00-00

- reducing fatal crashes resulting from aggressive driving behaviors.
  - Continue efforts to develop and implement a statewide integrated data collection system.
  - Enhance enforcement efforts, public awareness programs and educational efforts aimed at reducing pedestrian fatalities.
- Ensure the safety of State employees and facilities.
    - Increase police and security presence within State facilities.
    - Continue to develop and enhance planning, training and exercises in emergency evacuation and threat procedures.
  - Protect the health of our citizens and youth.
    - Continue enforcing the State Liquor Control Act and the rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
    - Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
    - Produce public educational awareness programs regarding the responsible use of alcoholic beverages and tobacco products.
  - Ensure reliable and effective statewide emergency communications capability.
    - Support and maintain the statewide 800 MHz system.
    - Support and maintain the State's conventional radio systems.



	<b>FUNDING</b>		
	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>GOV. REC.</b>
GF	120,873.7	121,325.8	126,973.3
ASF	10,372.1	9,956.3	10,635.1
<b>TOTAL</b>	<b>131,245.8</b>	<b>131,282.1</b>	<b>137,608.4</b>

	<b>POSITIONS</b>		
	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>GOV. REC.</b>
GF	949.0	971.0	970.5
ASF	63.5	51.5	60.0
NSF	78.5	83.5	85.5
<b>TOTAL</b>	<b>1,091.0</b>	<b>1,106.0</b>	<b>1,116.0</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$695.0 (all funds) for 10 new troopers. This funding coupled with the recently signed agreement with Sussex County will ultimately exceed the administration's goal of 680 troopers over the next several years.
- ◆ Recommend \$633.5 in Special Investigation to pay for costs associated with maintaining the statewide Automated Fingerprint Identification System (AFIS).
- ◆ Recommend \$481.0 in Delaware State Police for the 20 Year Retiree Pension Plan.
- ◆ Recommend \$250.0 in Special Investigation to provide funding for in-car camera leasing and digital storage program.

#### CAPITAL BUDGET:

- ◆ Recommend \$320.5 for the final lease payment of the helicopter delivered in Fiscal Year 2004.
- ◆ Recommend \$2,400.0 for the third of five lease payments for the twin-engine helicopter delivered in Fiscal Year 2008.
- ◆ Recommend \$700.0 for the Minor Capital Improvements and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the Department's backlog of deferred maintenance.

# SAFETY AND HOMELAND SECURITY

## 45-00-00

### OFFICE OF THE SECRETARY 45-01-00

#### MISSION

To promote safety and homeland security by coordinating and advocating for related policy and resources as well as serving as a liaison with the Governor's Office, other state and non-state agencies, and the community at large.

#### KEY OBJECTIVES

- Provide departmental leadership in matters of safety and homeland security.
- Provide broad policy and fiscal guidance to the operating divisions.
- Encourage collaborative approaches to problem identification and solving.
- Coordinate policy, administrative and support functions for the Department, including budgetary and fiscal activities, public relations, information technology, legislative activities, and constituent relations.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Secretary provides:

- Chairmanship for the Delaware Homeland Security Council;
- Chairmanship for the Delaware Emergency Medical Services Oversight Committee;
- Membership to the Diamond State Port Corporation;
- Leadership and coordination of the Law Enforcement Subcommittee of the Domestic Violence Coordinating Council;
- Administration of State Aid to Local Law Enforcement (Grants-in-Aid appropriation);
- Coordination and development of departmental civilian employee training programs;
- Departmental technology coordination and implementation;
- Guidance to division directors;
- Leadership in security development and implementation;
- Leadership in data collection efforts involving traffic stops; and
- Decision-making during emergency response to natural and man-made disasters.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7,912.1	5,205.5	5,068.8
ASF	1,794.7	1,239.2	1,272.9
<b>TOTAL</b>	<b>9,706.8</b>	<b>6,444.7</b>	<b>6,341.7</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	54.7	54.7	54.2
ASF	3.0	3.0	3.5
NSF	41.3	41.3	41.3
<b>TOTAL</b>	<b>99.0</b>	<b>99.0</b>	<b>99.0</b>

### ADMINISTRATION 45-01-01

#### ACTIVITIES

- Provide guidance in policy planning, operational priorities and mission execution.
- Promote community outreach activities and establish partnerships to improve delivery of services.
- Coordinate and execute the Department's fiscal activities.
- Provide comprehensive human resource services to the division managers and employees, including training and continuing education opportunities.
- Provide public relations assistance to the divisions and coordinate the Department's public relations activities.
- Develop, track and advocate the Department's legislative agenda.
- Administer the State Aid to Local Law Enforcement program and related programs.
- Manage the Department's information technology program.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of fiscal documents received, reviewed and processed within three days	96	95	97
% of constituent contacts responded to within three days	82	86	86

# SAFETY AND HOMELAND SECURITY

## 45-00-00

### COMMUNICATION

#### 45-01-20

#### MISSION

To promote public safety through the installation, removal, repair, modification, and alignment of the State's radio communication systems and electronic equipment, in-shop and at remote locations throughout the State. As resources permit, the Division extends its maintenance services to support fire, rescue, ambulance, county and municipal agencies.

#### KEY OBJECTIVES

- Support and maintain the State's 800 MHz system, radio systems, mobile traffic radar, portable public address systems, and sound systems in Legislative Hall, focusing on minimizing customer outages.
- Extend services, subject to availability of resources, to municipalities, towns, counties and volunteer fire, rescue and ambulance companies.

#### BACKGROUND AND ACCOMPLISHMENTS

In addition to maintenance and repairs, the Division was instrumental in the installation of the 800 MHz system, microwave systems, mobile data computers, automatic vehicle location and global positioning systems, automatic passenger counters, annunciators, paging systems, radar equipment, variable messaging/speed signs, and sound/recorder systems at Legislative Hall.

The Division was instrumental in securing funding to enhance the 800 MHz system to provide in-building coverage.

The Division assisted municipal police agencies with encryption capabilities.

The Division extended its services to provide support for New Castle and Kent counties; Delaware Transit Corporation; the cities of Wilmington, Dover, Smyrna, Milford, and Rehoboth Beach; and the Delaware Volunteer Firemen's Association.

The Division also assisted the cities of Rehoboth, Wilmington and Dover by writing grant applications for interoperable communications equipment.

The Division is assisting in the development of the Statewide Communications Interoperability Plan (SCIP) in conjunction with the Public Safety Interoperable Communications (PSIC) grant program.

#### ACTIVITIES

- Repair and maintain over 20,939 pieces of equipment throughout the State, including:
  - Portable and fixed radios;
  - Public address and sound systems;
  - Mobile traffic radar and video systems;
  - 911 computer consoles;
  - Digital microwave systems;
  - Uninterruptible power supplies;
  - System and fault management terminals;
  - Network servers;
  - Mobile data terminals;
  - Automatic vehicle location systems;
  - Passenger counters; and
  - Annunciators and sirens.
- Perform system and fault management for the 800 MHz system.
- Participate in the planning and implementation of radio systems.
- Respond to emergencies affecting communications.
- Manage the 800 MHz Users Group.
- Manage tower leases.
- Obtain and manage contractual support for:
  - Depot repairs;
  - Electronics and civil engineering;
  - Generator and air conditioner maintenance;
  - Test equipment calibration;
  - Tower climbing and maintenance;
  - Grounds keeping;
  - Software support;
  - Technical assistance and training;
  - Shipment and delivery; and
  - Fire suppression systems.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of 800 MHz portable radio in-building coverage tested above the ground floors	95 New Castle	95 Kent	95 New Castle
% of buildings tested that performed satisfactorily	N/A	98 Kent	95 New Castle

# SAFETY AND HOMELAND SECURITY

45-00-00

## ***DELAWARE EMERGENCY MANAGEMENT AGENCY 45-01-30***

### **MISSION**

The Delaware Emergency Management Agency (DEMA) is the lead agency for coordination of comprehensive, all-hazard emergency preparedness, training, response, recovery, and mitigation services in order to save lives, protect Delaware's economic base and reduce the impact of emergencies.

### **KEY OBJECTIVES**

- Ensure that federal and state mandates for services are accomplished, including statewide disaster mitigation.
- Continue to increase disaster response and recovery capabilities.
- In conjunction with the Federal Emergency Management Agency (FEMA), upgrade the Standard Mitigation Plan to an Enhanced Mitigation Plan.
- Implement the National Incident Management System (NIMS) and incorporate NIMS into plans, including the Delaware Emergency Operations Plan (DEOP) and the State Emergency Response Team (SERT).
- Revise the DEOP to ensure consistency with the National Response Plan (NRP).
- Conduct aggressive outreach program for all-hazards preparedness.

### **BACKGROUND AND ACCOMPLISHMENTS**

DEMA, along with local organizations for emergency management, addresses the possibility of the occurrence of emergencies, including natural, radiological, chemical hazards, terrorism, and situations pertaining to civil defense and public peace.

DEMA continues to coordinate and participate in both disaster response and preparedness activities. Agency accomplishments include:

- Improved capability to secure federal disaster declarations and administer federal disaster recovery;
- Completed the revision and publication of the DEOP with an all-hazard approach;

- Supported and utilized the Emergency Management Assistance Compact (EMAC) for Hurricane Katrina, which permits the sharing of resources between states during major emergencies or disasters;
- Conducted EMAC training for state and local personnel;
- Implemented the Delaware Emergency Notification System (DENS), a statewide emergency notification system for rapidly notifying the public by telephone in the event of an emergency;
- Developed private-public, as well as state-local partnerships to coordinate information and resources for planning, response and recovery from emergencies;
- Expanded the Natural Hazard Mitigation program to incorporate land use planning on local, state and regional initiatives;
- Delaware was the first state to achieve Storm Ready status, as recognized by the National Oceanic and Atmospheric Administration (NOAA). Delaware continues to maintain this achievement;
- Prepared for the FEMA-evaluated Radiological Plume Pathway Exercise in 2008 for the Salem-Hope Creek nuclear generating stations;
- Supported and maintained a mobile radiation monitoring vehicle for gathering radiological information and electronic relay to the State Emergency Operations Center;
- Oversaw installation of a new, upgraded nuclear facility siren system in Delaware;
- Administered approximately \$65 million of federal grants, providing equipment, training, exercise, and planning activities to over 10,000 emergency response personnel to improve their terrorism preparedness;
- Maintained a database for tracking weapons of mass destruction (WMD) equipment state-wide;
- Updated and received FEMA approval for the State All-Hazards Standard Mitigation in August 2007; and
- Established 13 citizen's corps councils in Delaware.

### **ACTIVITIES**

- Revise DEOP to comply with the Incident Command System (ICS) format;

# SAFETY AND HOMELAND SECURITY

**45-00-00**

- Plan, train, coordinate and support response efforts of all-hazard homeland security issues including chemical, biological, explosive, incendiary, radiological, technological, and natural or storm-related hazards;
- Review and provide training on the DEOP and incorporate the statewide catastrophic emergency plan revision into specific DEOP annexes;
- Conduct National Incident Management System (NIMS)/Incident Command System (ICS) training statewide;
- Conduct Emergency Management Assistance Compact (EMAC) training;
- Conduct statewide terrorism preparedness threat, capability and needs assessments for emergency response disciplines;
- Identify and train statewide and multi-discipline incident management teams;
- Develop comprehensive Delaware shelter strategy for community shelters, capable of sheltering general population evacuees, as well as evacuees with medical/special needs, unaccompanied minors and pets;
- Develop an Unaccompanied Children Center Plan;
- Develop a Delaware Animal Response Team;
- Develop a new Debris Management Plan;
- Revise the State Emergency Response Team (SERT) Plan to comply with the NIMS and to incorporate procedures for responding to radiological incidents not associated with commercial nuclear power plants;
- Support evacuation planning for the Delmarva Peninsula;
- Participate in emergency planning for the disabled/special needs communities;
- Participate in Mass Casualty Transport Plan development;
- Lead the program to provide Potassium Iodide (KI) for the affected public residing or working in the 10-mile emergency planning zone surrounding the Salem/Hope Creek nuclear generating stations located in New Jersey;
- Prepare to activate the Emergency Operations Center (EOC) as the central point of coordination and support for pre-disaster, ongoing and post-disaster recovery activities;
- Prepare to coordinate post-emergency recovery efforts through, and with, FEMA; and
- Conduct, coordinate and support training initiatives to better prepare responders and support agencies in the delivery of their services during Homeland Security, natural or technological emergencies.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of completed plans within the mandated time period	15	15	17
# of comprehensive annual updates of plans during the required time period	11	11	11
% of plans and procedures exercised and evaluated	70	75	75
# of emergency management jurisdictions in which training and outreach were provided in support of plans	4	4	4

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## HIGHWAY SAFETY

**45-01-40**

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### MISSION

The Office of Highway Safety (OHS) is committed to improving safety and security on Delaware roadways through the administration of federal highway safety funds, development of countermeasures to combat unsafe driving behaviors, and collection and analysis of traffic crash data.

Further, OHS promotes public safety through the administration and distribution of federal highway safety funds for a variety of state and local highway safety programs and initiatives. OHS is committed to providing accurate and timely data coupled with quality customer service.

### KEY OBJECTIVES

- Occupant Protection - conduct enforcement and public awareness initiatives to increase the statewide seat belt use rate.
- Impaired Driving - conduct enforcement and public awareness initiatives and continue to monitor alcohol and other drug treatment services to decrease the percentage of impaired driving-related fatalities.
- Aggressive Driving - conduct enforcement and public awareness initiatives to decrease the percentage of fatal crashes resulting from aggressive driving behaviors.
- Traffic Records Management System - continue efforts to implement a statewide-integrated crash data collection system to allow for comprehensive analysis of all traffic crashes and improve the

# SAFETY AND HOMELAND SECURITY

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timeliness, accuracy and completeness of available highway safety information.

- Pedestrian Safety - conduct enforcement and public awareness initiatives to decrease the percentage of pedestrian fatalities.
- Motorcycle Safety - conduct enforcement and public awareness initiatives to decrease the percentage of motorcycle fatalities.

## BACKGROUND AND ACCOMPLISHMENTS

OHS coordinates highway safety programming focused on: public outreach and education; high visibility enforcement; utilization of new safety technology; and collaboration with various safety and business organizations and other state and local governments. Programming resources are directed to the following identified highway safety priority areas: occupant protection, impaired driving, aggressive driving, traffic records, pedestrian safety, and motorcycle safety.

OHS advocated for successful passage of the primary seat belt law and upgraded the child passenger safety law, allowing law enforcement officers to more effectively enforce existing occupant protection laws. The goals of these laws are to save lives by encouraging more people to consistently use their seat belts and child restraint systems. OHS and the Department also advocated for successful passage of the .08 blood alcohol concentration (BAC) law which lowered the legal limit from .10 percent to .08 percent. OHS also partnered with other safety groups in advocating for successful passage of the Graduated Driver Licensing law. The intent of this law is to manage the initial on-road driving experience of teenage novice drivers, a population significantly overrepresented in the nation's crash problem.

In cooperation with the Delaware State Police and other local law enforcement agencies, efforts to increase seat belt and child restraint use included participation in the national Click It or Ticket campaign and implementation of traffic safety checkpoints and car seat safety checks. Additionally, OHS conducts annual statewide observational seat belt use surveys and administers a child safety seat fitting station in each county.

To reduce the incidence of impaired driving, OHS coordinates the State's participation in the National Highway Traffic Safety Administration (NHTSA) Region III impaired driving enforcement and public awareness initiative, Checkpoint Strikeforce. Additionally, OHS coordinates DUI-related training opportunities for law enforcement officers, prosecutors and the judiciary, and provides traffic-related

enforcement equipment for the law enforcement community.

Most recently, OHS coordinated the implementation of the national Drug Recognition Expert (DRE) program in Delaware. After meeting rigorous training requirements, eight state and local law enforcement officers are now certified in drug impaired driving detection.

To address the problem of aggressive driving, OHS coordinates the Stop Aggressive Driving enforcement and public awareness program. Through a data-driven problem identification process, targeted enforcement details are conducted in highly aggressive driving related crash locations throughout the State.

OHS continues to work with many partners, including the Department of Transportation, Division of Motor Vehicles, Delaware State Police, Office of Emergency Medical Services and others to implement a statewide integrated crash data collection system. Efforts currently underway include implementation of an automated crash report, restructuring of pre-hospital care reporting procedures, development and implementation of a GIS based mapping system to assist with identification of high crash locations and utilization of the restructured DUI electronic tracking system.

## ACTIVITIES

- Problem identification, including identification of actual and potential traffic safety hazards and effective counter measures.
- Administration, including management of federal highway safety funds, distribution of these funds to state, local and private agencies, and preparation of the Annual Highway Safety Plan and Annual Evaluation Report required by NHTSA.
- Monitoring and evaluation, including monitoring legislative initiatives that impact highway safety and evaluating effectiveness of approved highway safety projects.
- Public information and education, including development and coordination of numerous media events and public awareness activities with particular emphasis on the identified priority areas.
- Traffic crash data analysis, including ongoing analysis of traffic crash data and other related highway safety data as a means to measure progress towards desired goals.

# SAFETY AND HOMELAND SECURITY

45-00-00

## PERFORMANCE MEASURES

	CY 2007 Actual	CY 2008 Budget	CY 2009 Gov. Rec.
% of seat belt use	87	88	89
% of alcohol-related fatalities	39	34	32
% of crashes related to aggressive driving behaviors	61	48	47
% of pedestrian fatalities	13	14	12
% of motorcycle fatalities	14	7	6

*\*Data is collected on a calendar year basis. CY 2007 Actual reflects available data for the period January through August 2007.*

## DEVELOPMENTAL DISABILITIES COUNCIL 45-01-50

### MISSION

The mission of the Delaware Developmental Disabilities Council (DDDC) is to promote and embrace inclusion, equality and empowerment for persons with disabilities.

### KEY OBJECTIVES

- The Council will advocate for change and educate communities to be responsive and sensitive to the needs, preferences and choices of all people with developmental disabilities and their families, which will ensure and enhance their participation in life and society through:
  - Holding agencies accountable;
  - Facilitating access to culturally competent services;
  - Educating the public and policy makers; and
  - Funding projects that promote systems change.

### BACKGROUND AND ACCOMPLISHMENTS

The Developmental Disabilities Council is authorized by Public Law 106-402 to address the unmet needs of people with developmental disabilities through system-wide advocacy, planning and demonstration projects. In Fiscal Year 2007, there were 15,267 people with developmental disabilities estimated to be living in Delaware.

### ACTIVITIES

- **Junior Partners in Policy Making Program:** This program, conducted by the Center for Disabilities Studies at the University of Delaware, was modeled after the adult Partners in Policy Making program. Students with and without disabilities participate for one week at the University of Delaware and learn

advocacy skills that will help them both now and in adulthood.

- **Inclusion Conference:** This annual conference is a collaborative effort with the Department of Education, the Delaware Assistive Technology Initiative and several other organizations. Its purpose is to train regular and special education teachers, plus school administrators on the latest practices from across the country on the inclusion of children with disabilities into the regular classroom. It highlights how not only the children with disabilities benefit from inclusion, but all students involved in an inclusive classroom benefit.
- **Legislation, Independence through Assistive Technology, Family, and Education (LIFE) Conference:** This annual conference is the largest disabilities related conference in the State. It is a multi-agency collaboration that conducts twelve workshops in four main tracks involving disabilities issues.
- **Transition Website:** This program with KenCrest and the Center for Disabilities Studies at the University of Delaware provides vital information to students with disabilities about to transition from school to work or from school to higher education, their parents and their advisors. The information helps the students and their parents make vital decisions about the future and helps school advisors better advise students with disabilities about options for their future once they leave high school
- **Respite Website:** This project with the Family and Workplace Connection, Inc. provides valuable information to families and caregivers of people with disabilities on where to find respite when it is needed for day time, night time, weekends and longer. It provides a list of providers throughout the State; the types of disabilities they will serve; and their hours of operation and contact information. The site is regularly updated.
- **Accessible Physicians Offices:** This project with Easter Seals is an information campaign geared toward both the medical community in Delaware and people with disabilities and their families. Information will be provided to the medical community on the need to have accessible offices, including accessible examining tables, x-ray machines, mammogram machines, dental chairs, etc. so people with physical disabilities can receive the same quality of medical care that the rest of society receives. It will also provide families information on which medical offices have the required accessible equipment.

# SAFETY AND HOMELAND SECURITY

45-00-00

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of Partners in Policy making programs *	14	25	25

\* This program rotates between Partners in Policy Making and Junior of Partners in Policy Making every other fiscal year.

## STATE COUNCIL FOR PERSONS WITH DISABILITIES 45-01-60

### MISSION

The mission of the State Council for Persons with Disabilities (SCPD) is to unite, in one council, disability advocates and State agency policy makers to ensure that individuals with disabilities are empowered to become fully integrated within the community.

### KEY OBJECTIVES

- Monitor the implementation of the Medicaid Buy-In (MBI) program.
- Advise the Division of Medicaid and Medical Assistance (DMMA) on the Money Follows the Person (MFTP) operational protocol.
- Monitor and advise the Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) on personal attendant services issues.
- Advocate for increased services and programs for individuals with acquired brain injuries. Monitor the implementation of the Acquired Brain Injury (ABI) Waiver.
- Advocate for the transportation needs of people with disabilities.
- Advocate for people with disabilities to have the opportunity to live in safe, affordable housing that is accessible and integrated in the community with appropriate support services.
- Introduce and pass a Statewide Architectural Accessibility Code.
- Introduce and pass legislation for a community-based services ombudsman.
- Advocate for implementation of the Family Support Waiver program.

## BACKGROUND AND ACCOMPLISHMENTS

SCPD analyzes and promotes state, federal and local legislation, regulations, programs, and policies to ensure that they effectively meet the needs of persons with disabilities in Delaware. SCPD is a cross disability council mandated by the Delaware Code. Membership includes state agencies, providers, advocacy organizations, individuals with disabilities, and their family members. SCPD addresses a vast scope of disability related issues including, but not limited to, housing, employment, transportation, workforce, health care, and community-based services.

In the past several years SCPD has been a critical player in the passage of the following pieces of legislation: HB 30 which mandates a Statewide attendant services program; HB 447 which strengthens accessible parking laws for people with disabilities; HB 154 which makes it easier to integrate community based housing for all persons with disabilities and eliminates provisions that are invalid under the Federal Fair Housing Act; SB 121 which provides opportunities for persons with disabilities in State employment service; SB 261 which creates an exception to the Nurse Practices Act and clarifies that competent individuals should be allowed to delegate health care acts to others; HB 433 which creates a lemon law for assistive technology devices (e.g. wheelchairs, hearing aids, motorized scooters); and HB 355 which ensures that eligible persons may receive services from DSAAPD even when those persons are receiving primary case management services from another State agency.

In addition, SCPD has initiated the revamping of the regulations for group homes for people with mental illness and staffed two committees of the Commission on Community Based Alternatives for Individuals with Disabilities. Finally, the Council has been involved with numerous amendments to State regulations, policies, programs, and other legislation which impacts persons with disabilities and their families.

In Fiscal Year 2007, SCPD was a critical player in the passage of HB 57 (establishing a 211 system in DE); getting increased funding for attendant services, funding for the MBI program, and state match funding for the MFP program.

The Office of Disability Affairs also houses the State ADA Coordinator which mediates grievances and issues regarding the Americans with Disabilities Act as it pertains to State agencies. In addition, this position coordinates various trainings on disability related issues. Finally, the Office also houses the Council on Deaf and Hard of Hearing Equality (CODHHE).

# SAFETY AND HOMELAND SECURITY

45-00-00

## ACTIVITIES

- Provide and promote coordination among all State programs, services and plans established for or related to persons with disabilities.
- Review all State policies, plans, programs, and activities concerning persons with disabilities to determine whether such policies, programs, plans, and activities effectively meet the needs of persons with disabilities.
- Make recommendations to the Governor, General Assembly and all State departments and agencies regarding ways to improve the administration of services for persons with disabilities, and for facilitating the implementation of new or expanded programs.
- Propose and promote legislation, regulations and policies to improve the well-being of persons with disabilities.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of bills, regulations and policies impacted by SCPD's comments	32	35	36
# of council members trained to enhance system reform	1	2	2

## CAPITOL POLICE

45-02-00

### MISSION

The Division of Capitol Police is dedicated to the protection of elected and appointed officials, state employees, visitors to state facilities, state facilities and properties as directed by the Secretary of the Department of Safety and Homeland Security, through the delivery of professional law enforcement services, utilizing sworn police officers, security officers and civilian staff.

### KEY OBJECTIVES

- Increase police and security presence within State facilities serviced by Capitol Police.
- Continue to create and revise polices and procedures to meet the standards of recognition by the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Continue to develop a training program that will ensure that all required Council on Police Training (COPT) criteria is met; create and maintain a formal record of training for each officer; and determine needs and research and obtain training that will increase the skills and abilities of the officers that are unique to their assignments.
- Continue to develop and enhance planning, training and exercises in emergency evacuation and threat procedures.

### BACKGROUND AND ACCOMPLISHMENTS

Capitol Police, through the deployment of police and security officers throughout the State, provides law enforcement services to the Supreme Court, New Castle County Courthouse, Kent County Courthouse, Kent County Family Court, Sussex County Courthouse, Sussex County Family Court, Sussex County Chancery Court, Carvel State Office Building, Legislative Hall, the Governor's official residence (Woodburn), and over 80 different State facilities in the greater Dover area.

Capitol Police continues to participate, in conjunction with other State agencies, to develop emergency evacuation plans for State facilities serviced by the agency.

**SAFETY AND HOMELAND SECURITY**  
**45-00-00**

**FUNDING**

	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	4,124.8	3,789.9	3,879.3
ASF	--	--	--
<b>TOTAL</b>	<b>4,124.8</b>	<b>3,789.9</b>	<b>3,879.3</b>

**POSITIONS**

	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	65.0	67.0	67.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>65.0</b>	<b>67.0</b>	<b>67.0</b>

**CAPITOL POLICE**  
**45-02-10**

**ACTIVITIES**

- Respond to complaints and requests for police service on State property.
- Investigate and prosecute all crimes and incidents that occur on State property.
- Detect, arrest, detain, and/or transport all wanted persons within its jurisdiction.
- Provide court security, to include weapons screening for the Supreme, Superior, Court of Common Pleas, and Chancery courts.
- Provide police presence to the Family courts.
- Provide executive protection for the Governor's and Lieutenant Governor's offices, elected officials and the judiciary.
- Provide executive protection for the Governor's official residence (Woodburn) on a 24-hour basis.
- Provide law enforcement and other related training and certification.
- Provide community policing seminars, and CPR/AED and first aid training/certification to State employees as requested.
- Patrol designated areas.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of community policing seminars offered to State employees	7	10	15
# of weapons/contraband/ unauthorized items confiscated	18,891	19,000	20,000

**OFFICE OF THE ALCOHOLIC BEVERAGE  
CONTROL COMMISSIONER**  
**45-03-00**

**MISSION**

To ensure the health, safety and welfare of the public by regulating the activities of the alcoholic beverage industry while permitting open competition and legal marketing practices that meet the lawful needs and convenience of the consumer.

**KEY OBJECTIVES**

- Revise and streamline the rules governing the alcoholic beverage industry.
- Develop strategic plan and operating policies.
- Revise and maintain an updated and accurate file system to enable the prompt and accurate dissemination of information regarding licensees.

**BACKGROUND AND ACCOMPLISHMENTS**

Delaware has a three-tier system for the sale of alcoholic beverages: suppliers, wholesalers and retailers. The State control over the business of alcohol consumption, distribution and sale is performed through the licensing and enforcement process. Strict lines between suppliers, wholesalers and retailers exist so that there is no controlling interest among the three.

The Delaware Alcoholic Beverage Control Commission underwent Joint Sunset Committee review from 1998-2000. Pursuant to House Bill 660, a new system for the regulation of the alcoholic beverage industry was established. Effective December 1, 2000, regulation of the industry became the responsibility of the Alcoholic Beverage Control Commissioner, who is appointed by the Governor and confirmed by the Senate. The Commissioner's decisions may be appealed to a three-member Appeals Commission whose members are also appointed by the Governor and confirmed by the Senate.

Pursuant to House Bill 660, enforcement of 4 Del. C. and the rules of the Office of the Alcoholic Beverage Control Commissioner (OABCC) shall remain with the Division of Alcohol and Tobacco Enforcement (DATE) with the Commissioner holding administrative hearings and rendering decisions on these prosecutions.

**SAFETY AND HOMELAND SECURITY**  
**45-00-00**

**FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	511.3	513.0	521.2
ASF	16.3	48.4	48.4
<b>TOTAL</b>	<b>527.6</b>	<b>561.4</b>	<b>569.6</b>

**POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

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***OFFICE OF THE ALCOHOLIC BEVERAGE  
CONTROL COMMISSIONER***  
**45-03-10**

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**ACTIVITIES**

- License alcoholic beverage establishments, which includes package stores, taprooms, taverns, restaurants serving alcohol, hotels, clubs, horse racetracks, multi-purpose sports facilities, wholesalers, suppliers, wineries, breweries, and gathering licenses for non-profit organizations.
- With regard to existing licensees, consider and approve or deny requests for transfers and extensions of premises.
- Review license renewals and collect licensing fees.
- Approve the employment of minors, where allowed and appropriate, in a licensed premise.
- Hold administrative hearings for complaints brought by DATE regarding the manner in which licensees conduct their alcoholic beverage establishments, including, but not limited to, sales by licensees of alcoholic beverages to minors.
- Hold administrative hearings to hear protests of applications for licensure and to hear complaints by adjoining property owners of the manner in which licensees conduct their business.
- Identify which issues regarding alcohol are important on the national and local levels and assist in addressing these issues.
- Provide administrative support to the Appeals Commission.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of new applications prepared to be heard before the Commissioner within 30 days of application	96.6	90.0	90.0
# of applications reviewed	144	150	150

# SAFETY AND HOMELAND SECURITY

45-00-00

## ALCOHOL AND TOBACCO ENFORCEMENT 45-04-00

### MISSION

To protect the health, safety and welfare of people in Delaware through the enforcement of liquor and youth access to tobacco laws, while maintaining the highest state of preparedness for responding to threats against homeland security.

### KEY OBJECTIVES

- Continue enforcing the State Liquor Control Act and rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
- Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
- Produce public educational awareness programs regarding the responsible use of alcoholic beverages and tobacco products.

### BACKGROUND AND ACCOMPLISHMENTS

Effective June 8, 2004, the Division of Alcoholic Beverage Control and Tobacco Enforcement (DABCTE) was renamed the Division of Alcohol and Tobacco Enforcement (DATE). House Bill 275 was enacted to avoid confusion between OABCC and the former DABCTE. Therefore, DATE assumes some of the administrative, ministerial, budgetary, and clerical functions for the enforcement of the alcohol laws of 4 Del. C. and youth access to tobacco laws in 11 Del. C.

DATE continues its mission by working with federal agencies and local law enforcement to enforce the prohibitions on the sale of alcohol and tobacco products to minors, and has assumed an active role in homeland security. DATE organizes and hosts training designed to assist law enforcement officers to recognize fake, stolen, or bootleg items, such as cigarettes, CDs, DVDs, and popular apparel, which are being sold to fund terrorist activities. In coordination with the Federal Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), DATE has increased its emphasis on interdiction of illegal alcohol and tobacco being transported through Delaware.

At the state level, DATE continues to work with the Division of Public Health and Department of Services for Children, Youth, and Their Families to continue the

implementation of the statewide strategy for compliance with the Federal Synar Amendment.

In December 1999, the Division implemented a zero-tolerance policy on retailers who sold tobacco to youth under age 18. By August 31, 2002, the compliance rate had risen dramatically from 67 to 95 percent and remains there today, which is significantly higher than the target compliance rate (80 percent) mandated by the federal government.

The Rewards program for compliant tobacco retail clerks, in which they receive a reward certificate when they do not sell tobacco products to the cooperating underage witness (CUW) contributed to Delaware having the highest compliance rate in the nation. DATE also created a website that contains information for the public and online reporting for agents while out in the field. The agents can access the website from mobile data terminals (MDT) in their undercover police vehicles.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	993.3	986.9	1,000.9
ASF	543.3	689.7	689.7
TOTAL	1,536.6	1,676.6	1,690.6

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	13.0	13.0	13.0
ASF	6.0	6.0	6.0
NSF	--	--	--
TOTAL	19.0	19.0	19.0

## ALCOHOL AND TOBACCO ENFORCEMENT 45-04-10

### ACTIVITIES

- Enforce alcohol and tobacco laws and all other public safety laws.
- Develop programs to promote the reduction of alcohol consumption.
- Conduct the CUW program.
- Promote and participate in the Cops-in-Shops program.
- Participate in DUI checkpoints in all counties.
- Lead the Tobacco Enforcement program and cooperate with the Department of Health and Social Services' tobacco compliance activities.
- Administer and conduct alcohol server training.

## SAFETY AND HOMELAND SECURITY

### 45-00-00

- Provide security to DEMA during heightened security alerts and during exercises on the campus.
- Maintain web-based tobacco and alcohol database for field agent real-time online reporting.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of compliance with prohibition on sale of alcohol to minors (under 21)	82	82	84
% of compliance with prohibition on sale of tobacco to minors (under 18)	96	96	96
% of complaints investigated and resolved within 30 days	92	96	96
# of servers trained to serve alcohol	7,658	7,708	7,725

## STATE POLICE

### 45-06-00

#### MISSION

The Delaware State Police exists to provide citizens and visitors to the State of Delaware with a professional and compassionate police service, including prevention of and response to acts of terrorism.

#### KEY OBJECTIVES

To directly support the departmental key objectives, the State Police will:

- Continue to reduce violent crimes and Part I crimes within the Delaware State Police service area;
- Maintain or reduce complaints investigated per officer, particularly in the fastest growing areas of the State;
- Reduce highway crashes and resultant fatalities and injuries, focusing in particular on curbing identified aggressive driving behaviors;
- Implement and support technology improvements, and maintain existing systems, which maximize officer productivity, enhance data accuracy and collection, and allows meaningful participation in the nation's homeland security efforts;
- Continue training to address growing or emerging crime trends, including those related to terrorist activities; and
- Recruit and retain a diverse and well-trained workforce.

#### BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2007, the Delaware State Police undertook and implemented several projects and strategies with the intent of improving officer safety and professionalism, providing a wider range of services, improving our ability to respond to and prevent incidences of crime (including threats and acts of terrorism), and addressing diversity issues.

- Commenced installation of state-of-the-art light-emitting diode (LED) bars.
- Commenced the purchase of a new twin-engine helicopter, which will greatly improve our med-evac capabilities and enhance our ability to deploy specialty units, such as Special Operations Response

# SAFETY AND HOMELAND SECURITY

**45-00-00**

Team (SORT) quickly. We expect the new unit to be fully operational in Fiscal Year 2008.

- Commenced a pilot program to deploy tasers. These devices offer troopers an alternative to the use of deadly force.
- Established the Delaware State Police Diversity Council to aid in the resolution of diversity related issues raised by the Division's employees, both uniformed and civilian. The Council is comprised of a diverse variety of members from a wide range of employee groups and ranks within the Division. It serves as a liaison with Equal Employment Opportunity and coordinates the development of diversity training.
- Installed Visual Links, a visual software that uses data mining, a process that sifts through large amounts of data to uncover patterns, trends and possible relationships. With the ability to query vast amounts of data from the report writing system used by all law enforcement agencies within the State, this software allows analysts to visually show the possible connections between suspects, crimes, vehicles, etc., that may be of interest to those in the field. Additionally, this software allows analysts to track, correlate and analyze data surrounding Delaware's critical infrastructure to analyze whether there are issues of concern that the respective law enforcement agency needs to identify.
- Became the first state police agency in the U.S. to implement the International Chiefs of Police Leadership in Police Organizations program. The three-week program focused on the concepts of individual motivation and leaders' thought processes; the concept of group formation and processes; theories of individual leadership and influence; and the organization as a whole. Problem solving exercises are a key element in the program.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	107,332.2	110,830.5	116,503.1
ASF	8,017.8	7,979.0	8,624.1
<b>TOTAL</b>	<b>115,350.0</b>	<b>118,809.5</b>	<b>125,127.2</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	809.3	829.3	829.3
ASF	54.5	42.5	50.5
NSF	37.2	42.2	44.2
<b>TOTAL</b>	<b>901.0</b>	<b>914.0</b>	<b>924.0</b>

## *EXECUTIVE*

**45-06-01**

### ACTIVITIES

- Personnel.
- Fiscal.
- Planning.
- Legal.
- Internal affairs.
- Executive.
- Administration.
- Computer support.
- Purchasing.
- Information support services.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of persons in recruit class	23	25	25
% of minority representation in recruit class	17	25	25

## *BUILDING MAINTENANCE AND CONSTRUCTION*

**45-06-02**

### ACTIVITIES

- Provide building maintenance and janitorial services.
- Coordinate and administer construction and renovation projects.
- Develop and maintain a formal, long-range Capital Improvement Plan.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of minor capital improvement projects performed in-house	1	15	15
# of projects	7	35	35

## *PATROL*

**45-06-03**

### ACTIVITIES

- Primary enforcement of traffic and criminal laws.
- Investigate criminal offenses and traffic crashes.
- Provide initial response to public requests for service.

**SAFETY AND HOMELAND SECURITY**  
**45-00-00**

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of complaints handled by patrol officers	145,759	150,000	155,000
# of drivers arrested for traffic charges	101,019	105,000	108,000
# of traffic arrests (charges)	149,288	150,000	155,000
# of DUI arrests	4,334	4,450	4,550

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**CRIMINAL INVESTIGATION**  
**45-06-04**

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**ACTIVITIES**

- Investigate serious or highly involved criminal complaints.
- Provide polygraph services.
- Provide criminalistic services for many police agencies.
- Investigate all suspicious deaths.
- Provide crime lab services.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of criminal cases investigated	4,879	5,100	5,200
% of cases cleared	74	78	77
# of domestic violence complaints:			
investigated	9,805	10,000	10,200
cleared by arrest	2,455	2,550	2,600
referred to victim services	1,878	2,000	2,000
# of high tech crime cases	591	750	825

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**SPECIAL INVESTIGATION**  
**45-06-05**

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**ACTIVITIES**

- Conduct undercover drug investigations.
- Investigate organized auto theft activities and dealer fraud.
- Investigate vice-related complaints.
- Investigate white-collar complaints and coordinate asset seizure activities.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of special investigations:			
auto theft	807	850	875
vice	102	110	125
drug unit	4,490	4,650	4,700
financial and organized crime asset seizure	3,279	3,400	3,500
# of special investigation arrests:			
auto theft	67	80	80
vice	88	100	105
drug unit	2,632	2,750	2,800
financial and organized crime asset seizure	1,202	1,250	1,250
\$ of drugs seized	1,587,623	1,650,000	1,600,000
\$ of cash seizures	1,140,530	1,000,000	1,000,000

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**AVIATION**  
**45-06-06**

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**ACTIVITIES**

- Paramedical treatment.
- Medivac services.
- Traffic enforcement.
- Support criminal investigative activities.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of missions	3,513	3,700	3,700
% of medivac missions	53	52	52

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**TRAFFIC**  
**45-06-07**

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**ACTIVITIES**

- Maintain traffic crash and enforcement data.
- Administer radar and alcohol programs at troop level.
- Oversee federal highway safety and truck enforcement programs.
- Design public information campaigns.
- Evaluate traffic safety efforts.

# SAFETY AND HOMELAND SECURITY

## 45-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of investigated crashes	17,690	18,500	19,500
# of investigated injury-producing crashes	3,487	3,600	3,600
# of investigated property damage only crashes	14,203	14,900	15,900
# of drivers arrested in investigated crashes	10,939	11,500	12,000
# of drivers arrested in investigated injury-producing crashes	3,060	3,200	3,200
# of drivers arrested in investigated property damage only crashes	7,879	8,300	8,800
# of investigated hit-and-run crashes	1,156	1,200	1,200
# of investigated animal-related crashes	384	400	400
# of commercial motor vehicle summons issued	5,436	6,000	6,500

### STATE BUREAU OF IDENTIFICATION 45-06-08

#### ACTIVITIES

- Prepare National Incident Based Reporting System (NIBRS) reports.
- Maintain criminal history record information.
- Provide fingerprint identification services.
- License and regulate private detectives and constables.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of criminal histories requested	37,321	40,000	42,000
Average wait time for a criminal history check (weeks)	4-6	2-4	2-4
# of firearm transactions:			
approved	9,402	11,000	11,000
denied	405	450	450
total	9,807	11,450	11,450

### TRAINING 45-06-09

#### ACTIVITIES

- Administer and support Council on Police Training activities.

- Deliver training for State Police and municipal recruits.
- Provide specialized training to State Police officers.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of in-service training classes offered	82	80	80
# of students trained	1,227	1,250	1,250
# of recruits trained:			
DSP	23	25	25
non-DSP	38	75	75

### COMMUNICATIONS 45-06-10

#### ACTIVITIES

- Support and maintain data and audio transmission systems.
- Coordinate telephone systems.
- Maintain the communications message processor.
- Support and administer the Emergency Reporting (911) centers.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of calls for service at 911 centers	395,701	427,350	461,870
# of calls dispatched to officers	318,923	344,430	371,990
# of calls teleserved by dispatcher	96,741	107,720	116,337
# of building alarms received	6,588	7,115	7,680
# of officers for whom communications centers are responsible	899	970	1,000
# of technology problems addressed	1,783	1,920	2,070

### TRANSPORTATION 45-06-11

#### ACTIVITY

- Provide preventive maintenance and mechanical repairs for all division vehicles.

**SAFETY AND HOMELAND SECURITY**  
**45-00-00**

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of vehicles requiring outside contractual repairs	40	40	40
Average repair time including rollout activities (days)	5.5	5.5	5.5

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**COMMUNITY RELATIONS**  
**45-06-12**

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**ACTIVITIES**

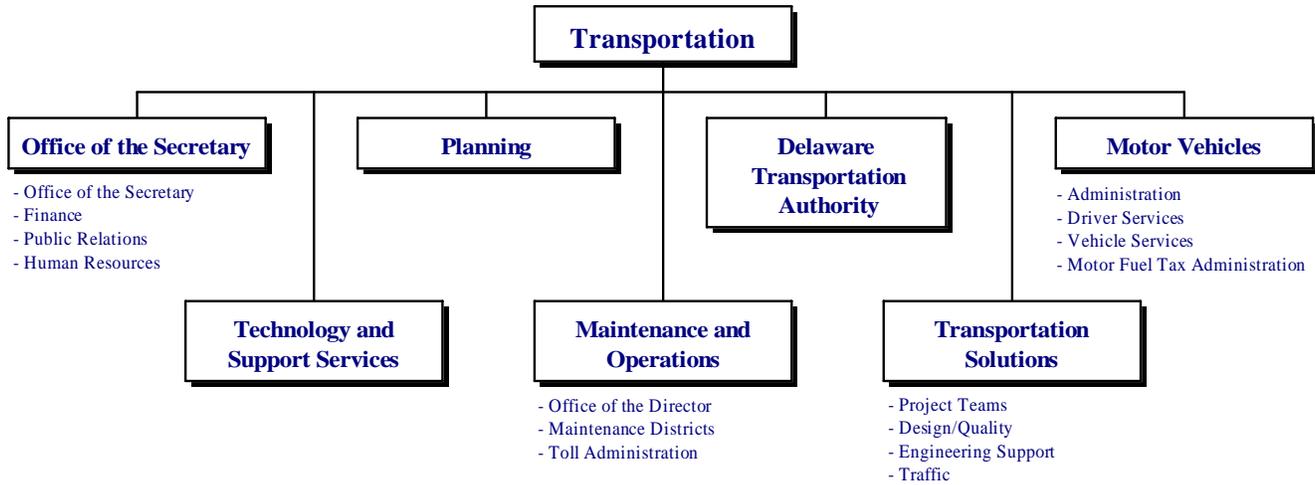
- Provide post-incident referral services enabling follow-up counseling to crime victims.
- Develop and present safety education programs for schools and other community organizations.
- Provide public information through media relations staff.
- Participate in the Strong Communities Initiative for Kent and Sussex counties.
- Provide training for Citizens' Police Academy and a business academy.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of total victim service cases with:			
immediate response	142	200	200
interviews in person	564	600	650
interviews by phone	3,561	3,600	3,650
written correspondence	5,349	5,500	5,600
# of Citizens' Police Academy classes	3	3	3
# of citizens trained	81	85	85

# TRANSPORTATION

## 55-00-00



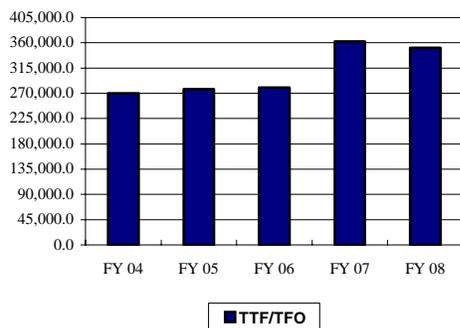
### MISSION

The mission of the Department of Transportation is to provide a safe, efficient and environmentally sensitive transportation network that offers a variety of convenient, cost-effective mobility opportunities for the movement of people and goods.

### KEY OBJECTIVES

- Enhance the quality of life in Delaware's communities by integrating transportation, land use and air quality strategies.
- Preserve and maintain the State's transportation infrastructure.
- Focus efforts on improving safety throughout the transportation network.

### Five-Year Appropriation History



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,980.6	--	--
TFO	234,670.2	350,908.6	350,833.8
<b>TOTAL</b>	<b>236,650.8</b>	<b>350,908.6</b>	<b>350,833.8</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	1,836.0	1,614.0	1,580.0
TFC	--	227.0	314.0
NSF	2.0	2.0	2.0
<b>TOTAL</b>	<b>1,838.0</b>	<b>1,843.0</b>	<b>1,896.0</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend the reallocation of (\$6,581.2) TFO and (87.0) TFO FTEs and 87.0 TFC FTEs to switch fund positions.
- ◆ Recommend \$1,473.3 TFO in Contractual-E-ZPass Operations for increased costs related to E-ZPass operations.
- ◆ Recommend \$399.5 TFO and 10.0 TFO FTEs in Maintenance Districts to comply with the safety requirements contained within the new Traffic Control Manual.
- ◆ Recommend \$1,043.6 TFO in Maintenance Districts for increased costs of energy, materials and roadway maintenance.

# TRANSPORTATION

## 55-00-00

- ◆ Recommend \$1,055.9 in Delaware Transit Corporation for increased costs of energy, maintenance and employer paid insurance benefits.
- ◆ Recommend \$502.9 TFO and 43.0 TFO FTEs in Motor Vehicles to convert casual/seasonal positions.

### **CAPITAL BUDGET:**

- ◆ Recommend \$165,447.0 for the Road System. This authorization will support improvements along Interstate 95 as it interchanges with Route 1, Route 896 and US 301. Other projects include SR 1 at Frederica improvements and beach area improvements. In addition, the recommended authorization will support various statewide improvements to arterial and collector roadways, bridges, rail crossing safety, and safety improvement.
- ◆ Recommend \$24,600.0 for Grants and Allocations to support the Community Transportation Fund and to provide grants to municipalities to maintain streets and in meeting other transportation-related needs.
- ◆ Recommend \$14,686.0 for Transit System to support the purchase of vehicles and for improvements to facilities statewide.
- ◆ Recommend \$28,979.0 for Support System for the preservation of transit facilities, technology upgrades and equipment replacement.

### **OFFICE OF THE SECRETARY**

#### **55-01-00**

#### **FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	6.0	--	--
TFO	8,434.3	12,269.6	10,251.8
<b>TOTAL</b>	<b>8,440.3</b>	<b>12,269.6</b>	<b>10,251.8</b>

#### **POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	84.0	88.0	88.0
TFC	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>85.0</b>	<b>89.0</b>	<b>89.0</b>

### **OFFICE OF THE SECRETARY**

#### **55-01-01**

#### **MISSION**

The mission of the Office of the Secretary is to manage the State transportation system to accomplish the Department's mission through internal and external executive leadership for the Department and to represent the Governor where appropriate.

#### **KEY OBJECTIVES**

- Provide leadership and direction to the Department in support of the Governor's Livable Delaware Implementation and Statewide Long-Range Transportation plans.
- Enhance working relationships between the Department and various external groups, including but not limited to, other state agencies, the legislature, municipal governments and civic associations.
- Assist the Department in the protection of public assets and recovery of damages to those assets as allowed by law.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Office of the Secretary has provided leadership and direction for the Department. Major accomplishments include:

- Provided greater emphasis on human resources, the Department's most valuable asset, with particular

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emphasis on comprehensive training and expanded recruitment techniques to ensure hiring and retention of skilled personnel;

- Improved/expanded facilities, operating processes and services, including but not limited to statewide maintenance of facilities, winter snow and ice management, Red Light Enforcement program, and communication with public and private entities; and
- Contributed continued support for the Governor's Livable Delaware goals through the Corridor Capacity Preservation program, Enhancing Delaware's Highways program, Scenic and Historic Highways program, and Transportation Enhancement program.

## ACTIVITIES

- Coordinate the development and implementation of the State's transportation policy.
- Provide counsel and other legal services to the Department.
- Pursue and recover claims due to the Department.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of Freedom of Information Act responses within 10 days	94	92	92

## FINANCE 55-01-02

## MISSION

To ensure proper financial management of Department resources through comprehensive oversight, providing training opportunities to staff and serving as a resource to the Department.

## KEY OBJECTIVES

- Serve as steward of the Department's financial functions and systems; financial statement preparations; and federal, state and department independent audit processes.
- Develop and manage the operating and capital budgets (including federal transportation appropriations and grants) that support Livable Delaware goals and other key departmental objectives.
- Collect receivables in a timely and efficient manner.

- Process payables through a variety of sources maximizing the use of the state SuperCard and automated clearinghouse (ACH) transactions.

## BACKGROUND AND ACCOMPLISHMENTS

Finance is the support division responsible for developing and managing the Department's six-year Capital Transportation Program and annual operating and capital budgets, and for ensuring that fiscal resources are available to meet the Department's goals and objectives. Finance is responsible for managing the Transportation Trust Fund; analyzing the fiscal impact of internal and external rules, regulations and policies; and pursuing and coordinating federal and alternate fiscal resources for the Department.

Major accomplishments include:

- Led the successful sale of \$127 million of bonds;
- Enhanced the capital project checkbooks, which are designed to provide real-time expenditure information to program managers throughout the Department;
- Worked with project managers and technology staff to develop the six-year Capital Transportation Program via an electronic transfer of data from the capital project tracking system;
- Received Toll Credit obligational authority from the Federal Highway Administration;
- Met Payroll Human Resources Statewide Technology (PHRST) requirements in the Time and Labor application;
- Maintained a low staff vacancy rate;
- Enhanced operating expenditure reporting requirements to allow for more comprehensive surplus/deficit projections; and
- Issued \$87.9 million in bonds to provide for an advance refunding of four outstanding revenue bonds.

## ACTIVITIES

- Provide day-to-day fiscal management.
- Coordinate the development of the Department's strategic plan, Capital Transportation Program and annual operating and capital budgets.
- Acquire and obligate federal funds.
- Manage the Transportation Trust Fund.
- Issue debt.
- Coordinate the independent audit.

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- Reconcile accounting transactions between Delaware Financial Management System (DFMS) and Budget Accounting Central Information System (BACIS).
- Audit, enter, approve, and process all accounting documents.
- Participate in department-wide and statewide financial/accounting identification, upgrade, implementation and training.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Department bond rating	AA+	AA+	AA+
% pay as you go revenue	78.2	50.0	50.0
Debt Service coverage ratio	3.29	2.25	2.25

### **PUBLIC RELATIONS** **55-01-03**

#### MISSION

The mission of Public Relations is to support the Department's programs and policies by planning, developing and executing a variety of programs and customer services including: coordination and response to citizen, media and legislative requests and concerns; implementation of a proactive communication program to inform the public of Department policies, projects and programs; and provision of training, technical assistance and support services for Department personnel in the area of media relations and customer service.

#### KEY OBJECTIVES

- Educate and inform the public and media of important transportation issues.
- Inform internal and external customers through media releases, briefings, outreach campaigns, mailings and events of Department projects, programs and policies.
- Increase awareness of the Department's projects, programs, policies and initiatives with members of the General Assembly through briefings, correspondence and communications.
- Improve and enhance coordination to counties and local governments, civic/business organizations and others as needed through outreach campaigns.
- Continue to promote the Department's workshops, public hearings, projects, and programs.

#### BACKGROUND AND ACCOMPLISHMENTS

Public Relations is responsible for the development, coordination and implementation of all legislative, community and media communication for the Department. The numbers below reflect this office's success in delivering information in an efficient and transparent manner.

In Fiscal Year 2007, Public Relations:

- Issued 321 news releases;
- Responded to 1,100 media contacts;
- Managed 34 public workshops and 10 citizen-working groups on various transportation projects; and
- Answered approximately 17,000 phone calls and 3,500 e-mails from citizens.

#### ACTIVITIES

- Convey accessible, responsive and efficient (ARE) messages to Department employees and the general public.
- Develop and implement a variety of outreach initiatives targeting elected and municipal officials, the general public, and civic/community groups.
- Communicate regularly with employees about important news through the preparation of quarterly employee newsletters.
- Communicate with municipal and county administrators, chambers of commerce, tourism groups, the Delaware League of Local Governments, and others regarding Department projects, programs and policies.
- Research and respond to telephone calls, e-mails and other written correspondence from elected officials, residents or the media.
- Meet regularly with internal sections, project managers and divisions to discuss important happenings.
- Prepare and disseminate an outreach strategy for projects and initiatives.
- Assist with and participate in working groups for large and/or important projects.
- Manage the Department's public workshops and hearings including advertisement, site selection, mailings, and message.
- Provide photographic, video and graphics services for projects, programs and policies for the Department and its consultants, as well as for the Governor's Office, other state agencies and special events.

# TRANSPORTATION

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### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of participants attending public workshops and hearings	3,050	3,500	3,500
% of responses to inquiries within 10 working days	89	90	90

### **HUMAN RESOURCES** **55-01-04**

#### MISSION

The mission of Human Resources is to recruit, develop and retain a diverse, highly qualified workforce and to ensure equity and fairness in all aspects of employment.

#### KEY OBJECTIVES

- Continue to develop the Department's Occupational Safety program to include on-site safety inspections; task/trend analyses and evaluations; and an occupational-safety curriculum to ultimately reduce the number of incidents.
- Continue to broaden and expand the recruitment program with a focus on functional areas within the Department experiencing high vacancy rates.
- Continue to provide outreach to appropriate schools and universities, advertisers and job fairs, and establish business partnerships to support this effort.
- Continue to build and expand an aggressive affirmative action plan that identifies under-representation of minorities and females in the respective Equal Employment Opportunity (EEO) job categories in order to achieve a workforce representative of the relevant labor market.
- Foster an environment that is conducive to workplace diversity.

#### BACKGROUND AND ACCOMPLISHMENTS

Human Resources coordinates activities required to support all aspects of staffing. Associated activities include recruitment, hiring, training, recognition, labor and employee relations, classification, compensation, benefits administration, and workplace diversity.

Major accomplishments include:

- Re-established a merit Human Resources section and established and hired key management support to improve customer service;
- Continued to respond to and investigate, within one business day, any accident/incident requiring treatment beyond first aid, and submit a report with recommendations to the Division Director to eliminate future incidents;
- Implemented a Basic Safety Awareness component to the New Hire Orientation program to: (1) inform new employees that safety is a top initiative within the Department; (2) identify the Department has an Occupational Safety section; and (3) inform new employees of the process for reporting unsafe working conditions and/or accidents and incidents;
- Completed the DeIDOT Equal Employment Opportunity Strategic Plan;
- Provided 3,762 training sessions to 76 percent of the Department's total population; and
- Continued to market, attract, recruit, and hire entry-level civil engineers to keep pace with current and projected DOT vacancies. Recruitment efforts added 10 new engineers, bringing the total of new engineers to 43 for the past three fiscal years. In the five years prior to that time, DOT hired 10 new engineers.

#### ACTIVITIES

- Improve recruiting and training for the workforce to ensure compliance with all federal and state workplace laws, and administer the benefits package.
- Enhance safety awareness for all employees to maximize and refine safety practices in order to reduce the number, severity and cost of work-related incidents.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of staff attending at least one training session	76	80	84
% of investigation reports completed on all significant incidents within 14 days of receiving notification	*	75	80

*\*New performance measure.*

# TRANSPORTATION

## 55-00-00

### TECHNOLOGY AND SUPPORT SERVICES 55-02-01

#### MISSION

To provide a timely and accurate operating support network that will assist the Department in the pursuit of its goals.

#### KEY OBJECTIVES

- Support the Governor’s Livable Delaware initiative for economic development as it relates to the growth of small and minority businesses.
- Explore opportunities for e-government to improve service with the business community.
- Ensure that the support needs of the Department are met in the areas of facilities management, contract administration and audit.
- Ensure departmental compliance with Federal Highway Administration’s (FHWA) Civil Rights requirements and programs.
- Develop and implement the technology required to support the Department’s ongoing business goals.
- Provide technical services including technical end-user training, 24/7 Help Desk support, desktop computer and telephone support, database administration, local and wide-area network administration, information systems and application support, and information technology project management.
- Provide a secure, reliable and fully integrated telecommunications network in support of the Department’s vision to ensure the safe and efficient movement of people and goods.

#### BACKGROUND AND ACCOMPLISHMENTS

Technology and Support Services is responsible for contract administration (including compliance with federal Civil Rights requirements), auditing and other administrative services in accordance with state and federal laws and regulations; and technology services for the Department (including coordinating information technology activities with external agency personnel).

- Executed 107 competitively bid contracts;
- Signed 32 consultant agreements;

- Approved 18 Disadvantaged Business Enterprise (DBE) applications;
- Doubled attendance at the annual DBE mixer event, an opportunity for disadvantaged business owners to meet large companies to develop business contacts for future project work;
- Established and hired a Civil Rights Coordinator to manage all departmental activities in accordance with Civil Rights requirements;
- Completed 25 final cost audits (over \$15 million), conducted 172 pre-award audits (over \$113 million), conducted limited reviews, prepared risk assessments, and conducted claim reviews for steel reimbursement;
- Established a mobile website displaying traffic cameras, real time travel advisories, press releases, toll calculators, and weather station information; and
- Published information and added features to the DeIDOT website, including Southeastern Pennsylvania Transportation Authority (SEPTA) schedules; an interactive map to display travel restrictions, advisories, weather, and cameras; publication of subdivision plan reviews and traffic impact studies; sales of Rail-to-the-Fair tickets; and estimated wait times at all Division of Motor Vehicles (DMV) locations.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	16,825.9	17,667.6	18,067.2
<b>TOTAL</b>	<b>16,825.9</b>	<b>17,667.6</b>	<b>18,067.2</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	92.0	93.0	93.0
TFC	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>92.0</b>	<b>93.0</b>	<b>93.0</b>

#### ACTIVITIES

- Maintain and manage departmental competitive bidding and professional service procurement process.
- Manage compliance with FHWA Civil Rights regulations on construction projects.
- Participate with the Office of Minority and Women Business Enterprise to expand the use of small businesses contracting with the Department.

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- Identify opportunities for web applications to support audit, contract administration and support services transactions.
- Coordinate Department facilities maintenance and repair tasks, and support the Department's administrative infrastructure with material and supply.
- Meet the Department's needs for copier reproduction capabilities including high-speed photocopier service.
- Maintain a central supply point to accommodate the Department's requirements for office and other critical supplies.
- Provide uninterrupted mail/courier service in the immediate Dover area and outlying districts.
- Provide a program integrity function through proactive and reactive investigative programs to detect incidents of fraud, waste and abuse in the Department.
- Provide training for municipalities on the proper use and accounting of Community Transportation funds.
- Research, develop, implement, and maintain Department information systems in conformance with the Information Technology plan and established State and departmental technology standards.
- Develop and implement a strategic plan to increase computer application availability by implementing redundancy and automatic failover devices and plans for critical systems.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of disadvantaged businesses employed on DelDOT contracts/agreements	20	20	22
% of help desk calls resolved within 3 working days	80	85	87
% of critical computer applications available	85	86	88

## PLANNING

55-03-01

### MISSION

To provide comprehensive transportation planning and development coordination, and real estate services to address the mobility needs of Delaware residents, businesses and visitors to the State.

### KEY OBJECTIVES

- Work with customers to create plans that will result in a comprehensive system of transportation options in coordination with Livable Delaware goals, Strategies for State Policies and Spending and county comprehensive plans.
- Provide transportation information and advice to local governments with land use decision-making responsibilities to help coordinate zoning, subdivision and annexation decisions among State agencies, counties and municipalities.
- Acquire real estate needed for protecting and improving the State's transportation system.
- Support the State's efforts to discover and solve transportation problems by collecting, analyzing, summarizing, and publishing transportation related data in both tabular and graphic form that is also geographically enabled.

### BACKGROUND AND ACCOMPLISHMENTS

Planning works to address the mobility needs of Delaware residents, as well as visitors, through the systematic identification and definition of transportation problems within Delaware and, where appropriate, with counterparts in adjoining states to solve transportation problems that are regional in nature. Planning strives to provide its customers with the opportunity to use all transportation modes in a manner consistent with the Strategies for State Policies and Spending, the Livable Delaware initiative, county comprehensive plans, and the wishes of affected communities within the bounds of fiscal and environmental constraints.

Planning is actively involved with local governments and other State agencies in the process of making decisions about prospective changes in land use. This includes providing technical analysis and advice regarding proposed policies and standards, comprehensive plans, zoning and re-zoning, site plans, and entrance (driveway) permits. Over the past three years, the

# TRANSPORTATION

## 55-00-00

Department has worked with a broadly representative committee to rewrite the subdivision manual. This is the first comprehensive rewrite since the late 1980's. The public hearing on the final draft was held in July and adoption is expected during Fiscal Year 2008.

Planning now provides a new alternative (Option B) for the review of traffic impact studies (TIS). Developers choosing to have Planning prepare a required TIS through direct payment to the Department in lieu of using their own engineer will achieve a significant time saving in the review process.

Planning also supports the Department through data and real estate services. Data services involve the collection, storage, quality control, analysis, and publication of various data items, including traffic volumes, accident statistics, roadway, and other transportation system and user characteristics. Real estate services include transportation related appraisal, acquisition and relocation activities to include the management and disposal of the land resources required to accommodate the State's transportation system improvements.

Planning develops and continually refines transportation strategies for maintaining conformity with federal air quality standards, and undertakes community-based transportation plans such as the Hockessin Valley Transportation plan and East Middletown Master Transportation plan. Planning also develops and maintains long-range transportation plans for the State and Sussex County, and develops and maintains statewide programs such as the Safe Routes to School program.

Planning is in a multi-year effort to improve the data quality and accessibility of the traffic count program; update the technology used in mapping and GIS based information systems; and automate the Highway Performance Monitoring System (HPMS) process. In addition, Planning has worked with Technology and Support Services, Traffic, and Safety and Homeland Security, State Police to automate the Department's accident reporting system.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	6,650.1	5,780.5	5,633.3
<b>TOTAL</b>	<b>6,650.1</b>	<b>5,780.5</b>	<b>5,633.3</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	93.0	75.0	68.0
TFC	--	20.0	27.0
NSF	--	--	--
<b>TOTAL</b>	<b>93.0</b>	<b>95.0</b>	<b>95.0</b>

### ACTIVITIES

- Work in partnership with local governments through the Transportation Enhancements program on transportation-related projects that enhance communities.
- Work in partnership with elementary and middle schools to develop Safe Routes to School programs.
- Manage the State Scenic and Historic Highway program.
- Measure the volume and flow of traffic through the transportation system in order to find problems and provide information to other Department staff responsible for solving those problems.
- Provide real estate services to include appraisals, acquisitions, relocations, and property management for all transportation projects.
- Provide travel demand forecasting services to the Department, other State agencies and metropolitan planning organizations as needed to discover problems and evaluate alternative solutions.
- Provide technical assistance to the State, Department and metropolitan planning organizations to ensure programs conform to the requirements of Federal Air Quality regulations and standards.
- Conduct and/or review support facilities reports, traffic impact studies, site plans, and entrance plans to assist the counties and municipalities as they decide whether to approve a proposed new development, and to endeavor to protect the safe and efficient flow of traffic on Delaware roads.
- Provide Sussex County with technical assistance equal to that provided to Kent and New Castle counties, through their respective metropolitan planning organization.
- Increase the public's understanding of the Statewide Transportation plan and its purpose in building, operating and maintaining the State's roads, bridges, bikeways, sidewalks, bus and train systems, airports, and water ports over the next 20 years.
- Partner with the Delaware State Police to implement the State's federally mandated Commercial Vehicle Size and Weight Enforcement program.
- Implement commercial vehicle information systems to assist in improving the efficiency and operations

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of the Division of Motor Vehicles, Motor Fuel Tax and private industry.

- Provide the public with information about the transportation system including maps, key facts and other geographically-based representations of data.
- Conduct safety inspections of all public use airports in Delaware, and identify and remove obstructions to safe flights from public use airports.
- Participate with other State agencies in the Preliminary Land Use Survey (PLUS) process to review, comment on and coordinate new development proposals.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of preliminary traffic impact studies reviewed within 20 days of receipt	80	80	80
% of subdivision plans reviewed within 60 days of receipt	80	80	80
% of properties needed for projects that are cleared by the plans, specifications and estimates date	80	80	80

## MAINTENANCE AND OPERATIONS

### 55-04-00

#### MISSION

The mission of Maintenance and Operations (M&O) is to maintain and operate a convenient, safe, efficient, cost-effective, and environmentally sensitive highway system for the movement of people and goods on behalf of commercial, recreational and personal customers.

#### KEY OBJECTIVES

- Develop an equipment replacement plan to meet operation needs and manage equipment to achieve expected life cycle performance.
- Manage the Community Transportation Fund (CTF), insuring that requests are estimated, responded to and funded in an appropriate timeframe.
- Perform inspections on bridge and overhead sign structures according to the updated Inspection program frequency.
- Maintain the Paving and Rehabilitation program to keep our highway system rated at above 85 percent fair or better rating for all roads.

#### BACKGROUND AND ACCOMPLISHMENTS

M&O is responsible for the day-to-day operation and maintenance of Delaware's multi-modal transportation network within established levels of service. This responsibility includes: maintaining traffic markings, signs and highway lighting; maintaining roadways through re-paving, patching and sealing, and the adjacent areas maintaining bridges, drainage, vegetation, sweeping and landscaping; and operating the State's toll roads, bridges and ferry.

Major accomplishments include:

- Conducted mower safety training for all equipment operators, supervisors and other employees responsible for equipment maintenance (over 500 people);
- Continued to equip all snow removal fleet with ground speed controls to ensure consistent application of salt, thereby reducing the quantity utilized during storm events;
- In Fiscal Year 2007, 144.38 lane miles were resurfaced under the Paving and Rehabilitation program. In addition, 27.06 lane miles were

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## 55-00-00

converted from a tar and chip surface to a hot mix surface;

- M&O workforces treated 285 lane miles using tar and chip application as part of the surface treatment program in Fiscal Year 2007;
- A total of 31.1 lane miles were treated using micro surfacing technology under the Paving and Rehabilitation program;
- Upgraded centerline skips on I-495 and Route 1 with a wet tape that enhances reflectivity and improves visibility at night during wet and rainy conditions;
- Installed recessed pavement markers (RPM) on all major routes statewide. RPMs have been proven nationally to enhance driver safety, especially under poor driving conditions;
- Continued to upgrade overhead signs with Type IX reflective sign sheeting. With the greatly enhanced reflectivity of the Type IX sign sheeting, we are able to remove all overhead lighting, thus eliminating the need for maintenance and electric supply to overhead signs;
- Inspected all fracture critical bridges in the State and changed inspection frequency for increased awareness of their condition. Published a document titled DelDOT's Priority Bridges on the internet to communicate our progress;
- Improved the CTF website, to include more convenient features, easier navigation, additional reports, and on-line transactions;
- The CTF group worked with the Department's Audit section to recover more than \$27,000 that has been owed to the Department since 2003;
- In Fiscal Year 2007, 15,000 new E-ZPass accounts were opened. M&O processed five million more E-ZPass transactions in Fiscal Year 2007 than in Fiscal Year 2006. A total of 36 million electronic toll collection transactions were processed in Fiscal Year 2007;
- Toll Administration established relationships with two collection agencies which has resulted in the collection of more than \$300,000 in previously uncollected toll revenue;
- More than \$2.9 million was collected through the toll violation enforcement system;

- Interest bearing accounts for the E-ZPass pre-paid and tag sale accounts were established in Fiscal Year 2007;
- The National Pollutant Discharge Elimination System (NPDES) program completed the storm system inventory and inspection in New Castle and Kent counties per the NPDES permit and Consent Decree;
- The NPDES program completed a bioassessment of Leatherman's Run (a seven mile creek that runs under the I-95 service plaza). This assessment resulted in stormwater retrofit proposals to improve the stream system;
- The NPDES program completed all required annual monitoring at the maintenance yards. Wet and dry weather monitoring was also completed; and
- As required by the Statewide Vehicle Wash Water Practices for DelDot's Maintenance yards, the NPDES program completed the Bear Yard stormwater retrofit and also completed design for the Cheswold Yard and Chapman Road stormwater retrofits.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,974.6	--	--
TFO	78,918.1	80,074.8	82,926.7
<b>TOTAL</b>	<b>80,892.7</b>	<b>80,074.8</b>	<b>82,926.7</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	921.0	893.0	889.0
TFC	--	27.0	41.0
NSF	--	--	--
<b>TOTAL</b>	<b>921.0</b>	<b>920.0</b>	<b>930.0</b>

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**OFFICE OF THE DIRECTOR**  
**55-04-01**

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### ACTIVITIES

- Identify and manage fiscal resources necessary to support the needs of M&O by providing analytical evaluations and planning support.
- Offer appropriate resource center training opportunities to promote safety for equipment operators and mechanics, and provide career advancement opportunities in order to work more effectively.

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- Update and maintain the Certification Tracking application and certification manual for all equipment operators.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of equipment exceeding age and/or usage parameters	24.0	23.6	24.0

#### ***MAINTENANCE DISTRICTS*** ***55-04-70***

#### ACTIVITIES

- Maintain an incident response plan that ensures the removal of snow/ice and wind/flooding hazards in a reasonable time frame.
- Provide pothole-patching, highway seal (joints and cracks), short overlay patching, bump removal, sweeping, and material management by digging, hauling and stockpiling materials.
- Maintain roadside vegetation in an acceptable manner to be aesthetically pleasing, while not creating line-of-site obstacles for the motoring public.
- Manage the pavement network by evaluating and prioritizing needed improvements to the system.
- Manage, implement and maintain the NPDES and Municipal Separate Storm Sewer System (MS4).
- Maintain state-owned sidewalks, right-of-way fences, guardrails and picnic areas.
- Manage the sign program to prioritize and complete sign replacement.
- Manage the markings program by marking all hard surfaced roads with an annual average daily traffic (AADT) of 1,000 vehicles or greater semi-annually.
- Maintain rumble strips on limited access roadways to improve driver safety awareness.
- Manage drainage maintenance issues including closed and open drainage systems.
- Manage overhead highway lighting to provide adequate safety for identified locations.
- Manage outdoor advertising activities along the right-of-way statewide.
- Conduct audits of cash and E-ZPass transactions to ensure appropriate collection processes.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of time snowfall of 4" or greater removed within 24 hours after end of storm	100	100	100
% of time wind and flood cleanup occurs within 48 hours	100	100	100
% of CTF requests for estimates processed within 20 business days	*	*	85

*\*New performance measure.*

#### ***TOLL ADMINISTRATION*** ***55-04-90***

#### KEY OBJECTIVE

- Operate the Department's toll facilities in a safe and efficient manner.

#### ACTIVITIES

- Monitor and analyze the operations of the Violations Processing and Customer Service centers.
- Continue to increase E-ZPass utilization at each of the plazas in order to reduce traffic delays.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of toll receipt collection and deposit accuracy	99.9	99.9	99.9
% of ETC market utilization:			
I-95	52	53	58
SR 1-Dover	59	63	65
SR 1-Biddles	61	66	68

# TRANSPORTATION

55-00-00

## DELAWARE TRANSPORTATION AUTHORITY 55-06-01

### MISSION

The mission of the Delaware Transit Corporation (DTC) is to design and provide the highest quality public transportation services that satisfy the needs of the customer and the community.

### KEY OBJECTIVES

- Improve efficiency of paratransit and fixed route services.
- Maximize statewide ridership by implementing an equitable fare structure for bus and train service.
- Define and develop bus and train services that meet community needs in an environmentally friendly way.
- Maintain 95 percent on-time performance rate for fixed route and 90 percent for paratransit services.
- Enhance recruitment and retention efforts to ensure a responsive and effective workplace.
- Develop a management team succession plan in preparation for nationally projected impact of impending baby boomer retirements.
- Maintain quality of diversity within the DTC workforce.
- Enhance existing training and introduce new programs to meet current and projected staffing skill needs.
- Reduce lost time and administrative expenditures through aggressive claims management and modified/light duty programs.
- Reduce preventable accidents in buses.
- Reduce workers compensation claims leading to lost time.

### BACKGROUND AND ACCOMPLISHMENTS

DTC operates the public transit system and manages public transport assets within Delaware including: bus service along fixed routes throughout the State (DART First State); specialized paratransit services for disabled and elderly patrons, as well as dialysis patients; and rail commuter services. DTC also coordinates the ride-

sharing program that promotes car-pooling and other non-single occupancy vehicle (SOV) modes of transportation. DTC supports transportation programs for the statewide Jobs Access Reverse Commute (JARC) project.

Recent accomplishments include the following:

- Provided additional New Castle/Kent counties connector trips;
- Continued seasonal weekend round-trip bus service from Wilmington to the Rehoboth Park and Ride from Memorial Day to Labor Day;
- Published a six-year business plan that was distributed to transit stakeholders;
- Continued the Ozone Action program to encourage more people to ride transit. Continued JARC initiative, including reverse commute to suburban worksites, late-night hotel shuttle, Harrington-Dover shuttle, Delmar shuttle, and a coordinated demand response van program;
- Continued use of document imaging system that has created a paperless office for record storage;
- Utilized bar coding system to record, track and manage fixed assets to ensure compliance with federal and state regulations;
- Entered final design of a Wilmington to Newark Commuter Rail Improvement project that will install a third track West of Wilmington, develop a regional rail/intermodal station in Newark, and purchase four electrical rail cars for future SEPTA service in Newark;
- Conducted a successful Operation Lifesaver Outreach forum, promoting safety around freight railroads, to University of Delaware students. The first of its kind forum used the Norfolk Southern Operation Lifesaver special train;
- Upgraded and installed on-board vehicle surveillance camera systems on all fixed routes;
- Developed and installed surveillance camera systems at all DTC administrative, maintenance and rail facilities;
- Planned and conducted annual training for DTC in the areas of forklift operation, right-to-know, terrorism preparedness, and first aid/sudden illness;
- Purchased the Vigil Vanguard Driver Training system to enhance bus operator training and overall route review process;

# TRANSPORTATION

## 55-00-00

- Coordinated the retrofit of the Mobile View Video Surveillance systems into 50 paratransit vehicles. This activity represents the beginning of installing video surveillance equipment so that new vehicles are outfitted with the camera system infrastructure when they arrive at DTC for acceptance;
- Distributed seven vehicles to churches and non-profit agencies statewide to provide supplemental transportation to the elderly and disabled community;
- Recognized over 300 operators and mechanics for causing no preventable accidents for at least three calendar years;
- Completed design of a satellite, mid-county operations facility at Routes 13 and 72; and
- Obtained first place in the National Rodeo competition in the preventive maintenance category for 2007.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	64,949.3	201,288.8	204,380.7
<b>TOTAL</b>	<b>64,949.3</b>	<b>201,288.8</b>	<b>204,380.7</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	3.0	3.0	3.0
TFC	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

### ACTIVITIES

- Market transit to increase ridership on all modes.
- Purchase vehicles with advanced technologies that reduce fuel consumption, emissions and vibration.
- Market programs that encourage new residents in Delaware to ride transit.
- Support transportation expos at employer sites to encourage transit use.
- Respond to and address service requests, complaints and suggestions in a prompt, fair and thorough manner.
- Design and/or enhance internal programs and protocols to support employee retention strategies.
- Enhance recruitment programs through increased outreach to schools and colleges, aggressive advertising, and expanding job fairs.

- Improve the quality and diversity of the workforce through effective recruitment, hiring, promotion, and retention programs.
- Monitor accident statistics for trend indicators and improvement.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Statewide annual ridership (millions)	10.2	11.0	11.0
% on-time fixed route	92	95	95
% on-time paratransit:			
- pick-up	89	90	90
- drop-off	74	90	90
% system-wide recovery ratio	15	16	16
# of accidents per 100,000 miles	3	3	3
% vacancy rate	6.2	5.0	5.0

# TRANSPORTATION

## 55-00-00

### TRANSPORTATION SOLUTIONS

#### 55-08-00

#### MISSION

The mission of Transportation Solutions is to develop and construct safe, efficient and environmentally-sensitive engineering projects to meet identified transportation needs as guided by the Statewide Long-Range Transportation plan.

#### KEY OBJECTIVES

- Efficiently manage the delivery of the Capital Transportation Program.
- Consistently deliver high-quality projects from concept through construction and ensure projects are completed as scheduled.
- Maximize operational efficiency of the transportation infrastructure by effectively utilizing DelTRAC technology (video cameras, signal system coordination, etc.).
- Continue to design and manage the rehabilitation and replacement of all bridges determined as structurally deficient according to federal rating criteria.
- Comply with all Americans with Disabilities Act (ADA) standards relating to curb ramps.
- Maintain a consistent testing environment to ensure all hot mix meets quality standards.
- Maintain traffic control devices statewide to ensure efficient and timely response to all incidences.

#### BACKGROUND AND ACCOMPLISHMENTS

Transportation Solutions coordinates all activities required to prepare plans and construct transportation projects involving the roadway network, bridges, transportation facilities, railroad crossings, traffic control devices, and toll roads including the quality assurance and control responsibilities for both development and construction.

Significant accomplishments in Fiscal Year 2007 included:

- Advertised 92 percent of the projects scheduled;
- Completed design and/or construction of the Seaford Intersection (US 13/13A/S46), Harrington truck route, SR 26 Dagsboro Intersection, Bridgeville

Intersection (US 13/404), Laurel Intersection (US 13), SR 1 Third Lane widening from Five Points to SR 24, Mulberry Street (Milford), Indian River Inlet Bridge approach roads, Market Street (Wilmington), Mt. Pleasant Intersection Improvements, SR 141/US 202 (Blue Ball), SR 7 (US 40 to Newtown), South Market Street Bridge (Wilmington), Bridges 806/7/8 on I-495, I-95 - 5th lane widening, SR141 from Kirkwood Highway to Faulkland Road, Market Street Phase III, School Bell Road, Choptank Road, and Glenville Wetland Mitigation Bank, CSX Railroad bridges on 6<sup>th</sup>, 7<sup>th</sup> and 9<sup>th</sup> streets in Wilmington, and Bridge 160 on Maryland Avenue (Wilmington);

- Awarded over \$183.8 million for 71 construction contracts;
- Achieved national recognition of procedures used to team with police agencies in accident reconstruction to quickly address remedial actions where warranted;
- Adopted a revised utility manual to implement legislation designed to improve coordination between the Department and utility companies;
- Continued significant public outreach and environmental/cultural agency coordination on future projects involving US 301, SR 26, and US 113 Milford South;
- Completed the adaptive reuse of Tweeds Tavern in partnership with the Hockessin Historical Society;
- Continued materials testing of future department-maintained subdivision streets in support of the M&O;
- Developed a web-based central clearinghouse of technical information to provide consistency and support for the engineering industry who do business with DelDOT;
- Completed the Sussex, Kent and New Castle counties *All Hazard Evacuation Annexes* with statewide evacuation routes established and signed;
- Updated the Salem Creek Nuclear Plant Evacuation plan, developed the Dover Air Force Base Incident Response plan, and developed an incident response training program;
- Entered into an agreement with New Castle County, municipalities, school districts, and emergency services to ensure a unified approach to development in Southern New Castle County;

# TRANSPORTATION

## 55-00-00

- Adopted the Delaware Manual on Uniform Traffic Control Devices; and
- Adopted a Statewide Strategic Highway Safety plan.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
TFO	27,326.5	16,641.7	11,579.2
<b>TOTAL</b>	<b>27,326.5</b>	<b>16,641.7</b>	<b>11,579.2</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	385.0	201.0	135.0
TFC	--	180.0	246.0
NSF	--	--	--
<b>TOTAL</b>	<b>385.0</b>	<b>381.0</b>	<b>381.0</b>

### **PROJECT TEAMS** **55-08-10**

#### ACTIVITIES

- Define and solve transportation problems in a way that meets community transportation needs.
- Prepare all roadway, safety improvements, paving programs, corridor, and area-wide concept and construction plans in a context-sensitive manner, including ADA compliance.
- Manage the Department's construction program, including daily field inspections of contractors' work to ensure on time delivery of completed roadway improvements within the established project budgets.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of projects advertised as scheduled	92	90	90
% of construction projects completed on time as contracted	85	90	90
% of construction projects completed with less than ten percent overruns	82	90	90

### **DESIGN/QUALITY** **55-08-20**

#### ACTIVITIES

- Define and solve transportation problems in a way that meets community transportation needs.
- Prepare all bridge concept and construction plans in a context-sensitive manner, including ADA compliance.
- Review and approve right-of-way plans and provide other real estate engineering services.
- Prepare specifications and special provisions for all contracts.
- Package and quality check all plans, specifications and estimates to enable advertisement on schedule.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of bridges rated structurally sufficient	97	95	95
# of curb ramps reconstructed per year to ADA standards	122	100	100

### **ENGINEERING SUPPORT** **55-08-30**

#### ACTIVITIES

- Coordinate cultural resource, environmental permitting and wetland mitigation compliance processes.
- Coordinate all utility relocations resulting from Department projects.
- Ensure acceptable material quality and construction performance through inspection and verification.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of environmental documents completed as scheduled	100	90	90
% of utility documents completed as scheduled	100	90	90
% of hot mix meeting acceptable quality standards*	79	80	80

\*Based on construction season.

**TRANSPORTATION**  
**55-00-00**

**TRAFFIC**  
**55-08-40**

**ACTIVITIES**

- Design, construct, operate, and maintain traffic signals in order to reduce excessive delays, increase intersection capacity and improve pedestrian and vehicle safety.
- Recommend safety improvements at documented high frequency accident locations and areas of public concern.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of critical signal maintenance calls responded to and corrected in 24 hours	93	100	100

**MOTOR VEHICLES**  
**55-11-00**

**MISSION**

Motor Vehicles promotes safety on the highways and cleaner air quality. It also is a major contributor of revenue to the Transportation Trust Fund. In the provision of its services, the Division embraces high standards of courteous, efficient and timely service.

**KEY OBJECTIVES**

- Safeguard the people and facilities of Delaware by increasing security to ensure that persons do not use the Division of Motor Vehicles (DMV) to obtain fraudulent identification and that they are legally entitled to identification documents.
- Reduce waiting time for a Commercial Driver's License (CDL) road test by location.
- Take full advantage of Q-Matic, a recently installed queuing system, to enable DMV to track the time a customer waits in line and the time it takes to complete the transaction.
- Reduce the turnaround time for processing of Dealer Titles.
- Reduce the time necessary to process a Motor Fuel Tax refund.
- Maximize Motor Fuel Tax revenues by using a rigorous auditing program to increase compliance among customers with the International Registration plan (IRP), International Fuel Tax Agreement (IFTA) and Motor Fuel/Special Fuel (MF/SF) licensing requirements.
- Protect the motoring public by utilizing an auditing and testing program to ensure that retail gas stations comply with all laws.

**BACKGROUND AND ACCOMPLISHMENTS**

DMV continues to be one of the most visible State agencies, serving nearly 840,000 vehicles, over 625,000 drivers, conducting approximately 1.5 million transactions, receiving almost 600,000 telephone calls and collecting nearly \$240 million in revenue annually.

DMV's website has become one of the most visited State sites. In July of 2007, the webpage had over 2.6 million hits.

# TRANSPORTATION

## 55-00-00

Some of the Division's major accomplishments include:

- Improved service to Delaware's motoring citizens by accepting credit cards as payment for DMV services; this is not only a significant convenience for customers, but also provides a foundation for future e-government activities;
- Created the ability for visitors to the DMV website to see the expected waiting times at DMV facilities;
- Began selling E-ZPass transponders at all DMV locations;
- Implemented provisions of the Motor Carrier Safety Improvement Act (MCSIA), a federal safety initiative that holds commercial driver's license (CDL) holders to higher standards and imposes stricter penalties;
- Increased security of identification documents to prevent tampering and to prevent persons from obtaining the documents inappropriately;
- Sought and received over \$3 million in federal grants to implement various programs and federal mandates; and
- Reached record levels of enrollment in DMV Motorcycle Training program (MTP) in Fiscal Year 2007, with over 1,100 students receiving training from the MTP and another 600 students in private courses that are overseen and certified by the MTP.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	17,266.0	17,185.6	17,994.9
<b>TOTAL</b>	<b>17,266.0</b>	<b>17,185.6</b>	<b>17,994.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
TFO	258.0	261.0	304.0
TFC	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>259.0</b>	<b>262.0</b>	<b>305.0</b>

### **ADMINISTRATION** **55-11-10**

#### ACTIVITIES

- Coordinate and direct Division operations.
- Coordinate and direct planning, fiscal, personnel, purchasing, training, and information technology functions.

- Prepare and propose legislation, as necessary, to maintain uniformity with nationwide trends in drivers' licensing and vehicle registration.
- Administer and conduct the MTP.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of customers in Administration Office who wait less than 20 minutes	90	94	94

### **DRIVER SERVICES** **55-11-20**

#### ACTIVITIES

- Issue and control driver's licenses for all classes of vehicles.
- Issue photo identification (ID) cards.
- Ensure that issuances, denials, suspensions, revocations, and reinstatements of driving privileges are carried out according to the mandates of Delaware law.
- Interview and take appropriate action against problem drivers.
- Provide all driver license and ID card applicants the opportunity to register to vote.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of days wait time for CDL road tests	7.5	7.0	7.0

### **VEHICLE SERVICES** **55-11-30**

#### ACTIVITIES

- Register and issue titles for all classes of vehicles.
- Confirm existence of valid insurance for all motor vehicles.
- License vehicle dealerships after conducting inspections of facilities.
- Conduct suspension hearings on dealers found in violation of 21 Del. C.
- Issue temporary tags and dealer reassignment forms to dealers upon request, and monitor use for compliance with laws.
- Approve and control all self-inspection fleet vehicle accounts.

**TRANSPORTATION**  
**55-00-00**

- Provide prompt turnaround to dealers for tags, titles and registrations for vehicles sold by such dealers.
- Issue special permits authorizing the disposal of junked vehicles.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of days turnaround time in Dealer section	4	7	7

***MOTOR FUEL TAX ADMINISTRATION***  
***55-11-50***

**ACTIVITIES**

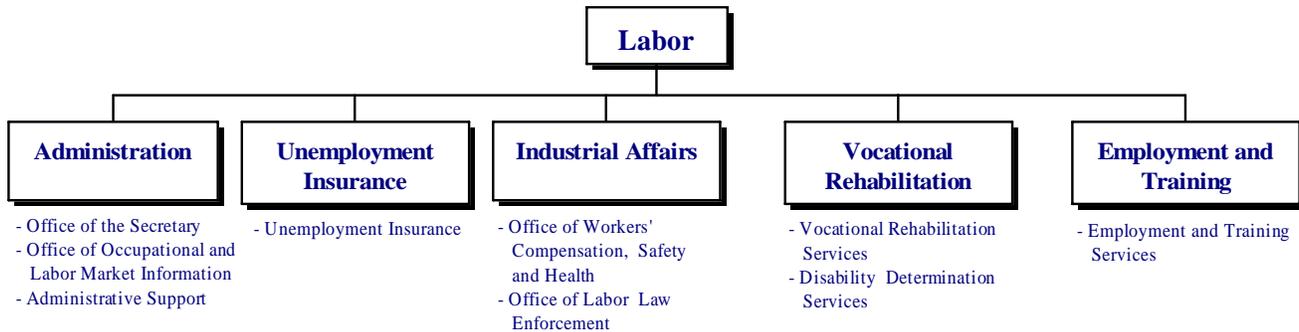
- Provide effective safeguarding of Transportation Trust Fund revenues by auditing MF/SF licensees on a routine basis.
- Administer MF/SF daily operations, the International Registration plan (IRP), the International Fuel Tax Agreement (IFTA), the Office of Retail Gasoline Sales, the Office of Public Carrier Regulation (taxicabs, limousines, buses, trolleys, fixed-route carriers), the Dyed Fuel Inspection program, and the Oversize/Overweight Permit program.
- Comply with federal mandates by performing audits of IFTA taxes and IRP registration fees collected.
- Ensure protection of the motoring public by conducting compliance visits of all retail stations once per fiscal year, and by randomly testing motor fuel distributed through those stations.
- Ensure protection of public carrier customers by performing inspections of taxicabs, limousines, buses, trolleys and fixed-route carriers, and inspecting the records and facilities maintained by the public carriers operating these vehicles.
- Perform on-highway inspections of motor carrier class vehicles; to insure proper IRP/IFTA credentials and oversize/overweight permits, and to insure that illegal red dyed (non-taxed) off-highway fuel is not being used in licensed motor vehicles.
- Ensure maximization of revenue collection efforts by utilizing audit personnel to perform compliance investigation activities.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% annual audit rate for Tier I and II MF/SF licensees	33	33	33
% of retail stations inspected	100	100	100
# of compliance investigations performed*	*	*	720

\*New performance measure.

# LABOR 60-00-00



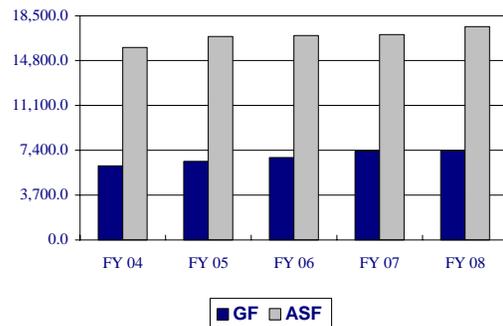
## MISSION

Connecting people to jobs, resources, monetary benefits, workplace protections and labor market information, to promote financial independence, workplace justice and a strong economy.

## KEY OBJECTIVES

- Develop and maintain a skilled labor force sufficient in number and quality to meet the expanding needs of industries and to attract new industries.
- Facilitate the transition to, and maintenance of, economic stability for those clients temporarily in need of services.
- Continue to serve as an active partner with other State agencies and organizations in order to create a statewide system of accessible, effective social and economic services.
- Expand customer service options by providing more technologically developed services.
- Contribute to a Livable Delaware that strengthens communities and preserves the quality of life by providing a well-managed, diverse, family-friendly and customer-oriented department.
- Continue to be a source of leadership, information and resources on issues and trends affecting the workforce and the workplace.
- Work creatively and collaboratively for solutions to foreseeable and unexpected changes in the economy and the workforce.

## Five-Year Appropriation History



## FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7,329.8	7,351.2	7,524.3
ASF	15,808.9	17,619.8	18,237.6
<b>TOTAL</b>	<b>23,138.7</b>	<b>24,971.0</b>	<b>25,761.9</b>

## POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	38.9	37.9	38.9
ASF	96.7	98.7	99.7
NSF	369.4	366.4	378.4
<b>TOTAL</b>	<b>505.0</b>	<b>503.0</b>	<b>517.0</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$250.0 ASF in Office of Workers' Compensation, Safety and Health for increased worker's compensation petitions.
- ◆ Recommend \$50.0 and 1.0 FTE Labor Market Analyst in the Office of Occupational and Labor

## LABOR 60-00-00

Market Information to cover decreased federal funding.

- ◆ Recommend \$96.4 in Vocational Rehabilitation Services for state match requirements; \$66.4 for the Schools to Careers Transition program and \$30.0 for the Navigator program.

## ADMINISTRATION 60-01-00

### MISSION

To provide leadership, policy direction, sound management and administrative support to ensure optimum internal and external service delivery to customers.

To provide concise and applicable analyses of Delaware's economic, demographic, occupational and industrial labor market areas in serving as a labor market information clearinghouse.

### KEY OBJECTIVES

- Continue to ensure that the labor market information provided to our customers is accurate and current.
- Continue initiatives to create a culture within the Department that promotes and values creativity, collaboration, diversity, employee recognition, family-friendly policies, teamwork, professionalism and respect.
- Increase the visibility of the Department's services through a strong public relations and marketing campaign.
- Continue to utilize management information systems such as the Department's web and intranet sites, e-government services, and videoconferencing to support effective communications internally and externally.

### BACKGROUND AND ACCOMPLISHMENTS

The Administration unit consists of the offices of the Secretary of Labor, Administrative Support and Occupational and Labor Market Information (OOLMI).

The Department has made a concerted effort to maintain and improve customer service – both internally and externally as part of its commitment for continuous quality improvement. Initiatives identified over the past year included:

- Continuing to address feedback from staff on how to make the Department a better place to work.
- Holding the ninth annual Department of Labor sponsored employer conference as a means of informing employers of services, laws, procedures and regulations and obtaining feedback as to how to provide better customer service.

## LABOR 60-00-00

- Taking a leadership role in working with other agencies on behalf of mutual constituents.
- Retaining and developing skilled staff to provide quality customer service on a timely basis and reduce the Department's vacancy rate.

The Department's internal committees continue to work to improve the Department's culture to help ensure it is a good place to work and a good organization with which to do business. The committees work on initiatives related to promoting diversity; balancing work/life issues and responsibilities; promoting health and wellness for employees and their families; and providing information and training on issues affecting the safety of employees and the public. Other committees focus on outreach and public relations; recognizing employees for their contributions to the Department and its customers; or maintaining policies and procedures that are consistent and clear.

The Office of Administrative Support includes Information Technology Management (ITM), Financial Management and Support Services Management units. The ITM unit provides operational support to divisions with mainframe applications and all shared applications and resources. ITM is responsible for the maintenance and support of all shared servers and network infrastructure. ITM is currently in the process of upgrading the network infrastructure to support the phone system expansion to all locations, which will standardize the delivery of service statewide. ITM is working to finalize a detailed needs assessment of the current and future fileserver requirements. The server consolidation project will place file servers in a DTI managed data center providing a cost effective disaster recovery solution.

The Financial Management and Support Services Management units are responsible for ensuring that the daily business operations are supported in the most efficient and cost effective manner.

OOLMI has continued to be a primary source of information about labor market conditions throughout the State. The office produces analytical and statistical reports on the industrial and occupational structure of the labor market, including supply-demand analysis and employment projections. OOLMI has a website (oolmi.net) that provides instant access to all of OOLMI's analyses, data and publications, effectively allowing customers to create their own information products. OOLMI publishes the *Delaware Career Compass* annually. This publication, now available in its 15<sup>th</sup> edition, serves as a leading educational guide to thousands of Delaware students and job seekers. The *Delaware Career Compass* has proven to be a valuable

resource to those in need of critical advice and information when planning their employment future.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	976.4	836.4	855.8
ASF	2,693.2	2,855.3	2,945.8
<b>TOTAL</b>	<b>3,669.6</b>	<b>3,691.7</b>	<b>3,801.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	10.8	6.8	7.8
ASF	29.7	29.7	30.7
NSF	13.5	13.5	12.5
<b>TOTAL</b>	<b>54.0</b>	<b>50.0</b>	<b>51.0</b>

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### *OFFICE OF THE SECRETARY* 60-01-10

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#### ACTIVITIES

- Manage the Department and provide leadership for the delivery of services.
- Maintain a responsive and positive relationship with constituents, advisory councils and other citizen groups.
- Ensure effective coordination with divisions within the Department and with the Governor's Office, other cabinet agencies, the legislature and federal agencies.
- Manage and coordinate the Department's legislative program and public relations program.
- Coordinate the development and management of the Department's budget.
- Ensure accuracy of all fiscal-related functions including accounts receivable and payable, fund and revenue management, expenditure tracking and the coordination of audits.
- Provide warehouse, purchasing and mail services.
- Manage all human resources related activities.

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### *OFFICE OF OCCUPATIONAL AND LABOR* *MARKET INFORMATION* 60-01-20

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#### ACTIVITIES

- Translate raw labor market data into concise

## LABOR 60-00-00

analyses of workforce, employment, economic and demographic changes.

- Provide federally mandated and funded reports for the U.S. Bureau of Labor Statistics as part of a national economic reporting network.
- Deliver career and labor market information at the state and county levels on a regular basis.
- Utilize e-government to facilitate customer access to occupational and labor market information.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of usable employer responses to the annual industry and business demographics survey	*	*	80.0
% of jobs represented on occupational employment statistics survey responses	78.0	78.5	79.0

*\*New performance measure.*

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### **ADMINISTRATIVE SUPPORT 60-01-40**

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#### ACTIVITIES

- Provide information technology leadership to the Department in all activities including mainframe operations and applications, database management, telecommunications, client/server support and the development of an annual information technology plan.
- Provide building-related services such as lease negotiations, facility planning, space allotment and security services.
- Provide graphics and printing support for all operations, including the daily processing and local printing of UI checks.
- Provide fleet and inventory management services.

## UNEMPLOYMENT INSURANCE 60-06-00

### MISSION

To assist in the promotion of statewide economic stability and vitality by providing temporary, partial income maintenance to workers who become unemployed through no fault of their own, and by making referrals of unemployed workers to re-employment services.

Ensure adequate funding for the payment of unemployment benefits through the collection of employer taxes.

Contribute to the development of an adequate workforce by collecting a statewide training tax from employers to provide funds for the training of dislocated workers, school-to-work transition, industrial training and other training initiatives.

### KEY OBJECTIVES

- Exceed federal performance criteria for first payment timeliness of 87 percent for UI claims.
- Exceed federal performance criteria for timeliness of establishing new employer tax accounts of 70 percent.
- Maintain an Unemployment Insurance (UI) Trust Fund capable of supporting more than 12 months of benefit payments at the highest level historically experienced.
- Provide UI program services via e-government and telecommunication options in addition to in-person services available at four accessible office locations statewide.

### BACKGROUND AND ACCOMPLISHMENTS

For over seventy years, the UI system has been one of the nation's most important social insurance programs. This system provides prompt, partial wage replacement to unemployed workers through the payment of UI benefits. The UI system serves the business community during periods of economic downturn by pumping UI Trust Fund reserves into the economy. An average of 33,900 unemployed Delawareans have collected unemployment benefits annually over the past three years. During this three-year period, \$297.6 million in UI benefits were paid, an average of \$99.2 million per year.

## LABOR 60-00-00

Delaware's UI Trust Fund balance is shrinking because of the demands on it. As of the end of the first quarter of Calendar Year 2007, this fund was ranked twentieth in the nation by the U.S. Department of Labor using the average high cost multiple methodology, down from a ranking of fourteenth at the end of the first quarter of Calendar Year 2006, and down from a ranking of seventh at the end of the first quarter in Calendar Year 2004. However, the enactment of House Bill 419 in June 2006 was an important first step to increase revenue for the UI Trust Fund and to facilitate its long-term solvency. This legislation removed the cap on increases in the state experience factor (SEF). The calculation of the SEF (total benefits paid from the UI Trust Fund during the most recent three completed experience years divided by the total of benefit wages of all employers during the same three year period) is now its actual calculated level, instead of having any increase in the SEF limited by a cap based on the balance in the UI Trust Fund. The SEF determines what line on the UI tax rate schedule is used in a given calendar year for employer UI tax rate determination. It is important to note the effective range of employer tax rates did not change - the minimum and maximum rates remain 0.3 percent and 8.2 percent respectively. House Bill 419 provided a tax rate schedule with an expanded SEF range. The previous SEF range was 1 to 50, while the new SEF range is 1 to 80. The enactment of House Bill 144 in June 2007 was an important second step to increase revenue for the UI Trust Fund and facilitate its long-term solvency, by increasing the taxable wage base for employer tax purposes from \$8,500 to \$10,500 effective January 1, 2008.

The Division has an established track record of being proactive in its efforts to provide customer-friendly, efficient service as described in the examples below:

- Providing UI program information for employers and unemployed workers as well as downloadable forms for employers on the Division's web page.
- Providing all claimants with *Your Guide to UI Benefits* at the time an initial claim is filed. This guide is also available on the Division's web page.
- Providing all employers with the *UI Handbook for Employers* upon registration. This handbook is also available on the Division's web page.
- Designating subject matter experts to serve on the Department's Rapid Response Team to provide information and services to employers and workers going through a downsizing or closing process.
- Providing an UI Information Hotline (an automated voice response inquiry system) that is accessible 24

hours per day, seven days per week. This system enables individuals to obtain information about how to file a claim for benefits, where to file a claim and, if already collecting benefits, the status of specific benefit checks. The TeleBenefits feature of this system, which has increased payment timeliness, enables unemployed Delaware workers to claim their weekly UI check via telephone if they elect this customer service option. Approximately 62 percent of those individuals filing for a weekly UI check currently use the TeleBenefits option.

- Implementing and continuing to enhance an automated certification system (ACS) component to the UI benefits system that has reduced the processing time of weekly claims by 50 percent, increased first payment timeliness and facilitated staff access to claim information when responding to UI claimant inquiries.
- Implementing and enhancing an automated claims adjudication system that has facilitated an increase in processing time for nonmonetary determinations.
- Providing employers the option to register with the Division online.
- Keeping with the Division's and Department's philosophy of "providing customer service through customer service options", one additional e-government initiative is nearing completion and one is under development. The former will provide unemployed Delaware workers with the option to file their initial UI claim via the internet, while the latter will provide recipients of UI benefits with the option to choose direct deposit.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	348.5	475.0	475.0
<b>TOTAL</b>	<b>348.5</b>	<b>475.0</b>	<b>475.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	--	--	--
ASF	4.0	4.0	4.0
NSF	135.0	135.0	135.0
<b>TOTAL</b>	<b>139.0</b>	<b>139.0</b>	<b>139.0</b>

**LABOR**  
**60-00-00**

**UNEMPLOYMENT INSURANCE**  
**60-06-01**

**ACTIVITIES**

- Provide UI benefits to Delaware workers who become unemployed through no fault of their own.
- Assess and collect UI and training program taxes, and bill and collect benefit payment reimbursements from non-assessed employers.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
% of UI claims first payments made timely	94.0	94.0	94.5
% of new employer tax accounts established timely	84.5	84.7	85.0
# of months of benefits in UI Trust Fund	11.9	12.7	13.8

**INDUSTRIAL AFFAIRS**  
**60-07-00**

**MISSION**

To foster, promote and develop the welfare of the wage earners of the State of Delaware, to improve their working conditions and to advance their opportunities for profitable employment by:

- promoting economic stability to injured workers and their families by providing partial income maintenance;
- protecting workers from unfair and/or unsafe working conditions through the enforcement of labor standards, civil rights and apprenticeship laws; and
- ensuring safe and healthy working conditions by identifying workplace hazards and collecting statistical data relating to workplace injuries, illnesses and fatalities.

**KEY OBJECTIVES**

- Maintain the average number of days to resolve discrimination cases at 180 days, and the average amount of time to resolve labor standards cases at 30 days per year.
- Increase the number of prevailing wage inspections on state-funded construction projects by 15 percent.
- Continue proactive enforcement of labor standards and provide outreach to private businesses. Provide training and guidance to child labor work permit issuing officers in the school districts.
- Continue to safeguard the welfare of apprentices by certifying, monitoring and enforcing apprenticeship programs, laws and standards and promoting apprenticeship to women, minorities and young people.
- Create a workers' compensation mediation system that will allow for expedient, cost effective disputed case resolution.
- Create a comprehensive workers' compensation medical cost containment system that will create a medical fee schedule, provider/employer contact return to work system, medical provider certification requirement, utilization review and practice guideline system.
- Increase total attendance at safety and health training sessions by 10 percent each year.

## LABOR 60-00-00

- Increase the awareness of labor standards, employment discrimination laws, and safety and health regulations by increasing outreach efforts statewide.
- Increase the availability of the Division's laws, rules, regulations and forms on the internet to provide customers with easy, constant access to information.

### BACKGROUND AND ACCOMPLISHMENTS

The Office of Workers' Compensation administers and enforces the State's Workers' Compensation law which provides benefits to eligible workers who suffer work-related injuries or illnesses. The Industrial Accident Board (IAB) sits as a quasi-judicial court system for disputed workers' compensation cases.

The number of workers' compensation petitions continues to increase. Having hearing officers as well as the IAB hear disputed cases has helped the Division to reduce case processing time. Pursuant to the recently amended statute the office is in the process of creating a system for mediation of cases that will allow for hearing officers to hear cases without the need of formal litigation. This will create a more expedient and cost effective system. The Health Care Advisory Panel, along with the office continues to meet to draft rules and regulations regarding the medical cost containment system.

During Fiscal Year 2007, the Office of Occupational Safety and Health Consultation and Statistics (OSHCS), which provides free consultations to assist small businesses in voluntarily complying with the 432 federal Occupational Safety and Health Administration (OSHA) standards, conducted 250 consultations during which they identified 600 serious hazards. These consultations helped to protect over 2,991 employees.

OSHCS is utilizing statistical data to target high injury rate industries, such as landscaping and construction. Those companies are being sent general safety and health information related to their industry and the office is offering them one-on-one confidential consulting sessions. In addition, to assist in decreasing the number of workplace injuries and illnesses, OSHCS has developed a consultation website to disseminate up-to-date information and increase the number of training seminars and on-site sessions, particularly in high hazard industries.

The Office of Labor Law Enforcement (OLLE) enforces 22 laws, including laws pertaining to wage and hour, child labor, prevailing wage, and apprenticeship.

The Wage and Hour section of OLLE handled 623 cases and collected \$203,933 in unpaid wages owed to Delaware workers in Fiscal Year 2007.

The Prevailing Wage section of OLLE handled 364 wage and non-wage violation cases in Fiscal Year 2007. During Fiscal Year 2007, the section collected \$490,808 (138 cases) in prevailing wages owed to mechanics and laborers working on state-funded construction projects compared to \$342,953 (79 cases) in Fiscal Year 2006 and \$58,319 (37 cases) in Fiscal Year 2005. The section also conducted 633 on-site inspections in Fiscal Year 2007.

The Apprenticeship section was brought under the umbrella of OLLE on July 1, 2006. During Fiscal Year 2007, the section monitored approximately 547 sponsors and their respective 1,678 apprentices. Journeypapers were awarded to 186 individuals who completed their apprenticeship programs.

The Office of Discrimination, which reports directly to the Director of Industrial Affairs, investigates, mediates and conciliates five employment discrimination laws in partnership with the U.S. Equal Employment Opportunity Commission. The office handles an average of 650 cases each year. During Fiscal Year 2007, the agency collected approximately \$532,583 for Delaware workers who filed discrimination complaints. The average case processing time was 177 days, down from 205 days the year before. This is largely due to the success of the mediation program, which continues to resolve over 16 percent of all jurisdictional charges filed during the year.

Labor Law Enforcement and Discrimination together handle approximately 6,700 walk-in customers and 127,000 telephone contacts each year.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	378.4	501.7	534.0
ASF	11,012.4	10,850.9	11,358.2
<b>TOTAL</b>	<b>11,390.8</b>	<b>11,352.6</b>	<b>11,892.2</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7.0	7.0	7.0
ASF	53.0	55.0	55.0
NSF	9.0	9.0	9.0
<b>TOTAL</b>	<b>69.0</b>	<b>71.0</b>	<b>71.0</b>

**LABOR**  
**60-00-00**

**OFFICE OF WORKERS' COMPENSATION, SAFETY AND HEALTH**  
**60-07-01**

**ACTIVITIES**

- Enforce and administer Delaware's Workers' Compensation law.
- Compensate eligible individuals for work time lost as a result of job-related injuries.
- Collect the self-insurance tax, second injury assessment and administrative assessment.
- Provide private sector employees with assistance in identifying (and guidance in abating) safety and health hazards in the workplace.
- Establish ongoing safety and health programs as a means of primary injury prevention for small and medium-sized, high-hazard industries.
- Collect, analyze and disseminate statistics on work-related injuries, illnesses and fatalities.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of days from petition filed to hearing date	109	120	120
# of days from hearing to decision	17	14	14
# of safety and health consultations	250	250	250

**OFFICE OF LABOR LAW ENFORCEMENT**  
**60-07-02**

**ACTIVITIES**

- Enforce 22 State labor standards laws, the State Apprentices law and regulate activity under the National Apprenticeship Act in conjunction with the U.S. Department of Labor.
- Enforce labor standards laws through investigation of claims filed and enforcement of statutory remedies.
- Establish prevailing wage rates for public works projects and ensure compliance with prevailing wage rates on all public works projects.
- Certify and monitor apprenticeship programs according to standards established by the U.S. Department of Labor.

- Provide technical assistance to employers and employees by providing information relating to labor standards and apprenticeship laws.
- Administer a statewide issuing officers program for child labor work permits to ensure compliance with the Child Labor law.
- Plan outreach/education and pro-active enforcement activities pertaining to the Clean Indoor Air Act.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of days to resolve wage and hour payment claims	22	30	30
# of days to resolve prevailing wage claims	50	90	90

## LABOR 60-00-00

### VOCATIONAL REHABILITATION 60-08-00

#### MISSION

To provide information, opportunities and resources to individuals with disabilities leading to success in employment and independent living.

#### KEY OBJECTIVES

- Enable 840 individuals with disabilities to achieve success in employment, by providing them with counseling/guidance, services and training.
- Increase the number of students with disabilities successfully served by two percent per year over the next three years.
- Continue to provide benefits counseling services to 400 individuals with disabilities enabling half of them to pursue employment goals.
- Adjudicate 100 percent of claims for Social Security disability benefits filed in Delaware within federal guidelines.
- Provide independent living services to 105 individuals with disabilities and achieve 60 successful outcomes.

#### BACKGROUND AND ACCOMPLISHMENTS

The Division of Vocational Rehabilitation (DVR) provides services leading to employment for individuals with disabilities capable of achieving independence through employment. DVR also administers the Disability Determination Services (DDS) program, which determines eligibility for Social Security disability benefits for individuals with disabilities unable to work.

	FFY 2005 Actual	FFY 2006 Budget	FFY 2007 (estimated)
Employment outcomes	835	840	842
\$ annualized earnings (millions)	13.58	14.02	14.28
# served	3,874	3,827	4,109

DVR provides services, post-secondary educational support and training assistance leading to employment for students with disabilities in the School-to-Careers Transition program. Seven dedicated Vocational Rehabilitation transition counselors provide transition services in all 29 public high schools in the State. Many DVR transition students are using the Student Excellence Equals Degree (SEED) program to go to college. DVR and Delaware Technical and Community College

collaborated to initiate a supported education program to provide intensive educational supports that assist students with disabilities as they prepare for a successful post-secondary experience. The program was initiated last year in Wilmington, and is currently available at Wilmington, Stanton and Terry campuses.

DVR and the Department of Health and Social Services, Division of Substance Abuse and Mental Health (DSAMH) collaborated to establish a statewide supported employment program in Delaware for individuals with mental illness. The model uses evidence-based practices to provide ready access to employment for people with chronic and persistent mental illness. DSAMH and DVR provide funds to the four primary mental health service providers in the State to provide placement services and employment supports for individuals with mental illness as an integral part of their mental health treatment.

Benefits counseling continues at DVR due to the acquisition of the Work Incentives Planning and Assistance (WIPA) grant that was received from the U.S. Social Security Administration. The WIPA grant enables DVR to continue the successful Consortium Leadership and Independence through Managing Benefits Program (CLIMB) which provides benefits counseling to individuals with disabilities receiving public supports who are interested in employment. The WIPA grant focuses on recipients of Social Security Disability programs and encourages participation in the Ticket to Work and other work incentive programs. In the last eleven months, CLIMB has provided benefits counseling services to 500 individuals, of which 177 has secured employment.

The Independent Living program in Delaware provides assistive technology goods and services that enable people with disabilities to live independently. Through technology, vehicle and home modifications, people with disabilities are able to live independently in the community. DVR continues to collaborate with the Division of Services for Aging and Adults with Physical Disabilities to provide technical expertise for their independent living program to maximize efficiencies and serve more eligible individuals with disabilities.

DDS evaluates and adjudicates all claims filed in Delaware for federal Social Security Disability benefits (Supplemental Security Income and Social Security Disability Income). The Social Security Administration projects a 40 percent increase in the number of claims filed nationally from 2002 to 2010.

In addition to increased caseloads, DDS continues to work through higher than normal attrition rates. The combination of higher case processing and staff turnover

## LABOR 60-00-00

has caused a substantial increase in the processing times for disability claims.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,857.1	2,895.3	3,001.7
ASF	512.7	851.9	851.9
<b>TOTAL</b>	<b>3,369.8</b>	<b>3,747.2</b>	<b>3,853.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2.0	2.0	2.0
ASF	6.0	6.0	6.0
NSF	122.0	122.0	136.0
<b>TOTAL</b>	<b>130.0</b>	<b>130.0</b>	<b>144.0</b>

### *VOCATIONAL REHABILITATION SERVICES 60-08-10*

#### ACTIVITIES

- Provide vocational assessment, counseling, assistive technology, education, skill training and job placement services for individuals with disabilities that result in employment in the community.
- Develop and implement individual employment plans for individuals with disabilities that reflect peoples choices of careers and services, including community rehabilitation services such as physical and mental restoration services, job coaching, rehabilitation technology, transportation assistance, personal assistance services, and interpreter services.
- Provide community-based supported employment services statewide for individuals with mental illness and developmental disabilities.
- Provide career transition services to all Delaware public high school seniors.
- Provide independent living services to individuals with disabilities to support community inclusion.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of clients rehabilitated and employed	850	855	860
Average weekly wage (hundreds)	339	350	360
# of transition students successfully employed	300	305	310

### *DISABILITY DETERMINATION SERVICES 60-08-20*

#### ACTIVITIES

- Adjudicate Social Security Disability applications under Titles II and XV of the Social Security Act, as amended.
- Perform Continuous Disability Reviews (CDR) of previously allowed disability claims in a new electronic format.
- Provide due process reviews for unsuccessful claimants who file an appeal of their determination.
- Expedite the decision-making process of terminally/chronically ill claimants through the new Quick Disability Determination (QDD) process.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of budgeted workload completed	99	100	100
% of accuracy rates from federal quality review	95	95	95

## LABOR 60-00-00

### EMPLOYMENT AND TRAINING 60-09-00

#### MISSION

To provide services enabling employers and job seekers to make informed employment and training choices leading to employment.

#### KEY OBJECTIVES

- Place seven out of ten customers in a job that yields average earnings of \$12,000 during the second and third quarters following program exit, and provide case management services to customers to retain employment at a rate of 82 percent.
- Enhance the broad range of services to employers through a 9 point increase in employer customer satisfaction and a 5 percent increase in the number of job openings listed with the Division of Employment Training (DET).
- Streamline the one-stop integrated service delivery system and coordinate the Division's services with other workforce development programs through seamless service delivery to customers and an 84-point customer satisfaction rating.
- Utilize the new Mobile One-Stop Office to target outreach services to special needs populations and remote areas.
- Enhance e-government services to job seekers and employers through staff facilitated services in One-Stop Career centers and via the internet.
- Provide case management to maximize their employment potential through occupational skills training or through intensive job search leading to employment in high demand, high growth occupations that pay livable wages.
- Ongoing review of all One-Stop offices for best practices for service delivery.

#### BACKGROUND AND ACCOMPLISHMENTS

DET operates a statewide labor exchange system serving both employers and job seekers. DET administers federal and state-funded employment services and training programs for individuals who have barriers to employment as a result of job dislocation or other socioeconomic factors.

The four local offices are the cornerstones of the State's One-Stop Career Center system. The resource rooms provide customers with staff facilitated service. In addition, customers are offered help with their job search or are provided case management and/or training services for rapid re-entry into the workforce. The centers provide flexibility and a service level path. Depending on the needs of the customer, services range from self-directed job search to staff-supported services.

Last year, the Division provided a variety of One-Stop employment and training services to over 30,000 newly registered customers through job search assistance, vocational skills training programs, school-to-work training programs, summer youth employment, re-employment services and employer services. In addition to those who registered for services, many thousands more customers used self-help services in the resource rooms.

In Fiscal Year 2007, the Division purchased a Mobile One-Stop van. The Mobile One-Stop is an invaluable resource used to provide employment services to job seekers as well as assisting employers with a rapid response vehicle for downsizings. The flexibility of the Mobile One-Stop provides the employment services of the State to various community gatherings, rural areas, ex-offender outreach programs, and educational testing sites.

To enhance e-government services to job seekers and employers through job matching and information services, the Division's Delaware JobLink system provides access to a full range of workforce development information about job openings, training opportunities, support services, labor market and occupational trends. It also provides an electronic resume talent bank from any site with access to the internet.

To better serve clients and meet key objectives, DET will continue to implement major process improvements in its one-stop integrated service delivery system. Other service goals include timely and courteous service, fair treatment and knowledgeable staff who coordinate the Division's services with other workforce development and support programs.

DET plays a significant role in the implementation and administration of the work/retention components of Delaware's TANF program. Since October 1999 there have been over 8,840 full-time job placements and 4,664 part-time placements. The average full-time placement earned approximately \$8.55 per hour and the part-time placements averaged \$7.75 per hour.

Under the Workforce Investment Act (WIA), DET is required to provide transitional assistance services to

## LABOR 60-00-00

those job seekers who work for a company laying off 50 or more workers. Taking a proactive approach, DET provides services to smaller lay-off groups at the employer's request.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,117.9	3,117.8	3,132.8
ASF	1,242.1	2,586.7	2,606.7
<b>TOTAL</b>	<b>4,360.0</b>	<b>5,704.5</b>	<b>5,739.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	19.1	22.1	22.1
ASF	4.0	4.0	4.0
NSF	89.9	86.9	85.9
<b>TOTAL</b>	<b>113.0</b>	<b>113.0</b>	<b>112.0</b>

## *EMPLOYMENT AND TRAINING SERVICES* 60-09-20

### ACTIVITIES

- Administer labor exchange services in Delaware.
- Provide the public with access to local, state, regional and national job opportunities.
- Match employer job order requirements with applicant skills and abilities.
- Assess applicant aptitudes, skills, education and training background, job readiness or training needs.
- Assist small or expanding businesses through the referral of employment applicants or other services in cooperation with the Delaware Economic Development Office (DEDO).
- Provide special services to veterans, migrant and seasonal farm workers, displaced homemakers, UI recipients, people transitioning from prison to work and aliens.
- Provide special services to employers and workers dislocated by plant closings or staff reductions through a Rapid Response Team organized through the federal Dislocated Workers program.
- Co-administer with the Workforce Investment Board, training programs for economically disadvantaged individuals by providing fiscal and operational management, planning, contract negotiation, monitoring, evaluation and technical assistance.
- Administer the work and case management component of Delaware's welfare reform program in cooperation with DEDO and DHSS.

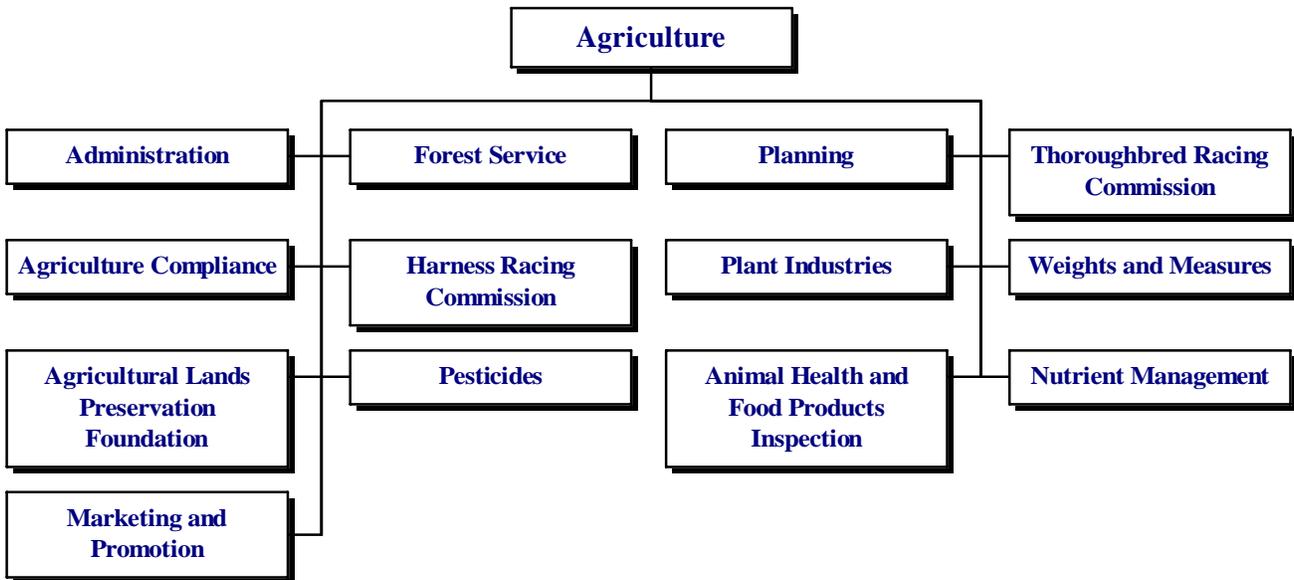
- Administer the Summer Youth Employment program.
- Provide case management and intensive job search activities to affected workers of companies that are closing or have a significant reduction in force.
- Provide case management and intensive job search support to clients whose jobs were lost to foreign competition and clients who were a part of a massive industry lay-off.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of job seekers entered employment rate	56	70	71
% of job seekers employment retention rate	74	82	83

# AGRICULTURE

## 65-00-00



### MISSION

To sustain and promote the viability of food, fiber and agricultural industries in Delaware through quality services that protects and enhances the environment, health and welfare of the general public.

### KEY OBJECTIVES

The Department works to ensure the most efficient use of limited resources to carry out mandated responsibilities that include, but are not limited to:

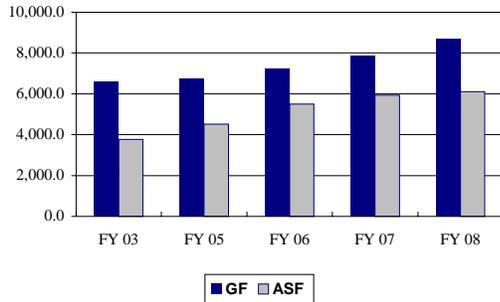
- Maintain same-day response to all human, animal and plant health emergencies;
- Reduce residues, pathogens and contaminants in the food supply and reduce the risk of food-borne illness due to intentional sabotage of the food supply in support of homeland security;
- Increase participation in land management and conservation programs to support the Purchase of Development Rights (PDR) programs for forest and cropland;
- Identify and support new opportunities for expanding sales of Delaware's agricultural commodities and value-added products;
- Support Delaware's agricultural producers and producer organizations;
- Ensure the integrity of Delaware agricultural products through zero tolerance of quarantine pests and diseases for interstate and international certification;
- Increase the number and diversity of people participating in all agricultural education, information and training programs;
- Develop and implement nutrient management practices that help protect ground and surface water, while maintaining a viable agricultural industry;
- Collect data and direct policies which will serve to protect the State's natural resources and environment from adverse effects;
- Regulate the movement of plant pests to prevent the introduction of dangerous organisms and facilitate research by state institutions and private interests;
- Maintain agricultural productivity and natural resources preservation by assisting land owners in controlling noxious weeds and non-native invasive plant species;
- Continue efforts to streamline operations and reorganize functional components within the Department in an effort to better serve the agricultural community and general public;
- Identify and utilize alternate funding sources in support of the Department's mission and goals; and

# AGRICULTURE

## 65-00-00

- Strengthen programmatic relationships with the Department of Safety and Homeland Security (DSHS), Delaware Emergency Management Agency (DEMA) and Department of Health and Social Services, Division of Public Health (DPH) in support of emergency response efforts.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	9,275.9	8,714.9	9,079.3
ASF	4,530.2	6,101.3	6,691.0
<b>TOTAL</b>	<b>13,806.1</b>	<b>14,816.2</b>	<b>15,770.3</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	92.3	91.3	92.8
ASF	41.0	42.0	41.0
NSF	15.2	15.7	15.2
<b>TOTAL</b>	<b>148.5</b>	<b>149.0</b>	<b>149.0</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$188.0 in Administration to continue cost share assistance to farmers for Crop Insurance.
- ◆ Recommend \$500.0 ASF for operating costs to administer the Farmland Preservation Fund.

## AGRICULTURE

### 65-01-00

### BACKGROUND AND ACCOMPLISHMENTS

#### Administration

The Office of the Secretary serves as the contact point between the largest industry in the State - agriculture - and state government. The Secretary of Agriculture represents the agricultural community and related sectors of the economy in all facets of state government. Under the direction of the Office of the Secretary, the Department continues to conduct an aggressive program to inform the public of both the contributions made by the agricultural community and the services provided by the Department to the consumers of the State. The Department has an “educate before we regulate” policy. The Department continues to develop better lines of communication with those that are regulated in order to obtain full compliance with the laws, rules and regulations enforced by the Department before resorting to administrative or criminal hearing procedures.

The Office of the Secretary also provides the Secretary of Agriculture with administrative support in addition to the personnel and fiscal services necessary to operate the Department. The Information and Education group provides outreach functions to the agricultural community, including expansion of educational programs and other communications from the Department.

#### Agriculture Compliance

Agriculture Compliance regulates a variety of products under the authority of the Delaware Code, specifically the Delaware Commercial Feed Law, Delaware Commercial Fertilizer and Soil Conditioner Law, Delaware Agricultural Liming Materials Act, Frozen Sweetened Products Law, and Milk, Cream, and Other Milk Products Law. Most of these laws require the registration of the above products before being offered for sale. They also ensure that manufacturers label their products with accurate, non-misleading information so consumers are able to make well-informed decisions about the products they buy. The laws also authorize the inspection and testing of products to ensure that nutrient claims are accurate. Laboratory services are also provided to Delaware farmers for testing animal manures for nutrient content.

# AGRICULTURE

65-00-00

## Forest Service

Forests, both rural and urban, are a vital resource of the State, providing numerous benefits to all Delawareans. Delaware's rural forests comprise approximately 30 percent (375,000 acres) of the State, approximately 85 percent of which are privately owned. Delaware's forests face many challenges, including fragmentation by development, wildfire, insects and disease, poor management techniques, and non-native (invasive) species.

The mission of the Forest Service is to conserve, protect and enhance the forest and its resources through education, management, demonstration, promotion, and providing technical services in a timely and efficient manner. The Forest Conservation program helps landowners and communities improve their forest resources through education and technical assistance. The Forest Protection program strives to protect and improve forest health through wildfire prevention and suppression, watershed protection, and forest health monitoring activities. The Forestry Education program attempts to better educate and inform all citizens about the importance of forests through the management of the three state forests, educational programs for children and adults, and two state forest education centers.

## Harness Racing Commission

The Secretary of Agriculture shall promulgate rules and regulations relating to the establishment of the Delaware Harness Racing Commission (DHRC) as a unit. DHRC is the regulatory body charged with the mission of regulating and providing diligent stewardship to and for the sport and business of Harness Racing within Delaware. A primary objective is the protection of public interest in pari-mutuel wagering contests and all aspects leading up to and following the conclusion of those races. DHRC has jurisdiction over all associations conducting, and licensees participating in, harness racing. It is the intent of DHRC to provide the opportunity for growth and regulatory oversight to the Delaware Standardbred Fund program. By providing efficient efforts to establish and maintain fairness and a level field of competition through objective standards, DHRC strives to: make proper decisions affecting participants and the public alike, ensure due process in administrative matters, be responsive and attentive to public concern, and provide information regarding the industry and Commission operations.

## Pesticides

The Pesticides section is delegated authority under the Delaware Pesticide Law and federal Insecticide, Fungicide and Rodenticide Act to regulate the sale and use of pesticides in the State.

The Pesticides section emphasizes education and offers a comprehensive pesticide applicator certification and training program. The educational program is complemented by an ongoing compliance assistance and enforcement program of inspections and sampling at the various levels of pesticide distribution and use.

The section also administers a groundwater protection program to ensure that the use of pesticides is not degrading the State's ground/drinking water quality. The centerpiece of the program is a statewide shallow groundwater monitoring network comprised of over 60 domestic and agricultural wells and 108 dedicated monitoring wells owned by the State. In addition to testing the wells for pesticides and other contaminants, the section also monitors the depth of the water table to help predict water supply for domestic and agricultural use.

## Planning

Planning is a technical enterprise within the Department that includes land use planning, operational planning, agricultural land preservation, and computer operations. Combining farmland preservation and planning coordination has helped to stem the loss of farmland in Delaware.

## Plant Industries

Plant Industries is the plant and plant pest regulatory enforcement authority in the State. Its principal mission is to protect agriculture, the environment and citizens from the damaging effects of plant and honeybee pests and noxious weeds while facilitating domestic and international trade of plants, plant products, grain, seed, and agricultural commodities.

Plant Industries has the authority to quarantine certain products, plants and/or pests as necessary to carry out the task of preventing the spread of economically or environmentally important pests. Plant Industries also works in cooperation with the USDA Plant Protection and Quarantine and University of Delaware Cooperative Extension Service to conduct surveys for non-native pests and pests of export significance.

Plant Industries is also responsible for the Gypsy Moth Suppression program, a cooperative program with the USDA Forest Service to help landowners deal with impacts caused by gypsy moths; and the Apiary Inspection program which requires anyone who plans to keep bees to annually register their colonies along with their location.

The Seed Laboratory certifies granaries, and trains and licenses grain inspectors; provides seed testing services to farmers; collects official seed samples from stores offering seed for sale throughout the State to test and ensure the labeling conforms to the Seed Law and that the seed meets

# AGRICULTURE

65-00-00

minimum standards; and conducts the Seed Certification program.

## **Animal Health and Food Products Inspection**

Animal Health and Food Products Inspection is charged with preventing the introduction and spread of contagious and infectious diseases into and within the animal and poultry population of the State. This is accomplished by maintaining a diagnostic laboratory, as well as cooperating with the poultry diagnostic laboratory of the University of Delaware. Section personnel respond to reports of actual or potential disease problems from veterinarians and livestock, poultry and pet owners. Personnel visit sites such as farms, dairies and livestock auctions to collect various biological specimens for analysis and diagnosis of disease. In most instances, the veterinarian or owner is informed of the diagnosis, control and/or treatment for the disease. However, when certain serious and highly contagious diseases are diagnosed, the State Veterinarian, through the authority given to the Secretary of Agriculture, may quarantine or even destroy the animal, herd or flock to prevent the spread of that disease to other premises. Additionally, the section administers a Spay/Neuter program for dogs and cats.

Delaware is a member state in the Federal-State Cooperative Inspection program. The State Meat and Poultry Inspection program maintains standards that are at least equal to the federal inspection program.

Delaware also cooperates with the USDA in cooperative grading agreements with state departments of agriculture and other agencies. Under these federal-state agreements, federal-state licensed graders perform their work throughout the State at point of origin and retail outlets grading various commodities. The federal Food Safety and Quality Service establishes basic grading policies and procedures. The grade standards describe the quality requirements for each grade of a commodity, giving the industry a common language for selling and buying.

## **Thoroughbred Racing Commission**

The Delaware Thoroughbred Racing Commission regulates and oversees the sport of Thoroughbred and Arabian racing in the State. Its primary objectives and principles are to protect, preserve and promote agriculture and horse racing. This is accomplished through effective and efficient efforts to prevent and eliminate corrupt practices; ensure fairness in decisions affecting licensees and patrons; ensure due process in administrative proceedings; be attentive to the public and licensees; and provide information concerning the industry and Commission operations. The Commission is also responsible for ensuring that the State and the betting public receive their fair percentages of the

wagering dollar by overseeing periodic accounting audits.

## **Weights and Measures**

This section is responsible for regulating all commercial transactions involving weighing and measuring; regulating all devices used commercially to determine weight, measure or count; and enforcing Delaware Packaging and Labeling Regulations. Major activities of this section include: inspection of retail packages, gas pumps, fuel oil and propane meters, scales, grain moisture meters, point of sale scanning systems, parking meters and other timing devices, and field testing standards. This section provides both in-house and off-site training to businesses and service technicians throughout the State. The Voluntary Serviceperson Registration program has enrolled almost 300 technicians, helping to ensure a higher degree of confidence in the accuracy and correctness of weighing and measuring devices used in Delaware.

## **Nutrient Management**

Pursuant to provisions of the 1972 Clean Water Act, the Delaware Department of Natural Resources and Environmental Control and the U.S. Environmental Protection Agency signed a memorandum of understanding (MOU), which sets forth a plan to restore the quality of Delaware's impaired waters in order to achieve federal water quality standards. The MOU has made it necessary to develop and implement programs to reduce non-point source water pollution. Studies have indicated that excess nutrient loading of surface lands has a negative impact on the quality of both surface and groundwater. The Nutrient Management Law (3 Del. C. §2200 et.al.) authorized the Delaware Nutrient Management Commission and State Nutrient Management program. The Nutrient Management program is charged with regulating those activities involving the generation, handling and application of fertilizer nutrients to include animal manure. The program administers nutrient certifications, planning reimbursement, poultry litter relocation, farm audits, cordial resolution, concentrated animal feeding operation permitting, and environmental stewardship recognition.

## **Agricultural Lands Preservation Foundation**

Since March of 1996, the Delaware Agricultural Lands Preservation Foundation has preserved 145,243 acres and 684 farms in Agricultural Preservation districts and district expansions in Delaware. Over 1,000 different families and organizations (titleholders) own these lands.

With expenditures to date of \$137.3 million, 488 properties with over 85,615 acres have been permanently protected through Purchase of Development Rights (PDR). These acres of permanently preserved agricultural land account

# AGRICULTURE

## 65-00-00

for 16 percent of the total land in farms and 7 percent of the State's total land area. This is the highest percentage of land area preserved through agricultural PDR in the nation. Preservation partnerships have been formed with all three counties and the federal government. Currently there are approximately 18,250 acres pending development rights purchase.

### Marketing and Promotion

The Department of Agriculture is tasked with enhancing the economic viability of agriculture in the First State. The marketing and promotion efforts of the Department are an integral part of that mission. Responsibility for developing and implementing an overall effective and efficient marketing strategy for Delaware's agricultural products and services is charged to this group. This section is focused on serving the various commodity boards; furthering the diversification of agriculture; promoting Delaware's agricultural products and the Department; branding Delaware agricultural products; recruiting agricultural support business; and marketing agricultural products and services locally, regionally, nationally, and internationally.

### ADMINISTRATION 65-01-01

#### ACTIVITIES

- Oversee all aspects of plant and animal emergency response plans and activities.
- Represent agriculture on councils and committees addressing natural resource projects.
- Oversee the Department budget development, presentation and administration, as well as personnel management.
- Develop, present and provide information for various legislative initiatives that affect agriculture in Delaware.
- Provide direction and leadership to the Department and seek the input of the agricultural community in policy development.
- Serve Delaware farmers and agribusinesses with leadership and education in the areas of marketing and promotion in order to increase the sales and value of their products.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of students impacted by Agriculture education and outreach	6,100	6,150	6,200

### AGRICULTURE COMPLIANCE 65-01-02

#### ACTIVITIES

- Register agricultural products.
- Collect and submit samples from the Delaware market place to the laboratory for analysis.
- Issue violations and withdrawal from distribution orders for non-registered products, mislabeled products and nutrient deficiencies/excessives.
- License milk dealers who purchase milk from dairy farms across the State for employees who pick-up, measure and test milk from the dairy farms for payment purposes.
- Test fertilizer and livestock samples submitted by the general public.
- Test animal manures submitted by the general public for nutrient content.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of inspection training programs completed (voluntary)	1	2	2
Information response time: # of days (average)	0.25	0.25	0.25
# of requests	4	5	5
# of days turnaround time from sample collection to final reports:			
official samples	68	50	50
submitted samples	13	10	10
submitted manure samples	10	10	10

### FOREST SERVICE 65-01-04

#### ACTIVITIES

- Help private forest landowners and communities to better manage forest resources by providing advice, recommendations and supervision, free of charge, to landowners for such activities as reforestation, timber stand improvement, forest management plans, and timber harvests.
- Oversee the Community Forestry grant program and provide tree planting and care recommendations to cities, towns, communities, homeowners, planners, engineers, and developers throughout Delaware.
- Provide educational (Smokey Bear) programs to first-grade students (over 8,100 students in Fiscal Year 2007) and work with the Delaware Fire

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School, fire companies and U.S. Forest Service to train firefighters in wildland fire suppression techniques.

- Monitor and diagnose forest pest populations through annual aerial surveys and plot measurements, as well as periodic ground inspections.
- Assist loggers and landowners through site visits and educational programs to help ensure forest management activities follow best management practices, and thus comply with Delaware's Forest Practices Erosion and Sedimentation Law and Seed Tree Law (3 Del. Laws, c. 10).
- Educate Delawareans about the importance of forests through activities on state forests and visits to schools and other organizations.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of timber harvests on non-industrial privately-owned lands which follow a forest management plan (FY 2007 harvest approx. 3,678 acres)	34	35	40
% of towns and cities recognized by the National Arbor Day Foundation as tree city USA communities (57 communities)	37	37	40
% of volunteer fire companies that participate in wildfire suppression education programs (60 companies)	55	60	65
% of public and private elementary schools that participate in Forest Service educational programs (227 schools)	47	60	65

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### ***HARNESS RACING COMMISSION*** ***65-01-05***

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#### ACTIVITIES

- The Commission's Presiding Judge, Associate Judge and three alternate associate judges shall be accredited through a national racing accreditation organization.
- Provide oversight of the approximately 3,630 annual racing events that are for the purpose of pari-mutuel wagering during the course of harness racing seasons at Dover Downs and the Harrington Raceway.
- Ensure honesty and integrity in the running of races within the State by collecting post-race urine and

blood and pre-race blood samples from equine contestants out of each race plus special designated tests.

- License annually, fingerprint periodically and review background information to ensure that participants in the industry are not a risk to the integrity of the sport.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% accreditation of Commission's judges	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	>5,600	5,040	4,800
# of racing participants licensed	>2,800	2,520	2,395

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### ***PESTICIDES*** ***65-01-06***

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#### ACTIVITIES

- Administer a licensing program for commercial pesticide applicators; provide certification and training for restricted use pesticide users; issue permits to dealers of restricted use pesticides sold in Delaware; register pesticide products sold or distributed in Delaware; and investigate complaints of pesticide use/misuse.
- Utilize large public events to educate consumers and homeowners on such topics as food safety, integrated pest management, ground and drinking-water protection, and safe urban pesticide use.
- Collect and recycle high-density polyethylene pesticide containers.
- Provide compliance assistance to the regulated community and, as necessary, prosecute violations of state and federal pesticide statutes.
- Monitor and assess the State's groundwater to ensure pesticide use does not degrade ground/drinking water quality. Cooperate with other state and local agencies on broad water quality and quantity issues.
- Collect samples of local fresh-market fruits and vegetables to determine if pesticide residues are present.
- Provide laboratory services for testing of animal, plant soil and other matrices where injury or contamination from pesticides is suspected.
- Protect consumers by inspecting termite pre-treatment applications and treatments subject to the

# AGRICULTURE

## 65-00-00

requirements set forth in Section 22 of the Delaware Pesticide Rules and Regulations.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of sample analysis related to priority incidents	37	50	50
# of pesticide containers recycled	27,900	30,000	30,000
% of actionable inspections	21	14	14
# of pesticide applicators certified	2,633	2,550	2,600

### **PLANNING** **65-01-07**

#### ACTIVITIES

- Review all land consumption development projects, including road improvements in Delaware, assess the impacts to agriculture and advocate for mitigation of negative impacts.
- Provide strategic planning consultation to the Department.
- Provide reliable, current agricultural statistics and analysis to a variety of customers.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of zoning and subdivision proposals affecting agriculture reviewed	100	100	100

### **PLANT INDUSTRIES** **65-01-08**

#### ACTIVITIES

- Assist and cooperate with USDA Plant Protection and Quarantine regarding export certification of plants and plant products; process permits for the interstate movement of plant pests; inspect fields and facilities for agricultural biotechnology permits; post-entry quarantine inspections; process permits for the interstate movement of soil; enforce federal and state quarantines; and administer and conduct the Cooperative Agricultural Pest Survey program.
- License and inspect all nursery businesses and conduct certification inspections for nursery stock shipped interstate or for export.
- Detect and control noxious weed infestations through implementation of compliance agreements.

- Provide specialized spray equipment to the public for the application of herbicides.
- Maintain grain inspection standards for all certified granaries and provide training to inspectors.
- Operate the Seed Certification program and test all types of seed offered for sale to determine compliance with the Seed Law.
- Register and inspect all honeybee colonies and promote the beekeeping industry.
- Maintain cooperative programs with Pennsylvania, Maryland and New Jersey to research and implement strategies to deal with the parasitic mite syndrome affecting honeybees.
- Administer the Gypsy Moth Survey and Suppression program while maintaining the infrastructure during low-level population cycles, making certain it is prepared for any new outbreaks.
- Provide ongoing public education activities for all Plant Industries programs.
- Develop and administer integrated pest control programs for invasive pest species.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of certified acres inspected	8,338	10,000	9,000
% of businesses inspected for Seed Law compliance	80	85	85
% of retail nursery locations inspected	67	68	68
% of acres infested with noxious weeds treated or under a control program	85	82	87
# of registered bee colonies inspected	1,440	1,400	1,440
% of approved regulatory permits meeting requirements and reviewed within 10 days	100	100	100
# of key pests in statewide survey	5	5	5

### **ANIMAL HEALTH AND FOOD PRODUCTS** **INSPECTION** **65-01-09**

#### ACTIVITIES

- Prevent the spread of infectious and contagious diseases, including those transmitted from animals to people and ensure the safety of the general public by accepting suspect animals, recording all pertinent information and collecting proper specimens for the accurate diagnosis of diseases (rabies, West Nile Virus, encephalitis, psittacosis, etc).

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- Protect the health status of the poultry industry by collecting avian influenza monitoring samples at live poultry auctions and backyard flocks.
- Assist Delmarva broiler companies in placing healthier and less contaminated baby chicks in the field by collecting and completing hatchery sanitation samples.
- Provide competent diagnostic services for the detection of animal and poultry diseases by performing diagnostic procedures.
- Inspect meat and poultry, and submit samples for laboratory analysis.
- Conduct systematic statewide monitoring of businesses in food marketing and distribution of both domestic and imported products for freshness, adulteration and labeling.
- Conduct statewide commodity grading at product point of origin.
- Provide food service safety training programs.
- Provide and market Spay/Neuter services, and track and collect rabies surcharge fees.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of human exposure rabies specimens with same-day turnaround time	100	100	100
# of interactive encounters with state, federal or industry groups aimed at the prevention of controlled diseases (thousands)	16	18	20
# of samples through informative hatchery sanitation program (thousands)	26	26	26
# of Spay/Neuter procedures performed	*	300	700
# of Coggins tests performed	3,586	3,693	3,803
Lbs. of food inspected, grade verified (millions):			
Grade A poultry	550	567	584
Grade A shell eggs	26	27	28
fruits and vegetables	2.3	1.0	1.0
Retail shell egg graded inspection (approximately 450 stores):			
# of inspections	231	289	361
# of violations	0	3	4
# of food services safety training programs/interactive encounters with various groups	15	16	18
Meat and poultry products:			
lbs. inspected (millions)	4.3	4.3	4.3
lbs. condemned (thousands)	2.5	2.5	2.5
Compliance enforcement-trucking companies, retail stores, state agencies:			
# of reviews (thousands)	940	945	950
lbs. of product condemned (millions)	541	640	800

*\*New performance measure.*

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#### THOROUGHBRED RACING COMMISSION

#### 65-01-10

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#### ACTIVITIES

- Receive accreditation of the Commission's three full time racing stewards through the Racing Officials Accreditation program (ROAP) by attending the University of Louisville or University of Arizona Equine Industry programs.
- Oversight of approximately 1,350 annual racing events in the State.
- Maintain the highest standards in the Forensic Equine Drug Testing programs.
- Collect post-race urine and blood samples from equine contestants out of each race plus designated samples.
- Perform background inquiries through criminal history checks and racing sources of information.

## AGRICULTURE

### 65-00-00

- License annually, fingerprint applicants periodically and review background information to ensure that participants in the industry are not a risk to the integrity of the sport.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% accreditation of Commission's stewards	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	2,013	1,990	1,990
# of applicants licensed	6,272	5,000	5,000

#### WEIGHTS AND MEASURES 65-01-11

##### ACTIVITIES

- Conduct inspection activities such as gasoline, diesel and kerosene pumps; small and medium commercial scales commonly found in supermarkets or medium scales used for livestock and feed; large capacity commercial scales; and commercial home delivery fuel oil and propane trucks to ensure compliance with national standards.
- Inspect consumer packages for compliance with net weight, measure, count, labeling regulations, and computerized scanning devices for accuracy.
- Inspect grain moisture meters used in determining the value of grain sold and purchased in the State.
- Inspect a statistical sampling of various timing devices to serve consumers in the State including parking meters, laundromats, car washes, and air pumps.
- Respond to consumers who register a complaint concerning possible violation of the Weights and Measures Law, a questionable marketing practice or an incorrect device, within 24 hours.
- Administer the Delaware Voluntary Serviceman Registration program for approved servicemen that demonstrate proficiency in their field and fulfill program requirements.
- Provide resources and materials to consumers and businesses to increase awareness of Weights and Measures issues.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of consumer complaints	73	100	125
# of small/large scales tested	3,302	3,350	3,450
# rejected	177	180	185
# of truck scales tested	229	230	235
# rejected	17	17	17
# of petroleum meters tested	9,985	10,000	11,000
# rejected	1,071	1,073	1,180
# of vehicle tank meters tested	381	385	385
# rejected	24	24	24
# of moisture meters tested	71	75	75
# rejected	3	3	3
# of DSP enforcement scales tested	11	16	16
# rejected	1	2	2
# of timing devices tested	*	8,000	8,000
# rejected	*	0	0
# of package lots tested	20,004	30,000	50,000
# of rejected lots	1,717	2,673	4,000
# of price verifications performed	204	300	375
# of failed inspections	48	69	86
# of technicians registered	1,168	1,170	1,195

*\*New Performance Measure.*

#### NUTRIENT MANAGEMENT 65-01-12

##### ACTIVITIES

- Promote alternative use practices for excess nutrients generated in Delaware by developing and implementing incentive and market-based programs.
- Institute a program to assist in developing and funding nutrient management plans according to law and program standards.
- Implement nutrient management certification requirements by providing nutrient handlers with initial and continuing educational opportunities.
- Implement the State's National Pollutant Discharge Elimination System (NPDES) Permitting program for concentrated animal feeding operations (CAFO) in cooperation with the Department of Natural Resources and Environmental Control and according to the Clean Water Act and federal regulations.
- Develop and implement demonstration projects within the farm community for best management practices.
- Audit nutrient management activities to instill legal compliance and high quality services.

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### 65-00-00

- Respond to informal and formal complaints against nutrient management practices.
- Recognize environmental stewards within the agricultural community with the cooperation and financial support of the agri-businesses and poultry companies operating within the State.
- Facilitate and actively fund research projects according to priorities that will better balance science-based policy development with modern and responsible nutrient management practices.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Tons of poultry litter-manure relocated within the Delmarva peninsula for land application	37,843	25,000	25,000
Tons of poultry litter-manure exported from the Delmarva peninsula for land application	13,231	15,000	15,000
Tons of poultry litter-manure relocated to an alternative use project	23,966	30,000	30,000
% of cropland and nutrient applied land managed under a current plan developed by a certified consultant	99	100	100
Acres managed under a nutrient management plan	453,291	457,000	457,000
# of nutrient consultants	100	100	100
# of commercial handlers	62	50	50
# of private applicators	1,311	1,500	1,500
# of nutrient generators	560	550	550
# of nutrient management farm audits	22	25	25
# of constituent complaints: received	37	50	50
resolved	37	50	50
# of CAFO permits	11	15	15

#### **AGRICULTURAL LANDS PRESERVATION FOUNDATION**

#### **65-01-13**

#### ACTIVITY

- Operate the Farmland Preservation program of agriculture districts and the purchase of development rights.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Acres of prime farmland permanently preserved	2,363	2,815	2,000

#### **MARKETING AND PROMOTION**

#### **65-01-14**

#### ACTIVITIES

- Draft an overall Agricultural Marketing Plan, which channels Delaware agricultural products to local, regional, national and international markets.
- Call and visit wholesale purchasers and regional outlets to increase market penetration for Delaware products.
- Increase name recognition of Delaware agricultural products regionally and nationally through a newly created branding strategy.
- Direct and coordinate the activities of Department buildings located at the Delaware State Fair grounds.
- Partner with the Delaware Economic Development Office (DEDO), USDA, other state departments of agriculture, and private industry to identify barriers in the promotion and marketing of agricultural products and offer solutions to remove those barriers.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of new international market outlets	3	3	4
# of agricultural industry processing companies recruited	0	2	3
# of value-added ventures per year	3	4	5

# ELECTIONS

## 70-00-00

### Elections



### MISSION

The mission of the Department of Elections is to provide a standardized, secure and accurate election system for the citizens of Delaware. The Department endeavors to provide citizens with the information, access and structure to participate, as well as, fair and accurate campaign finance reports.

### KEY OBJECTIVES

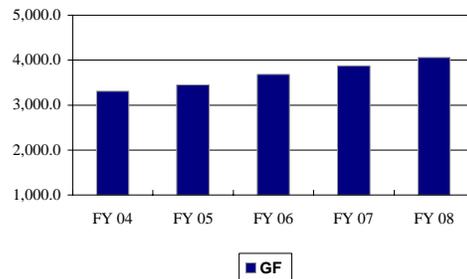
- Ensure the standard administration of Delaware election laws.
- Use technology to improve services to Delaware citizens here and abroad.
- Conduct elections for Delaware citizens from presidential primaries to school and municipal elections.
- Accurately track and post campaign finance reports.

### BACKGROUND AND ACCOMPLISHMENTS

The Department of Elections has led the nation in developing the first statewide electronic voting system. Elections have been successfully conducted on all regional levels. In addition, voting machines have audio modules which make them accessible to persons with visual disabilities.

Delaware successfully maintained a statewide voter registration database long before it became a federal mandate.

### Five-Year Appropriation History



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7,148.2	4,055.1	4,145.5
ASF	86.5	--	--
<b>TOTAL</b>	<b>7,234.7</b>	<b>4,055.1</b>	<b>4,145.5</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	49.0	49.0	49.0
ASF	--	--	--
NSF	2.0	2.0	2.0
<b>TOTAL</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend one-time funding of \$3,130.9 in the Office of Management and Budget's contingency

# ELECTIONS

## 70-00-00

for costs associated with conducting primary and general elections.

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### **COMMISSIONER OF ELECTIONS**

#### **70-01-01**

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#### **MISSION**

The Commissioner provides coordination in developing and executing standard election policies and practices across the State. The office administers campaign finance reporting, federal programs, standards and information services.

#### **KEY OBJECTIVES**

- Administer campaign finance and provide constituent services.
- Administer election results reporting and voting machine standards.
- Verify and maintain a statewide voter registration system.
- Improve the Department's delivery of services through technology such as web-based programs, automated systems and accessibility for persons with disabilities.
- Administer federal programs for accessibility and election improvement.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Office of the Commissioner provides additional and expanded services as required by state and federal laws and as necessary for citizen involvement in the electoral process.

Campaign finance reporting is available through an online program, Campaign Finance Information System, providing anywhere, anytime availability.

The office provides voter registration training and support to persons in State agencies, such as agency-based registrars and to Delaware residents who request training as registrars in accordance with the National Voter Registration Act.

The office participates in national voter outreach initiatives, specifically Student/Parent Mock Election in cooperation with the Secretary of State, Department of Education, Department of Technology and Information, and League of Women Voters. This project will continue as an outreach and voter education program for

the Department. The project has developed an online voting program opportunity in every school district.

The Commissioner's Office has created two online programs, Polling Place Locator and Provisional Ballot Locator, designed to enable voters to search for their election districts and polling places.

The Commissioner of Elections administers the Help America Vote Act (HAVA) as the Chief State Election Official. The Act mandates federal standards for voting machines, voter registration and access for voters and provides Delaware citizens with improved services.

#### **FUNDING**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,963.4	1,349.2	1,365.7
ASF	--	--	--
<b>TOTAL</b>	<b>1,963.4</b>	<b>1,349.2</b>	<b>1,365.7</b>

#### **POSITIONS**

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	15.0	15.0	15.0
ASF	--	--	--
NSF	2.0	2.0	2.0
<b>TOTAL</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

#### **ACTIVITIES**

- Administer and coordinate the Department's state and federal programs, such as the Organized Voter Registration program, which involves training voter registrars throughout the State, and Help America Vote Act which addresses election improvement standards in the states, and other federal mandates.
- Collaborate with the departments of Elections in each county to insure uniformity.
- Maintain the statewide voter registration file.
- Collect unofficial results of the general election at each election district in the State; tabulate, report and disseminate the results of the election in a timely manner to the public.
- Provide support and assistance to candidates and committees.
- Provide voter identity processes to assure voter eligibility and identity under the National Voter Registration Act, including the felon's right-to-vote statute.
- Implement programs that provide access to information during non-regular business hours.
- Support all municipalities regarding election and campaign finance law.

# ELECTIONS

## 70-00-00

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of candidate committees	1,598	1,900	2,200
# of requests for campaign finance assistance	2,500	15,000	18,000
# of referenda elections	10	10	10
# of school board elections	16	16	16

### NEW CASTLE COUNTY DEPARTMENT OF ELECTIONS 70-02-01

#### MISSION

The Department of Elections for New Castle County serves the citizens of New Castle County by registering voters and conducting elections in accordance with state and federal laws.

#### KEY OBJECTIVES

- Consistently provide quality service to all customers.
- Register to vote all eligible permanent residents of the State of Delaware who submit a complete and accurate voter registration application.
- Remove ineligible voters from the voter registration database as appropriate
- Conduct all elections in an efficient and impartial manner as mandated by 14 and 15 Del. C.
- Educate the public regarding the elections process and the use of the State's electronic voting machine.
- Enhance efficiency by streamlining operational procedures.

#### BACKGROUND AND ACCOMPLISHMENTS

The Department operates under the provisions of 15 Del. C. and various federal laws. Policies and procedures have been developed and implemented to comply with these mandates.

Key issues facing the Department include:

- Election officers who do not follow policies and practices;
- Polling place accessibility for those with limited mobility;

- The increasing use of the Federal Mail Application, and the subsequent administrative requirements;
- Need to streamline of labor-intensive processes while maintaining adherence to legal mandates; and
- Maintenance of electronic voting machine fleet.

The Department is addressing these issues by:

- Broadening public outreach in recruitment of election officers;
- Continuing to enhance and improve the election officer training program;
- Partnering with the Commissioner of Elections in implementing improvements to the elections process;
- Engaging staff in devising streamlined operational procedures; and
- Conducting analysis of daily operations with a focus on continuous improvements.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,867.7	1,331.1	1,365.8
ASF	--	--	--
<b>TOTAL</b>	<b>2,867.7</b>	<b>1,331.1</b>	<b>1,365.8</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	18.0	18.0	18.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>

#### ACTIVITIES

- Register voters.
- Maintain an accurate voter registration database.
- Plan upcoming elections.
- Conduct elections in accordance with state and federal laws.
- Educate department staff and election officers.
- Produce printed materials and resources.
- Engage in public outreach and education initiatives.
- Maintain the election system infrastructure.
- Conduct elections for unions, student governments and other entities.

# ELECTIONS

## 70-00-00

### PERFORMANCE MEASURES

#### Voter Registration Transactions

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New voters	14,682	15,000	33,000
Address change	26,637	27,000	33,000
Name change	3,021	3,000	5,000
Party change	2,510	2,000	7,000
Total	46,850	47,000	78,000

#### Cancelled Voter Registrations

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Deceased	2,890	3,000	3,000
Verification programs	5,583	10,000	10,000
Moved out of state	1,537	3,000	3,000
Board action	33	20	20
Not a citizen	20	20	20
Total	10,063	16,040	16,040

#### Absentee Ballots

	FY 2001 *Actual	FY 2005 *Actual	FY 2009 Gov. Rec.
Total voted ballots **	8,491	9,587	12,000

\* Years reflect Presidential elections.

\*\* Ballots returned in time to be counted.

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### KENT COUNTY DEPARTMENT OF ELECTIONS

#### 70-03-01

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### MISSION

The Kent County Department of Elections serves the residents of Kent County and the State of Delaware with the operation of voter registration programs, and conducts all elections in accordance with state and federal laws.

### KEY OBJECTIVES

- Perform all duties related to conducting an election pursuant to state and federal laws.
- Provide information to the public, candidates and political parties regarding election laws, rules and regulations and registration requirements.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.

- Notify, appoint and train election officers for all elections mandated by 14 and 15 Del. C. to perform uniform and non-partisan elections.

### BACKGROUND AND ACCOMPLISHMENTS

During the past year, the Department conducted school elections, filing deadlines and voter registration deadlines in a timely and professional manner. The Department assisted with municipal elections pursuant to 15 Del. C. The Department also performed many activities for voter education with the school districts and with group functions, such as supplying voting machines, ballots, voter registrars, polling place information, absentee balloting information, and promotional items to keep the public aware of the continuing changes in voting practices.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,303.0	760.3	790.9
ASF	--	--	--
<b>TOTAL</b>	<b>1,303.0</b>	<b>760.3</b>	<b>790.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

### ACTIVITIES

- Maintain voter registration files, analyze voter registration documents and keep statistical information.
- Maintain a felon database for the prothonotary reports and Criminal Justice Information System (CJIS).

### PERFORMANCE MEASURES

#### Voter Registration Transactions

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New voters	5,115	5,249	5,353
Address change	7,767	8,155	7,850
Name change	951	998	1,017
Party change	451	251	257
Total	14,284	14,654	14,477

# ELECTIONS

## 70-00-00

### Cancelled Voter Registrations

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Deceased	706	741	756
Verification programs	345	362	369
Moved out of state	256	269	274
Board action	760	798	813
Not a citizen	236	241	246
Total	2,303	2,411	2,458

### Absentee Ballots

	FY 2001 *Actual	FY 2005 *Actual	FY 2009 Gov. Rec.
Total voted ballots**	1,979	2,170	2,220

\*Years reflect presidential primary elections.

\*\*Ballots returned in-time and sent to polling places.

## SUSSEX COUNTY DEPARTMENT OF ELECTIONS 70-04-01

### MISSION

The Department of Elections for Sussex County serves the citizens of Sussex County by registering voters and conducting primary, general, special, and public school elections in accordance with state and federal laws.

### KEY OBJECTIVES

- Provide prompt and courteous service to all customers.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.
- Register to vote all eligible permanent residents of the State of Delaware who submit a complete and accurate voter registration application.
- Provide mobile registration by scheduled events or at the request of organizations.
- Provide information to the public, candidates and political parties regarding election laws, rules and regulations and registration requirements.
- Comply with the Sussex County 911 road naming project.
- Educate the public in the use of electronic voting machines and the election process.
- Remove ineligible voters from the voting rolls in accordance with state and federal laws.

- Enhance the Department's productivity through the application of technology and redesign of tasks.

### BACKGROUND AND ACCOMPLISHMENTS

The Department continues to manage increasing numbers of new registration, change of address and name applications due to the Motor Voter Act. The Act mandates the Division of Motor Vehicles, and the departments of Health and Social Services and Labor to register eligible citizens and residents of the State.

During Fiscal Year 2008, the Department will provide for the set up and delivery of voting machines for at least six student government elections, six school district elections and referendums, 26 municipal elections and referendums in Sussex County, and the annual Delaware Electric Co-op Board of Directors election.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,014.1	614.5	623.1
ASF	86.5	--	--
<b>TOTAL</b>	<b>1,100.6</b>	<b>614.5</b>	<b>623.1</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

### ACTIVITIES

- Register new voters by mail and mobile registration.
- Process applications received as a result of agency-based registration.
- Maintain voter registration files.
- Conduct school elections and referendums.
- Provide voting machines, training and support for municipal elections and referendums.
- Conduct the primary and general elections in Sussex County.
- Provide voter education.

# ELECTIONS

## 70-00-00

### PERFORMANCE MEASURES

#### Voter Registration Transactions

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
New voters	6,506	8,500	9,500
Address change	10,508	10,500	15,500
Name change	849	996	1,201
Party change	621	950	1,621
Total	18,484	20,949	27,822

#### Cancelled Voter Registrations

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
Deceased	1,557	1,650	1,998
Moved out of state	3,979	4,100	4,950
Board action	28	39	49
Total	5,564	5,789	6,997

#### General Election Information

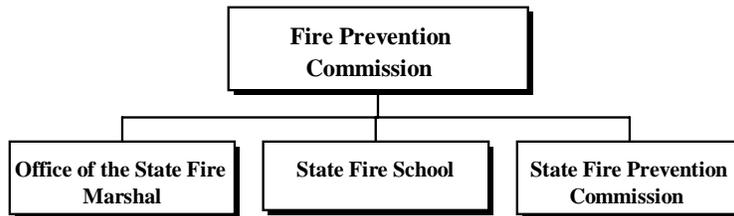
	FY 2001 *Actual	FY 2005 *Actual	FY 2009 Gov. Rec.
Total voted ballots**	4,261	5,583	7,010

*\*Years reflect presidential elections.*

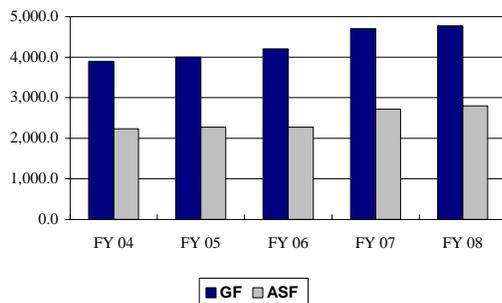
*\*\*Ballots returned in-time and sent to polling places.*

# FIRE PREVENTION COMMISSION

## 75-00-00



**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	5,250.4	4,776.3	4,746.6
ASF	2,293.4	2,798.3	2,798.3
<b>TOTAL</b>	<b>7,543.8</b>	<b>7,574.6</b>	<b>7,544.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	45.3	45.3	45.3
ASF	31.2	32.2	32.2
NSF	--	--	--
<b>TOTAL</b>	<b>76.5</b>	<b>77.5</b>	<b>77.5</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$82.0 in State Fire School for lease costs of self-contained breathing apparatus equipment.

### CAPITAL BUDGET:

- ◆ Recommend \$105.0 for the purchase of rescue tools for the Christiana, Delaware City, Elsmere, Mill Creek, Townsend, Harrington, Hartly, Bethany Beach, Bridgeville, Delmar, Georgetown, Ellendale and Seaford fire companies, and the State Fire School.

## OFFICE OF THE STATE FIRE MARSHAL

### 75-01-01

### MISSION

Ensure the citizens and visitors of Delaware a fire and explosion safe environment.

### KEY OBJECTIVES

- To eliminate the loss of life and reduce injuries from the threat of fire by:
  - Suppressing arson;
  - Investigating all fire incidents to make an accurate determination of cause;
  - Providing thorough and complete supporting documentation of the investigative process;
  - Pursuing, apprehending and convicting those responsible for arson incidents;
  - Providing victim assistance in the aftermath of a fire; and
  - Disseminating findings to increase public awareness of fire and life safety issues.
- To maintain the highest levels of life safety in educational, health care, places of assembly, business, mercantile and institutional occupancies by:
  - Providing consistent, thorough and accurate compliance inspections and life safety surveys;
  - Attaining compliance with the State Fire Prevention Regulations through educational endeavors, carrying out inspection and survey programs which identify hazards to life safety and property conservation, and providing technical assistance to achieve corrective action; and
  - Responding to the needs and inquiries of the citizens of the State by taking action on their complaints and inquiries within 48 hours.

# FIRE PREVENTION COMMISSION

75-00-00

- To provide timely and quality service in the Plan Review and Approval program, Fire Protection Systems Certification and Licensing program, and Quality Assurance program for fire protection systems by:
  - Providing complete, accurate and timely reviews of project submissions, with preliminary approvals sent out within 72 hours, and completion of the full review process within 15 days;
  - Providing assistance to clients for understanding the technical requirements of the State Fire Prevention Regulations required for their projects; and
  - Ensuring that required fire protection systems are tested, inspected or maintained.
- Enhance the level of public awareness regarding fire prevention and life safety by:
  - Increasing public appearances and dissemination of fire safety information;
  - Reducing the loss of life and property for all citizens with a special emphasis on individuals with disabilities and adolescents who play with matches, lighters or cause fires; and
  - Educating citizens and visitors of Delaware about fire safety.
- Report, analyze and disseminate fire incident statistical data from the 61 fire departments in the State.

## BACKGROUND AND ACCOMPLISHMENTS

The State Fire Marshal's Office operates under the direction of the State Fire Prevention Commission, which reports directly to the Governor. The office serves as the lead statewide investigative and law enforcement agency charged with investigating fire incidents and suppressing arson. The State Fire Prevention Regulations, as promulgated by the State Fire Prevention Commission, are the basis for the life safety inspections and property conservation surveys carried out by the State Fire Marshal's Office. Such inspections and surveys impact nearly all of the occupancies and buildings frequented by the public. Single-family dwellings are exempt from the provisions of the State Fire Prevention Regulations.

The State Fire Marshal's Office provides regulatory control in the areas of explosives, fireworks, amusement rides, places of assembly, health care facility certification and a variety of hazards such as flammable liquids and LP-gases.

The Technical Services unit of the Fire Marshal's Office provides the plan review and approval process for new construction, alterations and renovations of all buildings. Such an approval is required to be in place prior to counties issuing a building permit. Certification and licensing of fire alarm system vendors and contractors provides a mechanism to ensure a level of quality control in the design, installation and operation of required fire protection systems.

In recent fiscal years, the following initiatives have been successfully completed or are in progress:

- Implemented an on-going education campaign to ensure that all residential occupancies have the basic minimum detectors to enhance survival levels in the event of a fire. With assistance from local fire departments in the Wake-up Delaware Campaign, over 50,000 detectors have been provided to needy citizens of Delaware.
- Provide for the installation of hard-wired smoke detectors with battery back up to owner-occupied residential dwellings within the State of Delaware for those homes that are not protected by a working smoke detector. Priority is given to homes with handicapped children, homes with handicapped adults, homes with infirm residents and homes with residents 62 years of age and older. To date 1,386 detectors have been installed in 529 homes.
- Monitored the installation of sprinkler systems in all student dormitories and student residential housing statewide.
- Assisted in passage of legislation to increase the penalty for exceeding the posted occupancy limit and fine the owner or occupant of a property within the State that has a fire alarm system that falsely activates more than three times in a given year.
- Placed Gas Chromatograph/Mass Spectrometer laboratory instruments in service in the State Forensic Laboratory, with the cooperation of the Chief Medical Examiner, to permit the analysis of fire scene debris for all fire investigation and law enforcement agencies throughout Delaware.

# FIRE PREVENTION COMMISSION

## 75-00-00

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,448.8	2,304.1	2,162.7
ASF	2,293.3	2,737.3	2,737.3
<b>TOTAL</b>	<b>4,742.1</b>	<b>5,041.4</b>	<b>4,900.0</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	25.8	25.8	25.8
ASF	31.2	32.2	32.2
NSF	--	--	--
<b>TOTAL</b>	<b>57.0</b>	<b>58.0</b>	<b>58.0</b>

### ACTIVITIES

The following activities will allow the Office of the State Fire Marshal to meet the above stated objectives:

- Pursue, apprehend and convict those responsible for arson incidents.
- Enforce State Fire Prevention Regulations.
- Provide consistent, thorough and accurate compliance inspections and life safety surveys.
- Attain compliance with the State Fire Prevention Regulations through educational endeavors, inspection and survey programs and technical assistance.
- Identify specific target occupancies for inspections and surveys with a fire incident history or special requirements with respect to life safety and property conservation.
- Conduct plan reviews and approval for all buildings and structures undergoing construction, alteration or renovation to ensure compliance with nationally recognized standards and practices relating to fire safety and property conservation.
- Assist municipal assistant state fire marshals in support of fire investigations and technical questions relative to the State Fire Prevention Regulations.
- Assist the chief officer of any fire department upon request.
- Ensure that the installation and maintenance of equipment intended for fire control, detection and extinguishment meets specifications.
- Assist all required occupancies and the owners thereof, in meeting compliance with the Smoke Detector Law.
- Respond to all fatal fire incidents in the State with the Major Incident Response Team (MIRT) to conduct a consistent and thorough approach to the investigation.
- Analyze the need for additions or amendments to the State Fire Prevention Regulations.

- Develop and implement the Juvenile Firesetter Intervention program's Fire Education Arson Resistance (F.E.A.R.) program.
- Ensure Delaware Fire Incident Reporting System (DFIRS) compliance with quarterly data submission

requirements to the Department of Safety and Homeland Security.

- Regulate safety in the storage, sale and use of any explosive, combustible or other dangerous article in solid, liquid or gas form.
- Administer the Amusement Ride Safety Act, 16 Del. C. c. 64, and False Fire Alarm program, 16 Del. C. 66 §6638-6645.
- Increase public awareness regarding fire prevention and life safety issues through the dissemination and delivery of life safety information at various statewide events.
- Serve as committee member of the Governor's Drought Advisory Board and Delaware Emergency Management Agency's (DEMA) Weapons of Mass Destruction and Bioterrorism Committee.
- Continue participation in Livable Delaware and statewide planning committees.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of fires cleared by arrest	26	30	30
% of repeat violation offenders	4	4	4
Average turnaround time for full plan reviews (days)	15	12	12
Fire investigation caseload per deputy	62	68	74
Full plan reviews/inspections:			
New Castle	3,876	4,084	4,292
Kent	1,334	1,372	1,410
Sussex	2,935	3,073	3,211

# FIRE PREVENTION COMMISSION

## 75-00-00

### STATE FIRE SCHOOL 75-02-01

#### MISSION

The mission of the State Fire School is mandated by 16 Del. C. §6613 to §6618 and instructs the Delaware State Fire School to:

- Provide firefighters with needed professional instruction and training at a minimum cost to them and their employers;
- Develop new methods and practices of firefighting;
- Provide facilities for testing firefighting equipment;
- Disseminate information relative to fires, techniques of firefighting and other related subjects to all interested agencies and individuals throughout the State; and
- Undertake any project and engage in any activity which, in the opinion of the State Fire Prevention Commission, will serve to improve public safety.

On July 1, 1972, the State Fire Prevention Commission was also given the mandate under 16 Del. C. §6708 to §6714 to regulate the ambulance service in Delaware. The Commission assigned the State Fire School the duties of inspecting and licensing ambulances, and training and certifying ambulance personnel.

#### KEY OBJECTIVES

- Provide firefighters, ambulance and rescue personnel with necessary professional instruction and training.
- Certify and re-certify Delaware emergency medical technicians.
- Inspect and license public and private ambulances.
- Provide agency, institutional and industrial personnel and the general public with necessary professional instruction and training.
- Disseminate information relative to fires, techniques of firefighting and other related subjects to all agencies and individuals throughout the State.
- Develop new methods and practices of firefighting.
- Provide facilities for testing firefighting equipment.
- Provide fire and emergency medical services (EMS) personnel with the necessary training to combat weapons of mass destruction and terrorism.

#### BACKGROUND AND ACCOMPLISHMENTS

In order to more effectively manage the State Fire School's training and education program, services for specific target audiences have been identified for: firefighters and fire officers; ambulance and rescue personnel; and State agencies, institutions, industrial personnel and the general public.

Since its inception in 1964, the State Fire School has been sensitive to the need for quality training and education in fire protection. As the demand for programs and services increases, so does the need to select and qualify additional instructional personnel.

Strong emphasis is placed on improving the instructor development program for part-time personnel. Instructor candidates are trained in instructional methodology and then trained to teach specific subject areas. Active instructors are cross-trained in high priority subject areas to help the school meet its program service demands as well as improve the individual's professional ability. All instructors are required to attend improvement seminars as scheduled by the Fire School in order to maintain their certification.

Continued emphasis is placed on planning and evaluation. Existing courses of instruction are reviewed and revised to ensure their content is current and consistent with new concepts and techniques.

In addition to conducting the normally scheduled activities and meetings, and honoring special requests for programs and services, progress continues to be made towards improving program quality. Emphasis is placed on improving program management and cost effectiveness.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	2,524.4	2,143.0	2,253.5
ASF	0.1	50.0	50.0
<b>TOTAL</b>	<b>2,524.5</b>	<b>2,193.0</b>	<b>2,303.5</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	18.5	18.5	18.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>

# FIRE PREVENTION COMMISSION

75-00-00

## ACTIVITIES

- Provide emergency medical personnel with the National Registry Emergency Technician Basic Course and refresher courses as well as annual cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) certification and re-certification.
- Train, test and certify fire service personnel under the National Professional Qualification System.
- Partner with Dupont Company to provide national certification for their specialty training division.
- Continue the testing program for fire alarm/fire protection system installers as required by the State Fire Code.
- Provide continuing education training for public education and the fire service to implement fire safety education in grades K-6.
- Continue the National Incident Management System (NIMS) in conjunction with DEMA.
- Maintain International Fire Service Accreditation Congress (IFSAC) accreditation for curriculums provided.
- Serve on the State Emergency Response Team (SERT), Delaware Emergency Operations Plan (DEOP) and Radiological Emergency Plan (REP).
- Provide first responder training to fire fighters and emergency personnel statewide.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of programs	1,197	1,000	1,000
# of students:			
fire/rescue	8,120	7,500	7,900
emergency care	4,735	4,500	4,500
industry	1,328	2,000	1,800
hazardous materials technician program	369	400	400
fire safety	51,058	50,000	50,000
# of fire safety programs	227	250	250

## STATE FIRE PREVENTION COMMISSION 75-03-01

### MISSION

The mission of the State Fire Prevention Commission is mandated by 16 Del. C. c. 66 as follows:

- To promulgate, amend and repeal regulations for the safeguarding of life and property from hazards of fire and explosion;
- Appoint the State Fire Marshal and Fire School Director. The Commission shall have complete jurisdiction and management over the State Fire School;
- To authorize new fire companies or substations, resolve boundary and other disputes, and prohibit cessation of necessary fire protection services;
- Ensure a high level of public safety for the safeguarding of life and property from the hazards of fire and explosion; and
- Oversee statewide basic life support ambulance service.

### KEY OBJECTIVES

- Promulgate, amend and repeal State Fire Prevention Regulations, State Fire Service Standards and State Ambulance Service Regulations.
- Provide a direct liaison between state government and the statewide volunteer fire service.
- Inspect and license basic and advanced life support ambulances.
- Certify ambulance attendants and emergency medical technicians.

### BACKGROUND AND ACCOMPLISHMENTS

The State Fire Prevention Commission consists of seven members who serve without compensation and are responsible for developing the fire policy information base. The State Fire Marshal reviews the Delaware State Fire Prevention Regulations on an annual basis and reports findings and recommended changes to the Commission. The regulations are reviewed and updated every three years. Effective July 1, 1995, Live Fire Training and Burn Regulations were adopted by the Commission. Effective July 30, 1997, the State Ambulance Service Regulations were adopted by the Commission.

# FIRE PREVENTION COMMISSION

## 75-00-00

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	277.2	329.2	330.4
ASF	--	11.0	11.0
<b>TOTAL</b>	<b>277.2</b>	<b>340.2</b>	<b>341.4</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1.0	1.0	1.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

### ACTIVITIES

- Provide the vital link between the fire service and executive branch of government.
- Provide a technically competent code-making body.
- Administer funding for a statewide fire safety education program.
- Administer funding for extraordinary expenses incurred by fire companies in the State.
- Implement statewide fire safety strategy and policy.

### PERFORMANCE MEASURES

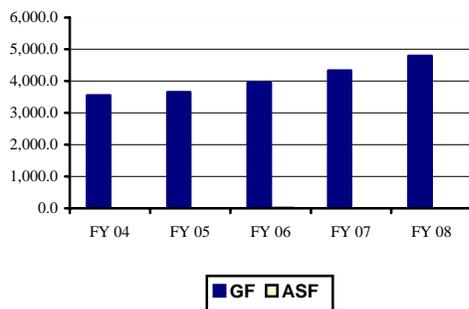
	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of hearings - public, appeal, grievance	6	18	18
# of Commission meetings	29	12	12
# of Commission special interest functions	56	15	15
# of fire service functions	206	150	150
# of emergency service functions	48	50	50

# DELAWARE NATIONAL GUARD

## 76-00-00

### Delaware National Guard

**Five-Year Appropriation History**



#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3,945.5	4,794.3	4,886.2
ASF	5.0	--	--
<b>TOTAL</b>	<b>3,950.5</b>	<b>4,794.3</b>	<b>4,886.2</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	30.5	30.5	30.5
ASF	--	--	--
NSF	107.8	107.8	107.8
<b>TOTAL</b>	<b>138.3</b>	<b>138.3</b>	<b>138.3</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$91.9 in Personnel Costs for projected federal salary increases.
- ◆ Recommend \$32.4 in Contractual Services for fleet vehicles.
- ◆ Recommend \$7.0 in Capital Outlay for replacement of computers and office equipment.

#### CAPITAL BUDGET:

- ◆ Recommend \$600.0 for the Minor Capital Improvements and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and continue to eliminate the backlog of deferred maintenance.

#### MISSION

The Delaware Army and Air National Guard are federally-authorized, requirements driven, capabilities-based military forces with both federal and state missions. The federal mission of the Delaware National Guard is to maintain properly trained and equipped units available for prompt mobilization in the event of war, national emergency, or as otherwise needed. In this capacity, command and control is within the purview of the President of the United States.

The state mission of the Delaware National Guard is to provide trained and disciplined forces for domestic emergencies or as otherwise required. In a peacetime environment or operation short of federal mobilization, organizational command and control is directed by the Governor. The Delaware National Guard provides its capabilities by employing a full-time and part-time workforce that are paid using federal, state or combined funding sources.

#### KEY OBJECTIVES

- Maintain a balanced force structure authorization of 1,650 troops in the Delaware Army National Guard and 1,085 personnel in the Air National Guard.
- Enhance joint operation capabilities to achieve optimal mission operational effectiveness and efficiency on operations involving Delaware National Guard Army and Air personnel.
- Continue quality recruiting, promotion and retention programs as well as enhancing mission readiness through effective military leadership development programs and challenging unit training.
- Develop and participate in local, state, and national programs and partnerships on an ongoing basis that provide a positive impact on Delaware communities.

#### BACKGROUND AND ACCOMPLISHMENTS

The Delaware National Guard provides personnel and equipment in the event of a natural disaster, civil disturbance or an actual armed conflict. Therefore the services provided by the Delaware National Guard can be to a local community and/or the entire population of the State of Delaware and/or the United States. The

# DELAWARE NATIONAL GUARD

## 76-00-00

following are some of the accomplishments of the Delaware National Guard.

- Responded for service around the world with the following activities:
  - 160th Army Engineer Company performed a year of convoy escort security duty in Iraq.
  - 198th Army Signal Battalion had 27 members complete a full year of service in Iraq.
  - 142nd Aeromedical Evacuation Squadron had 35 members deployed in southwest Asia to assist wounded U.S. and coalition troops in Iraq and Afghanistan.
  - 153rd Army Military Police Company activated 150 members for convoy escort security duty in Iraq.
  - 160th Army Engineer Company and 166th Air Civil Engineering Squadron had 120 members participate in Operation Jump Start on the U.S./Mexico border helping the Border Patrol prevent U.S. entry by illegal immigrants and drug traffickers.
  - 261st Signal Brigade's Joint C4 Coordination Center deployed members to Kansas, to restore communications in a town damaged by a tornado.
  - Joint Incident Site Communications Capability team provided vital communications and the 121st Medical Company Air Ambulance flew several real world medevac missions during a mock nuclear detonation exercise conducted in Indiana.
- Conducted emergency preparedness exercises with the Delaware Emergency Management Agency (DEMA) regarding the Salem Nuclear Power Plant.
- Participated with federal, state and local agencies on the Anti-Terrorism Advisory Council.
- Worked with the Delaware State Police in the Drug Education for Youth (DEFY) program.
- Hosted more than 100 children at the 7<sup>th</sup> annual Delaware National Guard Youth Camp at the Bethany Beach training site.
- Supported local communities through a wide array of programs and initiatives, and worked in conjunction with Delaware mentoring and family assistance programs.

### *DELAWARE NATIONAL GUARD*

#### *76-01-01*

#### ACTIVITIES

- Provide well trained and equipped Army and Air Force units of the Delaware National Guard to promptly and effectively respond to domestic emergencies and unit deployment requirements.
- Provide administrative, maintenance, security, and facilities for training the Delaware National Guard to meet its state and federal missions.
- Provide maintenance, repairs and payment of daily expenditures on Army and Air National Guard facilities in accordance with Service Contract Funding Agreements with the federal government.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of armory facilities 100% State funded (Army)	13	12	12
# of non-armory facilities 25% State funded (Army/Air)	2/74	2/74	2/74
# of community service actions annually (average)	170	170	175

# ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

77-00-00

**Advisory Council For  
Exceptional Citizens**

## MISSION

The mission of the Governor’s Advisory Council for Exceptional Citizens (GACEC) is to serve as the review board for policies, procedures and practices related to the delivery of services for all citizens with exceptionalities/disabilities in Delaware. GACEC also serves as the Individuals with Disabilities Education Act (IDEA) advisory panel to agencies providing educational services/programs for children (birth through age 26) in Delaware. GACEC's primary function is advisory, with an advocacy byproduct when necessary to achieve its mission.

## KEY OBJECTIVES

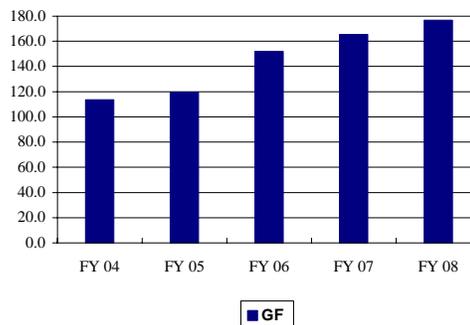
In order to fulfill the GACEC’s advisory function, members must request and pursue information through various means such as program visits, review of public reports, analysis of regulations and legislation, attendance at public meetings, and research.

## BACKGROUND AND ACCOMPLISHMENTS

At the state level, the GACEC has served since 1972 as the advisory council for exceptional children with the primary mandate to advise the State Board of Education and Department of Education on all issues related to the education of children with special needs, including those with outstanding talents. Pursuant to Delaware Senate Bill 353, passed in 1977, the Advisory Council for Exceptional Citizens was renamed the Governor’s Advisory Council for Exceptional Citizens and expanded its responsibilities to cover a broad range of human service needs for all citizens with disabilities.

GACEC has served as the advisory panel for special education since the initial passage in 1974 of the federal special education statute, Education of the Handicapped Act. GACEC continues to serve in this capacity under the reauthorized law, IDEA, and its amendments.

## Five-Year Appropriation History



## FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	172.0	176.6	184.9
ASF	--	--	--
<b>TOTAL</b>	<b>172.0</b>	<b>176.6</b>	<b>184.9</b>

## POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## FY 2009 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend \$0.7 in Contractual Services for security system service contract.

**ADVISORY COUNCIL FOR EXCEPTIONAL  
CITIZENS  
77-01-01**

## ACTIVITIES

- Review and comment on legislation, regulations and policy changes to public education, including

# ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

77-00-00

charter schools, impacting individuals with disabilities.

- Participate on other councils, boards or committees to provide input on issues relating to services for persons with disabilities or educational services for students with exceptionalities.
- Educate the general public and disability community regarding disability issues and services.

## PERFORMANCE MEASURES

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of letters on legislation written per year to elected officials	3,150	3,000	3,100
# of boards, councils and committees with participation by GACEC staff and members	41	42	45
# of individuals reached via GACEC presentations or co-sponsorship of conferences and workshops by members and staff	2,002	2,025	2,050

# HIGHER EDUCATION

## 90-00-00

### Higher Education

University of Delaware

Delaware State University

**Delaware Technical  
and  
Community College**

Delaware Geological Survey\*

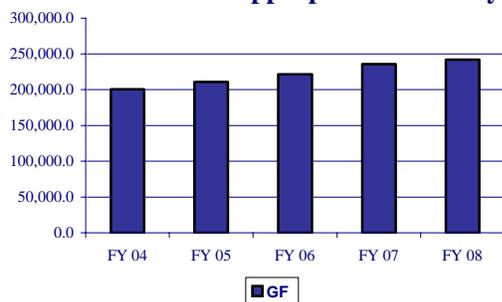
- Operations  
- Sponsored Programs and Research

- Office of the President  
- Owens Campus  
- Wilmington Campus  
- Stanton Campus  
- Terry Campus

**Delaware Institute of  
Veterinary Medical Education  
(DIVME)**

\* Organization for Budgeting and Accounting purposes only.

#### Five-Year Appropriation History



#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	253,820.0	241,714.4	246,186.3
ASF	--	--	--
<b>TOTAL</b>	<b>253,820.0</b>	<b>241,714.4</b>	<b>246,186.3</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	733.0	786.0	796.0
ASF	--	--	--
NSF	279.0	284.8	277.3
<b>TOTAL</b>	<b>1,012.0</b>	<b>1,070.8</b>	<b>1,073.3</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

##### University of Delaware

- ◆ Recommend \$376.1 for Scholarships to improve the University's financial ability to attract and retain students.

- ◆ Recommend \$600.0 for an Alternative Energy program that will explore research opportunities in alternative energy technology.
- ◆ Recommend \$840.0 in Operations; \$500.0 for increased energy costs and \$340.0 for library materials to maintain book, periodical and database holdings required by the University to provide a full range of services as an accredited library and major resource in the State.
- ◆ Recommend \$225.0 for the Delaware Biotechnology Institute to provide operational support for the Science and Technology Council.

##### Delaware Geological Survey

- ◆ Recommend \$5.3 for increased operating costs.

##### Delaware State University

- ◆ Recommend \$400.0 in General Scholarships to improve the University's financial ability to attract and retain students.
- ◆ Recommend \$200.0 in support of the 1890 Land Grant program.
- ◆ Recommend \$187.2 in support of the University's competitive grant programs, which enhance research capabilities.

##### Delaware Technical and Community College

- ◆ Recommend \$80.0 in Aid to Needy Students for financial assistance to Delaware residents who face greater unmet financial need as a result of rising educational costs.
- ◆ Recommend \$68.5 to accommodate inflationary increases in the Associate in Arts program (academic and operations) not covered by tuition.

## HIGHER EDUCATION

### 90-00-00

- ◆ Recommend \$381.6 and 10.0 FTEs to help meet growing demand for service, to include: Math, Science, English, Education, Early Childhood Education, Environmental Engineering and Fire Science Instructors and various administrative positions.

#### **Delaware Institute of Veterinary Medical Education (DIVME)**

- ◆ Recommend \$80.0 in Tuition Assistance to accommodate four additional students in the coming school year.

#### **CAPITAL BUDGET:**

##### **University of Delaware**

- ◆ Recommend \$4,000.0 for the renovation of Alison Hall. These funds will be used for the replacement of the heating, ventilation and air-conditioning system of the facility.
- ◆ Recommend \$500.0 for the construction of the Undergraduate Science Facility, to provide modern teaching and research facilities for the University.

##### **Delaware State University**

- ◆ Recommend \$4,500.0 for the Minor Capital Improvements and Equipment program to prevent deterioration of buildings and grounds, maintain a secure environment and to continue to eliminate the Department's backlog of deferred maintenance.

##### **Delaware Technical and Community College**

- ◆ Recommend \$400.0 for the Excellence Through Technology Campaign to enhance technological capabilities throughout the State.
- ◆ Recommend \$1,500.0 for Collegewide Asset Preservation to maintain over 1.3 million square feet of facilities throughout the State.
- ◆ Recommend \$650.0 for improvements to the Owens Campus in Sussex County; \$650.0 for improvements to the Terry Campus in Kent County; and \$1,300.0 for improvements to the Stanton/Wilmington Campus complex.

## UNIVERSITY OF DELAWARE

### 90-01-01

#### **MISSION**

To develop and maintain strong undergraduate and graduate curricula; strengthen academic, research and service programs; and maintain a strong academic reputation that continues to attract highly qualified students.

The educational experience at the University is one of intellectual fulfillment and preparation for productive careers. The first concern of the University's program of instruction is to provide rigorous and demanding standards to develop in students primary linguistic, cognitive and information skills for success at the University and in postgraduate life.

#### **KEY OBJECTIVES**

- Build upon teaching and research initiatives at the University that both strengthen academic programs and benefit external partners in areas such as biotechnology, composites and microelectronics.
- Establish additional scholarship and financial aid support.
- Enhance the living and learning environment.
- Provide competitive compensation for all employees.
- Make the University more student-centered.

#### **BACKGROUND AND ACCOMPLISHMENTS**

Four budgetary strategies were implemented a decade ago in order to meet the University's key objectives:

- Increase private support to the University;
- Increase contract and grant activity in support of research and public service;
- Reallocate resources to support programs of excellence while reducing selected programs deemed non-essential to the University's mission; and
- Privatize services wherever appropriate.

Implementation of these strategies has resulted in the following:

- The University's Endowment had a market value of \$1.4 billion on June 30, 2007;

# HIGHER EDUCATION

## 90-00-00

- Expenditures resulting from externally funded contracts and grants increased from \$47.9 million in Fiscal Year 1991 to \$156.1 million in Fiscal Year 2007; and
- Auxiliary services which were not integral to the institutional mission or which were unreliable revenue streams have been outsourced to external vendors at a guaranteed return rate to the University.

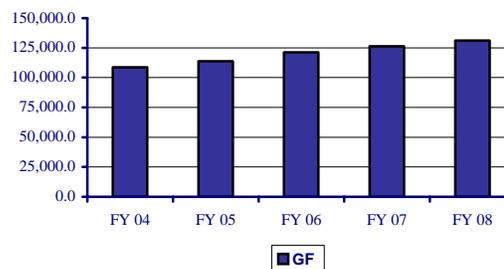
As a result of the foregoing cost containment strategies and increased activity in contracts, grants and gifts, coupled with stability in tuition revenues and State funding, the University has reallocated resources to achieve the following:

- University compensation for faculty, professionals and staff is above the median for the peer group of doctorate granting institutions with which the University compares itself;
- Financial aid from all sources has increased from \$30 million in Fiscal Year 1993 to approximately \$121 million in Fiscal Year 2007;
- The University's retention and graduation rates are significantly above the national norm for selective, doctorate granting institutions; and
- The University has expended in excess of two percent of the replacement value of the physical plant annually on facilities renewal and renovation.

As a result of effective strategic planning, the University of Delaware is:

- Affordable, with respect to student charges;
- Student-centered, with regard to meeting the academic, institutional and social needs of clientele;
- Competitive in compensating employees;
- Committed to a financial aid policy that attempts to ensure that no student will be denied an education because of inability to pay for that education; and
- Working to maintain an attractive, up-to-date, technologically state of the art campus to support the academic and institutional needs of students, faculty and staff.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 Gov. Rec.
GF	127,681.4	129,241.7	132,441.4
ASF	--	--	--
<b>TOTAL</b>	<b>127,681.4</b>	<b>129,241.7</b>	<b>132,441.4</b>

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of matriculated students			
- Undergraduates*	15,211	15,122	15,125
- Graduates	3,446	2,514	2,600
Average SAT scores for entering freshman	1,195	1,191	1,200
% of student retention freshman to sophomore	**	90	90
% of students graduating within 6 years	**	76	80
% of graduates employed or in graduate school	93	94	95

\*Includes Associate in Arts Degree program.

\*\*New performance measure.

# HIGHER EDUCATION

90-00-00

## DELAWARE GEOLOGICAL SURVEY

90-01-02

### MISSION

The mission of the Delaware Geological Survey (DGS) is geologic and hydrologic research and exploration, and dissemination of information through publication and public service.

### KEY OBJECTIVES

The goal of DGS is to provide objective, scientific, geologic and hydrologic information, advice and service to stakeholders. This goal is accomplished by conducting hydrologic and geologic hazard investigations and services, and by continuing infrastructure development through basic data collection and computer-based data management and dissemination programs. Such information is used to advise, inform and educate stakeholders about the important roles that earth science information plays in issues regarding water resources, public health, agriculture, economic development, land use planning, environmental protection and restoration, geologic hazards, waste disposal, energy, mineral resources and recreation.

The following objectives will permit this to occur:

- Maintain geologic, hydrologic and topographic mapping of the State of Delaware;
- Systematic investigation of the geology of the State;
- Compile data from mapping programs into reliable, serviceable databases, for use in geographic information systems, and provide information to users via the internet;
- Provide online mapping tools that provide access to a wide variety of geospatial information for Delaware and allows users to create high-quality, printable maps;
- Identify potential water supplies, energy sources and construction materials;
- Recommend and draft laws for optimum and equitable utilization of geological and hydrological resources;
- Evaluate activities related to oil, gas, wind energy, and geothermal exploration and development;
- Identify, understand and prepare to deal effectively with all reasonable projections of geologic hazards such as droughts, flooding, erosion, earthquakes, and sinkholes; and

- Manage all agreements with the U.S. Geological Survey (USGS) and U.S. Minerals Management Service.

### BACKGROUND AND ACCOMPLISHMENTS

The DGS has recently completed and reported on projects related, but not limited to:

- Developed a new time stratigraphic framework for the internal correlation of the Potomac Formation in northern Delaware and nearby areas of New Jersey and Maryland that enables a better understanding of the interconnection of important water-bearing aquifers from which about 22 million gallons of water is withdrawn for public, domestic, industrial, and agricultural use (Report of Investigations No. 71);
- Developed a detailed, up-to-date hydrogeologic framework that allows for the delineation of the distribution, and geological and hydrological characteristics of seven confined aquifers in Kent County that are or can be used for water supply (Report of Investigations No. 72);
- Published Surficial Geologic Map of Kent County (GMS No. 14);
- Enhanced the implementation of the Delaware statewide ground-water level and water-quality monitoring to include more than 70 wells in 11 different aquifers and developed an internet-based, self-service basic data and interpretative products program;
- Published Open File Report 46 that presents the preliminary findings related to storm-water and baseflow sampling and water-quality analyses in the environmentally sensitive Nanticoke River watershed; and
- Completed an investigation and review of domestic well water quality, and associated assessment of risk to domestic water supply wells, from contamination resulting from human activities in cooperation with the Division of Public Health and Delaware Cancer Consortium.

The DGS continues to serve on, and provide technical assistance to, the Delaware Water Supply Coordinating Council, Delaware River Basin Commission (DRBC) Regulated Flow Advisory Committee, Inland Bays Scientific Technical Advisory Committee, and the Delaware Total Maximum Daily Load (TMDL) Technical Advisory Committee. DGS staff serves in the Delaware Emergency Management Agency (DEMA) Technical Assessment Center during major storm events,

# HIGHER EDUCATION

## 90-00-00

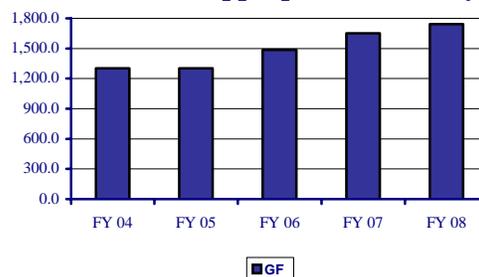
and on DEMA's State Hazard Mitigation Team and Storm Ready Advisory Board. DGS staff recently served on a Joint State/Federal Task Force on an Atlantic Outer Continental Shelf Salt Lease request. The DGS continues to represent Delaware as a member of the U.S. Department of Interior's Outer Continental Shelf Policy Committee and the Delaware River Master Advisory Committee.

The DGS continued to enhance its ability to provide real-time analysis of coastal and stream flooding, and periods of drought through online access to nine long-term continuous-record tide gages and eleven long-term continuous-record stream gages throughout Delaware and nearby Maryland.

For Fiscal Year 2009, the DGS plans to accomplish the following:

- Complete surficial geologic mapping and publish a geologic map of the Fairmount-Rehoboth Beach quadrangles (1:24,000) in Sussex County;
- Publish a geologic map of Sussex County (1:100,000);
- Complete an investigation that is focused on the design, implementation and evaluation of hydrogeologic and hydrogeochemical processes related to methods for monitoring the performance of rapid infiltration basins used for land-based wastewater disposal;
- Complete a project focused on developing a detailed, up-to-date hydrogeologic framework in Sussex County that will allow for the delineation and distribution of, and development of geologic and hydrologic characteristics for at least eight major aquifers that are or can be used for water supply;
- Implement an internet mapping service (IMS) to more effectively and efficiently deliver geologic and hydrologic databases to stakeholders via internet-based geodatabases; and
- Develop a detailed plan for the design, development and implementation of an expanded ground-water level and quality monitoring network involving five major aquifer systems in rapidly developing southern New Castle and northern Kent counties to support characterization of ground-water availability and quality for water supplies.

### Five-Year Appropriation History



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,680.9	1,741.9	1,747.2
ASF	--	--	--
<b>TOTAL</b>	<b>1,680.9</b>	<b>1,741.9</b>	<b>1,747.2</b>

### ACTIVITIES

- Conduct short and long-term projects, and undertake and maintain continuing programs to collect and interpret geologic, hydrologic, natural hazard, and geospatial information.
- Continue to provide coordination among Delaware agencies on matters related to geologic and hydrologic (surface and ground water) issues.
- Manage, maintain and update the Delaware DataMIL application and associated geospatial data for dissemination of Delaware's Geospatial Data Framework Layers.
- Chair the Delaware Geographic Names Committee and serve on the Delaware Geographic Data Executive Committee to support Delaware's geospatial information community.
- Provide specialized geologic, hydrologic, natural hazards and geospatial information, advice and consulting services to stakeholders through participation on advisory boards, task forces, commissions, panels, and committees.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of geologic mapping square miles (cumulative)	1,870	3,396	3,570
# of hydrologic mapping square miles (cumulative)	8,782	12,633	17,127
# of well records in database	124,600	130,000	134,000
# of stream gages	13	13	13
# of tide gages	9	9	9

# HIGHER EDUCATION

90-00-00

## DELAWARE STATE UNIVERSITY 90-03-00

### MISSION

Delaware State University is a public, comprehensive, 1890 Land Grant institution. The mission of the University is to provide meaningful and relevant education that emphasizes both the liberal and professional aspects of higher education. The University provides educational opportunities at a cost consistent with the economic status of students as a whole. While recognizing its historical heritage, the University serves a diverse student population with a broad range of programs in instruction, service and research, so that its graduates can become competent, productive and contributing citizens.

### VISION

Delaware State University will be a diverse, selective teaching, research and service University in the land-grant tradition, serving the people of the State of Delaware and the region. It will be a University of first choice for students from the State. The University will:

- Excel in the education of undergraduates in the Liberal Arts and in the professional, technical and scientific development of the workforce;
- Attain a significant educational presence in all three Delaware counties, also emphasizing services for adult learners and providing the re-certification needs of professionals;
- Provide an important engine for research and economic development in Delaware, especially in Kent and Sussex counties;
- Offer an array of masters and doctoral programs in areas of importance to the social and economic development of Delaware;
- Develop a community of scholars with talent and expertise that will garner regional and national recognition;
- Enhance competition in intercollegiate athletics at the NCAA Division I level, with an increasing emphasis on the participation of female student athletes;
- Develop the Arts as an integral part of the University's programs and cultivate relationships in the Arts across the State and region; and
- Continue to build a culture of global awareness through internationally-focused teaching and

learning activities, and by cultivating collaborative relationships with international programs, higher education institutions and global communities.

### KEY OBJECTIVES

- Increase the acquisition of competitive grants to \$37 million annually by 2009.
- Continue to implement an enrollment management plan that:
  - Increases both the freshman and sophomore retention rates;
  - Increases enrollment to 4,000 traditional FTEs by 2010 and 2,000 non-traditional FTEs by 2015;
  - Increases the graduation rate to 61 percent by 2012; and
  - Increases graduate enrollment to 10 percent of the total enrollment.
- Continue to implement a comprehensive assessment program which includes an analysis of the congruence between the University's objectives and actual program outcomes, as well as an academic program review process for program approval and the elimination of non-productive programs.
- Strengthen and support outreach programs appropriate for a comprehensive land-grant university.
- Enhance academic and administrative programs through applications and acquisition of computing and information technologies.
- Continue implementation of the buildings and grounds maintenance program that will identify and correct problems in regulatory compliance, reliability, quality assurance, and costs.
- Enhance the administrative and management effectiveness and performance of University personnel.
- Continue to seek accreditation for selected academic and student programs.

### BACKGROUND AND ACCOMPLISHMENTS

Over the last year, the University has had a number of significant accomplishments.

- In January 2007, the College of Business achieved its initial Association to Advance Collegiate Schools of Business International (AACSB) accreditation.

# HIGHER EDUCATION

## 90-00-00

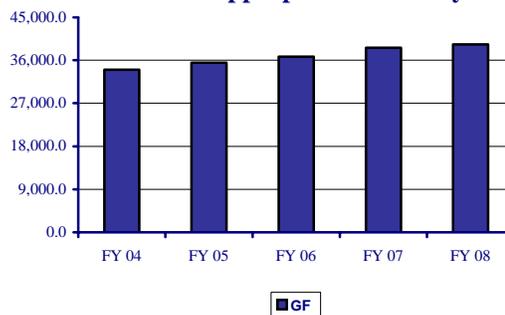
The international accreditation places DSU among the top 27 percent of business schools nationwide and the top 10 percent in the world. In addition, the Hospitality and Tourism program in the College of Business was reaccredited by the national Accreditation Commission for Programs in Hospitality Administration (ACPHA) accrediting body for hospitality programs, and was cited by ACPHA as a model program.

- DSU's 115<sup>th</sup> annual commencement had a record-breaking 544 graduates – which included the institution's first two PH.D. graduates, both in the Interdisciplinary Applied Mathematics and Mathematical Physics program.
- The College of Health and Public Policy's Department of Nursing acquired two programmable mannequins that simulate varied patient scenarios for the clinical laboratory in order to increase and enhance student learning and psychomotor skills in giving patient care in varied life care settings. The department also established a simulation laboratory where students can work with the clinical laboratory coordinator for one-on-one observation and practice. The clinical laboratories have been fitted with new computers for electronic documentation instruction and practice.
- Renovations were completed in four chemistry teaching laboratories in the Mishoe Science Center during summer 2006 and two biomedical research laboratories by January 2007. In addition, the college acquired and installed a 400-MHz Nuclear Magnetic Resonance (NMR) spectrometer, a laser confocal microscope, as well as computer network and internet and technology upgrades. Two bioscience teaching labs are scheduled for renovation during Fiscal Year 2008.
- A school record 77 student athletes were honored in Spring 2007 by the Mid-Eastern Athletic Conference (MEAC) for their academic achievements. The Hornet athletes are among 536 members of the 2007 MEAC Commissioner's All-Academic Team which recognizes non-freshman student athletes with grade point averages of 3.0 or higher.
- The University has completed the first phase of its Student Center Complex project by completing a new two-story strength and conditioning facility for its student athletes. The new facility addition includes locker rooms for the Hornet athletes and office space.
- The Department of Mass Communications enhanced opportunities for students to get hands-on

broadcasting and production experiences by expanding its live broadcasts of sports events to include football in addition to basketball. This has led to the addition of sports broadcasting to its course offerings.

- The University has established a new initiative, Support Partnership for Academic Revival and Confidence (SPARC), in which faculty members volunteer additional time to connect with at-risk students in the residential hall settings. The faculty members work with assigned at-risk students to help them improve their academic achievement.
- Students from the College of Health and Public Policy, along with the Dean, traveled to Uganda in January to document the up-take and impact of a new anti-malaria drug. A group of about 20 students also traveled to China in August as part of a language and culture immersion experience. Almost 100 students participated in study abroad programs during the 2006-2007 school year.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	44,816.2	39,359.0	39,846.9
ASF	--	--	--
<b>TOTAL</b>	<b>44,816.2</b>	<b>39,359.0</b>	<b>39,846.9</b>

### ACTIVITIES

- Work has begun on the second phase of the Student Center Complex project which includes renovation and construction of the Wellness Center for the general student population and the public. The estimated completion date is December 2008.
- The College of Mathematics, Natural Sciences and Technology has been awarded a five-year \$5 million National Science Foundation grant to establish a Center of Research Excellence in Optical Science and Applications that will involve faculty from the Physics, Biology, Applied Mathematics and

## HIGHER EDUCATION

### 90-00-00

Mathematical Physics, Mathematics, Education, and Computer and Information Sciences departments.

- Funded by a Department of Defense grant, the Department of Mathematics is conducting a research project that seeks to improve the military's well-penetrating radar capability to help protect armed forces. The researchers are working toward achieving mathematical solutions that will improve associated radar-system software and enhance detection precision.
- Faculty and students from the DSU Aquaculture Research and Demonstration Facility have launched a project conducting research on the annual migration of sand tiger sharks to the Delaware Bay. The research will also study the effect of dredging operations on the shark's underwater habitat in the bay, which could impact future dredging activity.
- The Department of English and Foreign Languages has added two courses in Chinese and Hindi and has begun offering certification in Arabic, which is an outgrowth of a memorandum of understanding (MOU) with the U.S. Air Force Base in Dover to provide Arabic language instruction.

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of students enrolled in credit courses (head count)	3,690	3,756	3,770
# of graduates	544	544	550
% of student retention - freshman to sophomore	65	64	65
% 6 year graduation rate	38	38	39
# of minority grads in scientific fields	40	39	42
# of grads who enter graduate and professional schools	129	140	150
% of faculty with terminal degree	89	90	91
\$ of competitive grants awarded (million)	21.0	37.0	37.0

## DELAWARE TECHNICAL AND COMMUNITY COLLEGE

### 90-04-00

#### MISSION

Delaware Technical and Community College is a statewide multi-campus community college committed to providing open admission postsecondary education.

#### KEY OBJECTIVES

- Provide career education in technically current associate degree, diploma and certificate programs designed to support the employment needs of New Castle, Kent and Sussex counties.
- Provide general education to help students become aware of social problems, develop an appreciation of human differences, enhance social and political involvement, realize environmental issues, build a sense of ethical responsibility, and be able to access and use information resources.
- Provide developmental education courses to assist students in gaining competencies in reading, writing, computing, spelling, speaking, listening and analyzing.
- Transfer education programs which facilitate access to upper division baccalaureate degree programs at area colleges and universities.
- Provide opportunities for student development including counseling, academic advising, career planning, financial aid programs, tutoring, student activities, job placement, and transfer advisement.
- Offer lifelong learning educational programs which encourage residents of all ages to pursue self-development and broaden their interests and talents. These include degree programs, courses, seminars, General Equivalency Diploma (GED) instruction, lectures, workshops, conferences, and other specially-designed learning activities.
- Offer workforce training to assist new and existing industries and businesses in improving quality and productivity.
- Offer teaching advancement supported by professional development activities which focus on continuous improvement of the learning process.
- Provide advanced technology applications for credit and non-credit education and training.

# HIGHER EDUCATION

## 90-00-00

- Coordinate community services reflecting cultural, recreational and civic opportunities to enhance the quality of life in the community.

### BACKGROUND AND ACCOMPLISHMENTS

Delaware Technical and Community College (Delaware Tech) is a statewide institution of higher education providing academic, technical, continuing education, and industrial training opportunities to residents of Delaware at four campuses.

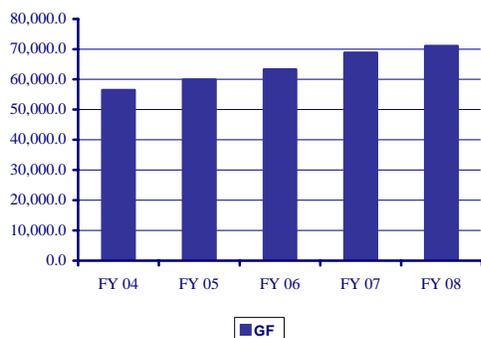
Numerous degree programs are offered, including the Associate in Applied Science degree, which is granted upon successful completion of specific curriculum requirements. In addition, diploma and certificate programs are offered in a variety of technical areas at each campus.

The College and its campuses are fully accredited by the Commission on Higher Education, Middle States Association of Colleges and Schools. In addition, several curricula have earned program-based accreditation by various professional organizations.

The Wilmington Campus is located in the City of Wilmington; the Stanton Campus is near Newark; the Owens Campus is near Georgetown in Sussex County; and the Terry Campus is north of the City of Dover.

The President's Office, located adjacent to the Terry Campus, functions as a central office by providing a variety of services in support of the campuses. Delaware Tech's enrollment has grown dramatically in recent years. Students of all ages, backgrounds and walks of life have benefited from the training and education that is provided. It is estimated that one-fourth of Delaware's adult population has taken courses at Delaware Tech in its short history.

**Five-Year Appropriation History**



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	79,417.1	71,080.6	71,779.6
ASF	--	--	--
<b>TOTAL</b>	<b>79,417.1</b>	<b>71,080.6</b>	<b>71,779.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	733.0	786.0	796.0
ASF	--	--	--
NSF	279.0	284.8	277.3
<b>TOTAL</b>	<b>1,012.0</b>	<b>1,070.8</b>	<b>1,073.3</b>

### COLLEGE-WIDE PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of students enrolled in academic programs	19,565	19,956	20,355
# of Associate in Arts students	638	794	752
% minority students	28	28	28
% in-state students	93	93	93
# of Associate degrees awarded	1,082	1,104	1,126
# of diplomas awarded	424	432	441
# of certificates awarded	472	481	491
# of non-credit awards	12,180	12,424	12,672
% continuing education	42	43	43
% employed in Delaware	84	87	87

### OFFICE OF THE PRESIDENT

90-04-01

### ACTIVITIES

#### President

- Provide overall executive management to the College.
- Develop and maintain liaison with the Governor, General Assembly, state and federal agencies, and other institutions of higher education.

#### Fiscal and Information Technology

- Perform centralized functions for campuses including: purchasing, bidding, preparation of purchase orders and payment vouchers, capital equipment inventory, payroll, and budgeting.
- Provide federal program cash control and reporting.
- Serve as clearinghouse for student financial aid.
- Provide and maintain administrative and educational computing systems and services to campuses.
- Recommend new and improved business policies and procedures to use college-wide and monitor activities.

# HIGHER EDUCATION

## 90-00-00

### College Relations, Personnel and Legal Affairs

- Develop and oversee the public relations and marketing programs and special events.
- Administer the Personnel Policy Manual, Personnel Guidelines, Affirmative Action Plan, Professional Development Plan, salary plans, and fringe benefits.
- Develop and implement staff training and development programs.
- Provide advice and counsel to administrators and staff in personnel and legal matters.
- Ensure compliance with related federal and state regulations.

### Academic Affairs

- Direct strategies and long-range planning.
- Provide direction for development of credit courses and programs; monitor faculty workload and student advisement; provide oversight for institutional research; review programs; and research and develop new programs.
- Coordinate Tech Prep, pre-tech, high school matriculation, competency-based instruction and non-credit courses.
- Coordinate development of curriculum guidelines.
- Provide oversight of matriculation with other institutions of higher learning; provide collegewide coordination of the Associate in Arts program; and provide oversight of program-based accreditation processes (i.e., engineering, nursing, etc.).
- Provide and maintain administrative and educational computing systems and services to the campuses.
- Manage and operate the Delaware Tech Computer Center with its attendant systems.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	8,951.9	9,879.1	9,725.6
ASF	--	--	--
<b>TOTAL</b>	<b>8,951.9</b>	<b>9,879.1</b>	<b>9,725.6</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	48.0	50.0	51.0
ASF	--	--	--
NSF	18.0	18.0	18.0
<b>TOTAL</b>	<b>66.0</b>	<b>68.0</b>	<b>69.0</b>

### CAMPUSES

### ACTIVITIES

#### Executive

- Provide executive management of operations.
- Develop and manage grants and contracts.
- Provide institutional research.
- Manage new project and facility planning and development.
- Maintain public and alumni relations.
- Provide personnel, affirmative action, staff training, and supervision.
- Act as liaison with the President's Office, Board of Trustees, State agencies and the Delaware State Clearinghouse Committee.

#### Instruction

- Offer degree, certificate, pre-tech, and adult basic education programs, including GED.
- Offer special workshops and programs as a cultural and educational community service.
- Offer specialized professional and industrial training courses and workshops to local business and industry.
- Administer library and audio-visual services.

#### Student Services

- Host community outreach, student recruitment and high school information programs; and publish curriculum brochures, the College catalog and the student handbook.
- Admit and place students into college programs in accordance with established criteria including interviewing, preparation and entry of student data into the Banner system.
- Provide counseling services for all students in the areas of academic, personal and social concerns.
- Develop a cultural affairs program to meet the needs of the students, staff and community.
- Provide registration procedures on a quarterly basis including the collection of data necessary for statistical and demographic reports, determination of academic status, issuance of grade reports and transcripts, and student orientation.
- Provide job placement services for graduates.
- Offer a Career and Life Planning seminar and a Job Placement seminar for all students.
- Administer the student financial aid program.

#### Business and Fiscal Affairs

- Perform all accounting activities of the campus including processing purchase requisitions, accounts receivable billings, accounts payable invoices and posting of all student records.

## HIGHER EDUCATION 90-00-00

- Process financial aid grants, student loans and work-study checks, and coordinate activities with the Financial Aid Office.
- Collect all monies for tuition and fees, and allocate and deposit these monies to the proper programs and funds.
- Maintain property inventory and controls through shipping and receiving activities.
- Operate motor pool.
- Provide security.
- Provide food service.
- Perform groundskeeping, general maintenance and custodial activities.
- Operate bookstore.

### ***OWENS CAMPUS 90-04-02***

	<b>FUNDING</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	20,274.8	18,216.0	18,647.7
ASF	--	--	--
<b>TOTAL</b>	<b>20,274.8</b>	<b>18,216.0</b>	<b>18,647.7</b>

	<b>POSITIONS</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	199.0	217.0	219.0
ASF	--	--	--
NSF	62.0	65.0	60.0
<b>TOTAL</b>	<b>261.0</b>	<b>282.0</b>	<b>279.0</b>

### ***WILMINGTON CAMPUS 90-04-04***

	<b>FUNDING</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	15,255.8	14,838.1	14,805.1
ASF	--	--	--
<b>TOTAL</b>	<b>15,255.8</b>	<b>14,838.1</b>	<b>14,805.1</b>

	<b>POSITIONS</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	162.0	165.0	167.0
ASF	--	--	--
NSF	56.0	55.0	58.0
<b>TOTAL</b>	<b>218.0</b>	<b>220.0</b>	<b>225.0</b>

### ***STANTON CAMPUS 90-04-05***

	<b>FUNDING</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	20,861.2	16,367.9	16,572.0
ASF	--	--	--
<b>TOTAL</b>	<b>20,861.2</b>	<b>16,367.9</b>	<b>16,572.0</b>

	<b>POSITIONS</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	192.0	205.0	208.0
ASF	--	--	--
NSF	59.0	60.0	60.0
<b>TOTAL</b>	<b>251.0</b>	<b>265.0</b>	<b>268.0</b>

### ***TERRY CAMPUS 90-04-06***

	<b>FUNDING</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	14,073.4	11,779.5	12,029.2
ASF	--	--	--
<b>TOTAL</b>	<b>14,073.4</b>	<b>11,779.5</b>	<b>12,029.2</b>

	<b>POSITIONS</b>		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	132.0	149.0	151.0
ASF	--	--	--
NSF	84.0	86.8	81.3
<b>TOTAL</b>	<b>216.0</b>	<b>235.8</b>	<b>232.3</b>

# HIGHER EDUCATION

## 90-00-00

### DELAWARE INSTITUTE OF VETERINARY MEDICAL EDUCATION 90-07-01

#### MISSION

To initiate, encourage and promote:

- a satisfactory alternative to a state-supported veterinary medical school;
- creation of opportunities for Delaware residents to obtain veterinary training; and
- a strengthening of factors favoring the decision of qualified veterinary personnel to practice in Delaware.

#### BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 1997, the Delaware Institute of Veterinary Medical Education (DIVME) provided funding for three positions at the Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM) which allowed Delaware residents to attend VMRCVM at a cost substantially lower than out-of-state tuition rates.

In Fiscal Year 2000, Delaware became a member of the Southern Regional Education Board (SREB). DIVME utilized saving opportunities that SREB membership opened to keep the number of students in the veterinary medicine program stable.

In Fiscal Year 2004, DIVME provided support for the two remaining students at VMRCVM to complete their studies, five students at the University of Georgia, and six students at Oklahoma State University. Total DIVME enrollment was 13 students.

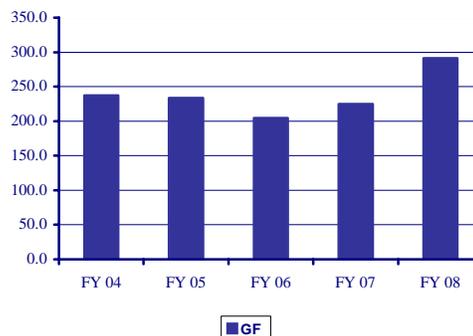
In Fiscal Year 2005, an additional two Delaware students attended the University of Georgia, and an additional two Delaware students attended Oklahoma State University. Total DIVME enrollment was 9 students.

In Fiscal Year 2006, four additional Delaware students attended veterinary school, two at the University of Georgia and two at Oklahoma State University. Total DIVME enrollment was 11 students.

In Fiscal Year 2007, an additional four Delaware students attended veterinary school; two students at the University of Georgia and two at Oklahoma State University. Total DIVME enrollment was 11 students.

In Fiscal Year 2008, an additional four Delaware students will attend veterinary school, two at the University of Georgia and two at Oklahoma State University. Total DIVME enrollment is 13 students.

#### Five-Year Appropriation History



#### FUNDING

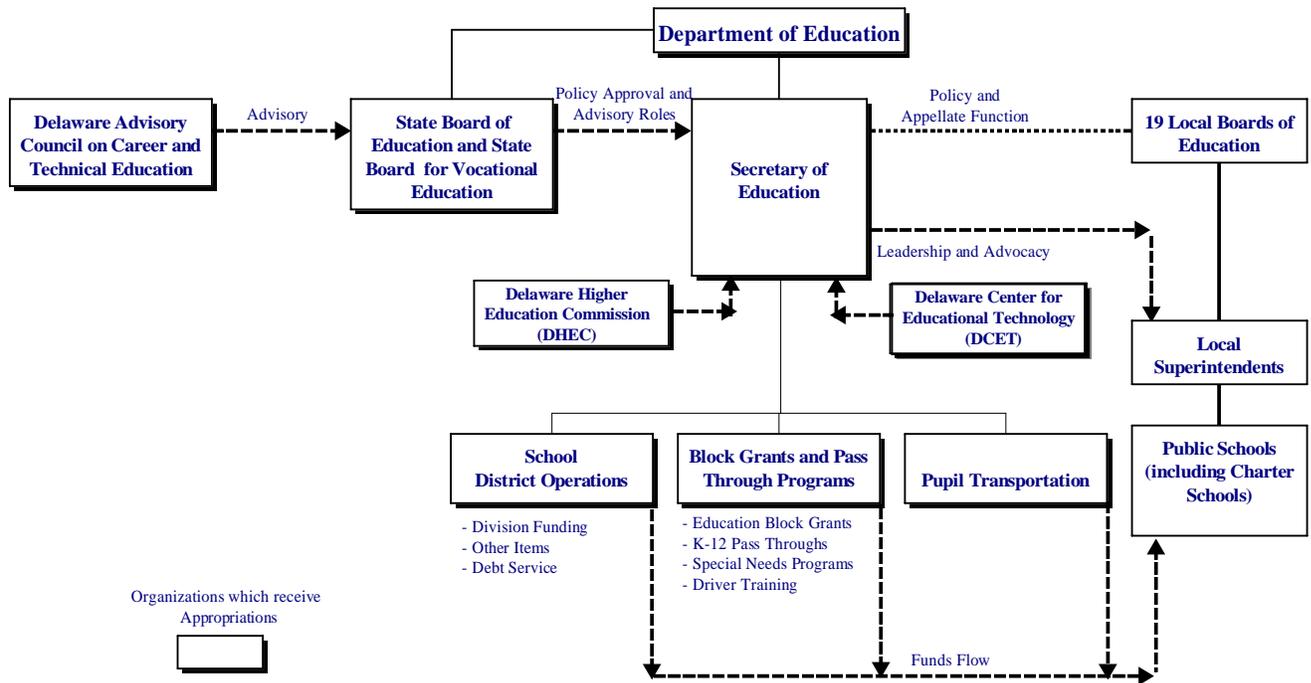
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 Gov. Rec.
GF	224.4	291.2	371.2
ASF	--	--	--
<b>TOTAL</b>	<b>224.4</b>	<b>291.2</b>	<b>371.2</b>

#### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of students supported in veterinary medical schools	11	13	16

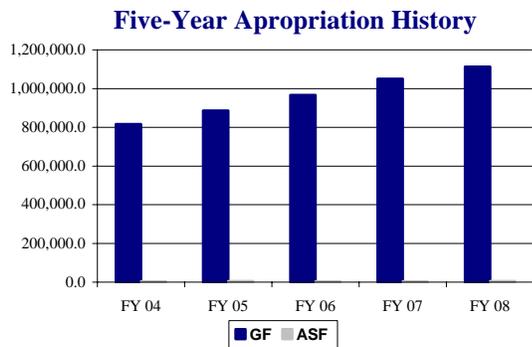
# EDUCATION

## 95-00-00



### MISSION

To promote the highest quality education for every Delaware student by providing visionary leadership and superior service.



### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	68,349.6	1,112,961.7	1,154,793.4
ASF	2,298.6	4,297.7	4,527.5
<b>TOTAL</b>	<b>70,648.2</b>	<b>1,117,259.4</b>	<b>1,159,320.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	12,970.6	13,140.9	13,286.7
ASF	9.0	9.0	9.0
NSF	64.1	66.3	60.5
<b>TOTAL</b>	<b>13,043.7</b>	<b>13,216.2</b>	<b>13,356.2</b>

### FY 2009 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

##### Department of Education

- ◆ Recommend \$2,600.0 for continued implementation of full-day Kindergarten. The total recommended appropriation is \$12,084.5 and will provide full funding in 11 school districts, nine charter schools and continue funding one pilot classroom in two school districts.
- ◆ Recommend \$9,800.0 for projected unit growth of 125 Division I, II and III units in the 2008-2009 school year and \$1,202.7 for actual unit growth in the 2007-2008 school year.
- ◆ Recommend \$3,000.0 for Pupil Transportation due to increased costs and formula updates.

## EDUCATION

95-00-00

- ◆ Recommend \$2,000.0 in Skills, Knowledge and Responsibilities Pay Supplements for increased participation in professional development clusters.
- ◆ Recommend \$1,221.7 in Division III-Equalization as a placeholder pending Equalization Committee recommendations.
- ◆ Recommend \$600.0 in Cafeteria Funds to reflect increased costs.
- ◆ Recommend \$539.7 and 5.8 FTEs to convert federally funded positions due to decreased federal funding.
- ◆ Recommend \$300.0 in Delaware Center for Educational Technology for the Delaware Virtual School and e-learning for Educators.
- ◆ Recommend \$250.0 in Limited English Proficient to address student growth.
- ◆ Recommend \$200.0 for Early Success, Delaware's early childhood plan, to continue implementation.
- ◆ Recommend \$100.0 in Contractual Services to support the Vision Network.

### **Delaware Higher Education Commission**

- ◆ Recommend \$689.0 in SEED Scholarship to support student growth.

### **CAPITAL BUDGET:**

- ◆ Recommend \$132,688.3 for Public Education projects. Included is funding for Minor Capital Improvements, the completion of the Cape Henlopen Fiscal Year 2007 referendum projects, and funding for projects in the Colonial, Appoquinimink, Caesar Rodney, Capital, Smyrna, Lake Forest, Milford and Brandywine school districts. Funding is also recommended for renovations of the water system at Sussex Technical High School and for construction of a new Sterck School for the Deaf.

## DEPARTMENT OF EDUCATION

95-01-00

### **KEY OBJECTIVES**

In cooperation with districts and schools, continuously and significantly increase the percentage of students meeting Delaware standards, thereby improving student readiness for postsecondary education and work.

- All students must be 100 percent proficient by 2013/2014. Delaware public school students' scores by subgroup will meet or exceed the No Child Left Behind (NCLB) targets in English Language Arts and Mathematics.
- English language learners or limited english proficient students will become proficient in English and reach high academic standards, at minimum attaining proficiency or better in Reading/Language Arts and Mathematics.
- All Delaware public school students' scores by subgroup will increase in Grades 4, 6, 8, and 11 in Science and Social Studies.
- All students in academic areas will be taught by highly qualified and effective teachers.
- All students will graduate from high school.
- Students with disabilities will be included in the general education classroom and participating with their non-disabled peers.
- Career and technical education programs will be in place that meet the needs of the community labor market.

Design, develop and implement information systems to enhance the daily operations of the Department of Education, school districts and schools.

- Increase the number of data analysis tools for schools and districts.
- Increase the accuracy of data collections and reporting for federal reporting of school district information.
- Increase the enterprise security for the Department of Education (DOE) network.

Pursue the removal of financial and structural barriers to reform.

- Increase equalized funding across districts and create a more efficient accounting system for the districts and charter schools.

## EDUCATION

### 95-00-00

- Increase the knowledge of education financing amongst policymakers and stakeholders.
- Monitor federal regulations and align Department regulations with State law as needed.

Implement and sustain ancillary and supplemental services to students, districts, educational organizations, human service agencies and DOE to ensure optimal student learning and growth.

- Educate all students in learning environments that are safe, healthy, drug free, and conducive to learning.
- Implement a comprehensive array of integrated, educationally related services to provide full support for local district and school program planning and implementation.
- Implement a comprehensive, coordinated system to ensure charter schools receive quality service as required by Delaware Code and State Board of Education regulations.
- Collaborate and provide comprehensive technical assistance and professional development to ensure public schools fully meet the nutritional needs of all students in accordance with USDA program requirements.
- Provide professional development to all public school personnel participating in the Children's Services Cost Recovery Program (CSCR) to ensure optimal, valid Medicaid reimbursement to the State.

Improve district, school and agency satisfaction regarding the quality of Department leadership, service and communication.

- Improve satisfaction among stakeholders including, parents, educators, students, and the general public.
- Implement an aligned system of professional development and evaluation to allow DOE staff to incorporate customer satisfaction feedback and other information into their annual goal setting.
- Continually improve the information provided to stakeholders.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	27,490.4	32,838.0	33,952.6
ASF	1,993.8	2,371.6	2,601.4
<b>TOTAL</b>	<b>29,484.2</b>	<b>35,209.6</b>	<b>36,554.0</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	136.9	143.2	149.0
ASF	6.0	6.0	6.0
NSF	64.1	65.3	59.5
<b>TOTAL</b>	<b>207.0</b>	<b>214.5</b>	<b>214.5</b>

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### *DEPARTMENT OF EDUCATION*

#### *95-01-01*

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#### ACTIVITIES

##### **Office of the Secretary of Education**

- Determine the educational policies of the State;
- Consult and cooperate with the local boards of education and their employees;
- Provide general supervision in designing educational facilities;
- Survey the educational needs of the State and identify the means for improving educational conditions;
- Adopt rules and regulations for the maintenance, administration and supervision of a general and efficient statewide system of public schools; and
- Manage operations including human resources, legal services, policy development and implementation, and strategic planning.

##### **Finance and Administrative Services**

- Allocate and oversee the administration of state, federal and special funds;
- School plant planning including major and minor capital improvement programs;
- Transportation for public and private schools;
- Health services;
- School choice;
- Food and nutrition services;
- Financial management;
- School support services; and
- District and charter school board training.

##### **Curriculum and Instructional Improvement**

- Provide a system of high quality professional development targeted at areas of greatest student need;

# EDUCATION

**95-00-00**

- Develop a web-based support system to facilitate planning, applications, reporting, evaluation and monitoring of all federal and state resources;
- Maintain the continuous school improvement system with special focus on schools under improvement;
- Implement early childhood initiatives to support quality early care and education programs for all pre-school children;
- Support literacy programs from pre-school through high school;
- Offer professional development and technical assistance as it applies to all content areas;
- Ensure access to appropriate curriculum for all children through curriculum development, professional development and other technical assistance around universal design for learning and differentiated instructional strategies;
- Operate the Delaware Science Coalition including the warehouse;
- Support services for special need students including children with disabilities, children in poverty (Title I), English language learners and homeless and migrant children; and
- Encourage parents and families involvement.

**Assessment and Accountability**

- Develop and deliver the Delaware Student Testing Program (DSTP);
- Analyze and report student, school, district and state test results;
- Train school district test coordinators;
- Oversee student, school and district accountability requirements;
- Technical assistance and professional development for assessment and accountability;
- Establish requirements for test inclusion for students with disabilities or limited English proficiency;
- Administer educator licensure and certification, alternative routes to teacher certification, new educator mentoring programs and National Board Certification for teachers;
- Oversee and revise the Delaware Performance Appraisal System (DPAS);
- Pilot DPAS II;
- Administer educational services for veterans;
- Coordinate staff for the Delaware Principals Academy;
- Data collection and reporting; and
- Design and implement data systems including data warehouse.

**Adult Education and Work Force Development**

- Adult education, including prison education, Adult Basic Education, Groves High School, Even Start and family literacy programs;
- Career and technical education;
- Delaware Center for Educational Technology;
- Delaware Interscholastic Athletic Association;
- Driver education; and
- School discipline and emergency preparedness.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
% of students at or above proficiency in:			
English Language Arts	78	68	73
Mathematics	70	50	58
% of students at or above proficiency in Science:			
Grade 4	91.5	93.3	95.0
Grade 6	78.5	80.1	81.7
Grade 8	58.4	59.6	60.8
Grade 11	64.9	66.2	67.5
% of students at or above proficiency in Social Studies:			
Grade 4	70.1	71.5	72.9
Grade 6	61.1	62.3	63.5
Grade 8	50.8	51.8	52.8
Grade 11	53.2	54.3	55.4
% of classes taught by highly qualified teachers statewide	90.7	100	100
# of educators trained in DPAS II	1,072	2,711	10,572
# of DPAS II implementations:			
districts	2	6	19
charter schools	0	3	17
# of protégés participating in teacher mentoring	1,152	1,250	1,375
Mentors participating in teacher mentoring:			
# of lead mentors	105	105	110
# of teacher mentors	1,102	1,175	1,250
# of professional development clusters	34	40	35
# of teachers completing clusters	2,072	2,800	3,400
% of students graduating	83.6	81.0	82.5
% of districts with student success plans in place	50	100	100

**EDUCATION**  
**95-00-00**

**SCHOOL DISTRICT OPERATIONS**  
**95-02-00**

	FUNDING		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	1,489.5	852,276.6	892,802.0
ASF	--	--	--
<b>TOTAL</b>	<b>1,489.5</b>	<b>852,276.6</b>	<b>892,802.0</b>

	POSITIONS		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	12,770.0	12,932.0	13,071.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>12,770.0</b>	<b>12,932.0</b>	<b>13,071.0</b>

***DIVISION FUNDING***  
**95-02-01**

**ACTIVITIES**

This unit contains the funding lines for school district operations including Division I (salary and employment costs), Division II (energy and all other costs) and Division III (equalization).

***OTHER ITEMS***  
**95-02-02**

**ACTIVITIES**

This unit contains funding for Delmar Tuition which provides funding for the imbalance in the cost of students from Delaware sent to Maryland schools and Maryland students sent to Delmar, Delaware; the General Contingency, which provides for annual unit growth; and other miscellaneous items.

***DEBT SERVICE***  
**95-02-03**

**ACTIVITY**

This unit contains funding for the payment of State debt service on the Capital Improvement program.

**BLOCK GRANTS AND PASS THROUGH PROGRAMS**  
**95-03-00**

	FUNDING		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	22,899.5	132,109.9	128,158.1
ASF	304.8	1,926.1	1,926.1
<b>TOTAL</b>	<b>23,204.3</b>	<b>134,036.0</b>	<b>130,084.2</b>

	POSITIONS		
	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	46.7	48.7	49.7
ASF	3.0	3.0	3.0
NSF	--	--	--
<b>TOTAL</b>	<b>49.7</b>	<b>51.7</b>	<b>52.7</b>

***EDUCATION BLOCK GRANTS***  
**95-03-10**

**ACTIVITIES**

- **Adult Education and Work Force Training Block Grant** is used to fund the following programs: Adult Trade Extension/Apprentice program, James H. Groves High School, Diploma-at-a-Distance, Adult Basic Education, New Castle County Learning Center, Delaware Skills Center, Alternative Secondary Education Program, Interagency Council on Adult Literacy, Communities in Schools program and Marine Mechanics Apprentice program.
- **Professional Accountability and Instructional Advancement Fund** contains funding for professional development including Alternative Routes to Certification, National Board Certification, Curriculum Development, Professional Mentoring, Delaware Principals Academy and Summer School for Teachers.
- **Academic Excellence Block Grant** provides districts one unit for each 250 pupils. Districts may use these funds for a variety of purposes. This block grant also provides a flat allocation per Division I unit for district computer grants, homebound instruction, substitute teachers, nurse staffing, student work study, conflict resolution training and extended day or year services.

## EDUCATION

95-00-00

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### *K-12 PASS THROUGHS*

95-03-15

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#### ACTIVITY

- **Pregnant Students** provides the education component to pregnant students in the Delaware Adolescent Program, Inc.

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### *SPECIAL NEEDS PROGRAM*

95-03-20

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#### ACTIVITIES

- **Early Childhood Assistance** provides early childhood educational services to eligible four-year-old children living in poverty.
  - **Program for Children with Disabilities** provides educational services to developmentally delayed three to five-year-old children. The appropriation is allocated by the Interagency Resource Management Committee (IRMC) which consists of representatives from several state agencies. The IRMC assesses proposals for service delivery annually and monitors ongoing efforts in this area.
  - **Unique Alternatives** provides for the placement of special needs children in private settings when there is no suitable program to serve them in Delaware public schools, and also provides alternative education formats within districts.
  - **Exceptional Student Unit Vocational** continues the program of vocational education for handicapped students.
  - **Related Services for the Handicapped** provides one unit for each 30 units of handicapped students, excluding those units for autistic, severely mentally handicapped, deaf/blind, orthopedically handicapped and hearing impaired. This unit provides such services as speech therapy, occupational therapy, physical therapy or special counseling services.
  - **Adolescent Day Program** is a hospital-based, day program for adolescents located at the Medical Center of Delaware in Christiana. It serves students with chronic and degenerative conditions in an educational and therapeutic environment. The educational component of this program is operated by the Red Clay School District.
  - **Sterck Summer Program** is a summer program for students at Sterck School for the Deaf.
  - **Tech-Prep 2 + 2** is the State consortium on technical preparation programs.
- **First State School** serves children with health conditions so severe they are not able to attend school on a regular basis.
  - **Prison Education** provide a variety of educational services including adult basic education, GED, Groves High School and vocational and life skills programs.
  - **Innovative After-School Initiatives** fund pilot programs in grades 5-10 that are developed to provide additional academic support and enhancement for students.
  - **Student Discipline Programs** provide alternative school sites for severely disruptive pupils. These programs provide grants for school-based intervention programs for moderately disruptive pupils, as well as for community-based and school-based prevention programs.
  - **Extra Time for Students** provides additional instructional time outside of the regular school day or year for students underachieving in the four core content areas (Mathematics, Science, Social Studies and English/Language Arts).
  - **Reading Resource Teachers** are provided to schools serving grades K-5 to improve reading performance.
  - **Math Specialists** are provided to schools serving grades 6-8 to improve math performance.
  - **Limited English Proficient** provides English as a second language (ESL) or bilingual instruction to increase English language proficiency and to develop communicative and cognitive academic language skills.
  - **Early Childhood Initiatives** serve children from birth to age five to ensure that all young children enter school prepared to succeed. This plan is called Early Success.
  - **Children Services Cost Recovery Project** is a program aimed at the recovery of Medicaid funds for reimbursable services that are currently being provided.

**EDUCATION**  
**95-00-00**

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of federal gun-free violations (students)	0	0	0
# of reporting School Crimes Law violations (students)	1,474	1,450	1,400
# of expulsions for reporting School Crimes Law violations	107	95	90
Prison education enrollment by institution:			
Delaware Correctional Center	659	672	686
Sussex Correctional Institution	477	486	495
Baylor Delores J. Correctional Institution	262	267	273
Howard R. Young Correctional Institution	453	462	471
# of inmates participating in the following prison education services:			
Adult Basic Education	947	966	985
GED	342	349	356
lifeskills	314	320	323
college	122	124	127
vocational	249	254	259

**DRIVER TRAINING**  
**95-03-30**

**ACTIVITIES**

This unit provides funding for driver education teachers for non-public school students, summer students and operation and maintenance of driver education cars in both public and non-public schools.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of students completing the Driver Education program:			
public	8,644	8,700	8,744
non-public	1,549	1,600	1,600
summer	352	400	400

**PUPIL TRANSPORTATION**  
**95-04-00**

**KEY OBJECTIVE**

- Implement a state-level driver training program for bus drivers and aides which will further increase student safety while traveling on a school bus.

**BACKGROUND AND ACCOMPLISHMENTS**

This unit provides transportation to and from school for Delaware public school children and provides some allowance to parents of non-public pupils for transportation.

During the 2006-2007 school year, approximately 107,500 students (including charter school students and excluding non-public schools) were transported over 23 million miles on 1,700 school buses. There were 234 school bus-related accidents (all school buses) in 2006-2007. In addition, over 5,800 school bus contract addendums were processed.

**FUNDING**

	<b>FY 2007 ACTUAL</b>	<b>FY 2008 BUDGET</b>	<b>FY 2009 GOV. REC.</b>
GF	8,718.1	85,880.7	88,880.7
ASF	--	--	--
<b>TOTAL</b>	<b>8,718.1</b>	<b>85,880.7</b>	<b>88,880.7</b>

**TRANSPORTATION**  
**95-04-01**

**ACTIVITY**

- Provide transportation to and from school.

**PERFORMANCE MEASURES**

	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Gov. Rec.</b>
# of public school pupils transported	107,200	107,500	108,000
# of school bus accidents related to school bus driver	234	<175	<175
# of contracted school bus routes	1,167	1,129	1,145
# of district school bus routes	462	488	495

# EDUCATION

## 95-00-00

### DELAWARE ADVISORY COUNCIL ON CAREER AND TECHNICAL EDUCATION (DACCTE) 95-06-00

#### MISSION

To strengthen and enhance the career and technical education delivery system and to assist the State in providing quality programs and expanded opportunities for all citizens.

#### KEY OBJECTIVES

- Evaluate career and technical education programs and services.
- Provide technical assistance to local school districts, agencies and other organizations to enhance and improve the career and technical education delivery system.
- Advise policymakers on the development of, and changes to, state and federal laws, rules and regulations impacting career and technical education.
- Promote coordination, collaboration and effective partnerships among business, industry, labor, education and employment and training programs to help meet the economic needs of the State.
- Disseminate relevant career information to teachers, counselors, students and the general public.

#### BACKGROUND AND ACCOMPLISHMENTS

The Delaware Advisory Council on Career and Vocational Education (DACCVE) was established by 14 Del. C. c. 86. In June 2005, House Bill 71 updated the Delaware Code and changed the name of the agency to the Delaware Advisory Council on Career and Technical Education (DACCTE). DACCTE members are appointed by the Governor from both the private and public sectors. The membership includes representatives from business, industry, labor, trade and military organizations; and educators representing secondary, postsecondary, career guidance and counseling, and special needs populations.

DACCTE makes policy recommendations to the Governor, General Assembly, DOE and State Board of Education on matters pertaining to career and technical education in Delaware.

DACCTE monitors and evaluates career and technical education programs and services in local school districts and other organizations to ensure that these programs and services are in compliance with state and federal standards.

#### Accomplishments

- Conducted in-service activities for middle and high school teachers, administrators and counselors relating to the development and implementation of Career Pathways in all schools.
- Secured additional funding to improve and expand the activities of Career and Technical Student organizations.
- Provided input and support to amend the Delaware Code to ensure that State occupational-vocational unit funds (Division II) are used for the courses and programs that generate the units.
- Assisted in the development of the State Plan for Vocational Education and amendments to the Plan regarding the federal mandates and funding under the Perkins Vocational Education Act.
- Provided input and technical assistance to the Office of the Auditor of Accounts relating to procedures of engagement of occupational-vocational unit funding in Delaware school districts.
- Partnered with other agencies to develop, implement and expand the statewide Tech Prep Consortium and programs in the secondary and postsecondary schools.
- Provided resources to develop the *Delaware Career Compass* and *Teachers Guide* and technical assistance to promote and disseminate these publications to middle and high schools annually.
- Provided resources to improve Business/Marketing, Agri-Science, Family and Consumer Science, and Technology Education programs.
- Conducted statewide workshops for teachers and school administrators regarding federal and state regulations and funding of career and technical programs.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	306.9	332.6	338.3
ASF	--	--	--
<b>TOTAL</b>	<b>306.9</b>	<b>332.6</b>	<b>338.3</b>

## EDUCATION 95-00-00

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

### **ADVISORY COUNCIL**

#### **95-06-01**

### ACTIVITIES

- Hold quarterly council meetings to review pertinent issues and identify initiatives that will strengthen the career and technical education delivery system and conduct other official business.
- Conduct on-site evaluations of career and technical education programs and services in secondary schools to determine their compliance with state and federal standards.
- Provide technical assistance to local comprehensive high schools to develop sequential career and technical pathways that will better prepare students for the workforce.
- Recommend policy for the development of the State Plan for Career and Technical Education and any amendments to the State Plan.
- Conduct special studies and audits as requested by the Governor, General Assembly and State Board of Education.
- Design and implement professional development and curriculum workshops for individuals from the public and private sectors involved in the delivery of career and technical education programs and services.
- Provide support and resources for the leadership training and skills development activities of Career and Technical Student organizations.
- Develop and disseminate career-related publications, guides, newsletters and reports.
- Provide technical assistance to local advisory committees for career and technical education programs in middle and high schools.
- Collaborate with various agencies to pursue strategies that will lead to a statewide comprehensive workforce development system.
- Develop and publish an annual report on issues relevant to career and technical education in Delaware.
- Recognize outstanding contributions of private and public sector individuals, businesses and

organizations to the field of career and technical education through a statewide awards program.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of on-site career and technical education program reviews/monitoring visits	47	50	50
# of participants in DACCTE sponsored workshops/conferences	*1,218	475	500
# of career-related publications and newsletters disseminated	62,702	52,625	63,000

*\* Includes statewide student conferences.*

## EDUCATION

### 95-00-00

#### **DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY**

##### **95-07-00**

#### MISSION

The Delaware Center for Educational Technology (DCET) is committed to help empower children, through the use of information and technology, to achieve higher standards in education.

DCET's goal is to create a technologically literate 21st century workforce that will help attract and retain high technology companies in Delaware.

#### KEY OBJECTIVES

- Conduct professional development activities to assist educators with utilizing technology in curriculum instruction.
- Provide professional development opportunities through online courses (eLearning Delaware).
- Assist with the integration of technology and curriculum in public education throughout the State.
- Coordinate the evaluation and implementation of educational technology applications.
- Implement the Delaware Virtual School according to the implementation plan.

#### BACKGROUND AND ACCOMPLISHMENTS

The focus of DCET is to create and maintain a modern educational technology infrastructure in Delaware's public schools, enabling students to meet the academic standards set by the State Board of Education.

DCET is governed by a 13-member Board of Directors consisting of three gubernatorial appointees, two public school superintendents, two public school principals, one district technology coordinator, two public school teachers, Secretary of Education and State Chief Information Officer. The State Librarian, Director of the Office of Management and Budget, Controller General, Secretary of Finance and one representative designated by each of the presidents of the three Delaware public institutions of higher education, are ex-officio, non-voting members of the board.

Upon completion of the public school wiring project, DCET initiated the Server and Infrastructure Enhancement Project. These projects created the core of the statewide pupil accounting system and ensured that

there was a server in every school capable of meeting the needs of the students.

DCET received a Council of State Governments 2002 Innovations Award for the Traveling Computer Lab. The lab utilizes wireless technology to demonstrate extending wires in the wall throughout the classroom, gives schools an opportunity to test drive the latest technology in the classroom, and gives teachers an opportunity to implement projects that they would not ordinarily be able to conduct.

eLearning Delaware has been a tremendous success in offering online professional development to educators. All online course offerings have been filled to capacity with waiting lists.

#### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	824.1	2,399.3	2,706.8
ASF	--	--	--
<b>TOTAL</b>	<b>824.1</b>	<b>2,399.3</b>	<b>2,706.8</b>

#### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

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#### **DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY (DCET)**

##### **95-07-01**

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#### ACTIVITIES

- Provide statewide leadership to eLearning Delaware, the Delaware implementation of the eLearning for Educators initiative, an online professional development initiative partially funded through the federal Ready to Teach program.
- Implement the Delaware Virtual School.
- Initiate professional development activities in support of districts that utilize the Level of Technology Implementation (LoTi) and the DETAILS for the 21st Century Questionnaire that provides data to drive professional development needs of teachers.
- Refurbish donated computers that are suitable for school use.
- Conduct an annual technology survey in public schools.

## EDUCATION 95-00-00

- Provide for ongoing professional development to allow educators to be comfortable with using technology as part of their curriculum.
- Initiate statewide educational technology procurement contracts.
- Assist DOE with the implementation of a web-based professional development registration and management system.
- Support technology planning initiatives in Delaware's public schools.
- Support the federally-funded Enhancing Education Through Technology (EETT) program.
- Increase the number and efficiency of information systems available to school districts and schools.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of educators attending the annual Instructional Technology Conference	525	525	525
# of teachers taking online courses through eLearning Delaware	466	500	600
% of districts with at least one computer in all classrooms	100	100	100
% of districts voluntarily having teachers take the LoTi questionnaire	85	90	95
# of high school students taking online courses through the Delaware Virtual School	*	300	1,000

*\*New performance measure.*

## DELAWARE HIGHER EDUCATION COMMISSION 95-08-00

### MISSION

The Higher Education Commission seeks to increase awareness of, and access to, higher education for Delaware students; to respond to public demand for guidance; to effectively administer a variety of student aid and contract programs; and to meet higher education information needs for State policy and economic development.

### KEY OBJECTIVES

- Ensure that higher education is accessible and affordable to Delaware students by providing financial assistance and guidance services.
- Increase awareness of the benefits of higher education, support early academic and financial preparation for higher education, and facilitate families saving for college.
- Ensure that higher and secondary education curricula, and student achievement standards are aligned to facilitate student readiness to enter college.
- Identify and implement methods to ensure a seamless transition from secondary education to college.
- Enhance capacity for quality data collection and reporting, and provide access to comparative regional and national data.
- Expand and promote educational opportunities through interstate agreements.
- Administer state, federal and private student financial aid programs, and assist with the development of private scholarship programs.

### BACKGROUND AND ACCOMPLISHMENTS

The Postsecondary Education Commission was created in 1975 to coordinate State efforts in higher education. In 1979, the Commission was assigned administration of a need-based grant program. Other student financial aid programs, including the Delaware Higher Education Loan program, were assigned in subsequent years. In 1991, the Commission was renamed the Higher Education Commission. In 2001, legislation was passed to integrate the Commission into the Department of Education.

# EDUCATION

## 95-00-00

The Commission works with State agencies, school districts, Delaware colleges, community organizations and private industry to develop student guidance and financial aid programs. The Commission also administers nine private scholarship programs, publishes the annual Scholarship Compendium (which lists approximately 200 public and private scholarships), and develops college planning checklists and other materials for high school students. In partnership with the State Treasurer's Office and Pension Office, the Commission provides administrative and advisory support to the College Investment Plan.

In 1998, Delaware joined the Southern Regional Education Board (SREB), an interstate compact of 16 southern states. The Commission works closely with SREB to direct attention to key education issues; collect, compile, and analyze comparable data; administer contract programs that provide student financial assistance; and participate in studies and surveys that assist states and institutions in forming long-range plans, actions and policy proposals.

The Commission is the designated SHEEO (State Higher Education Executive Officers) agency and works with the organization to establish best practices in higher education.

The Commission is also a member of NASSGAP (National Association of State Student Grant and Aid Programs), which serves as a collaborative voice among state higher education agencies regarding directives from the U.S. Department of Education.

### FUNDING

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	6,621.1	7,124.6	7,954.9
ASF	--	--	--
<b>TOTAL</b>	<b>6,621.1</b>	<b>7,124.6</b>	<b>7,954.9</b>

### POSITIONS

	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	1.0	1.0
<b>TOTAL</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</b>

## *DELAWARE HIGHER EDUCATION COMMISSION*

### *95-08-01*

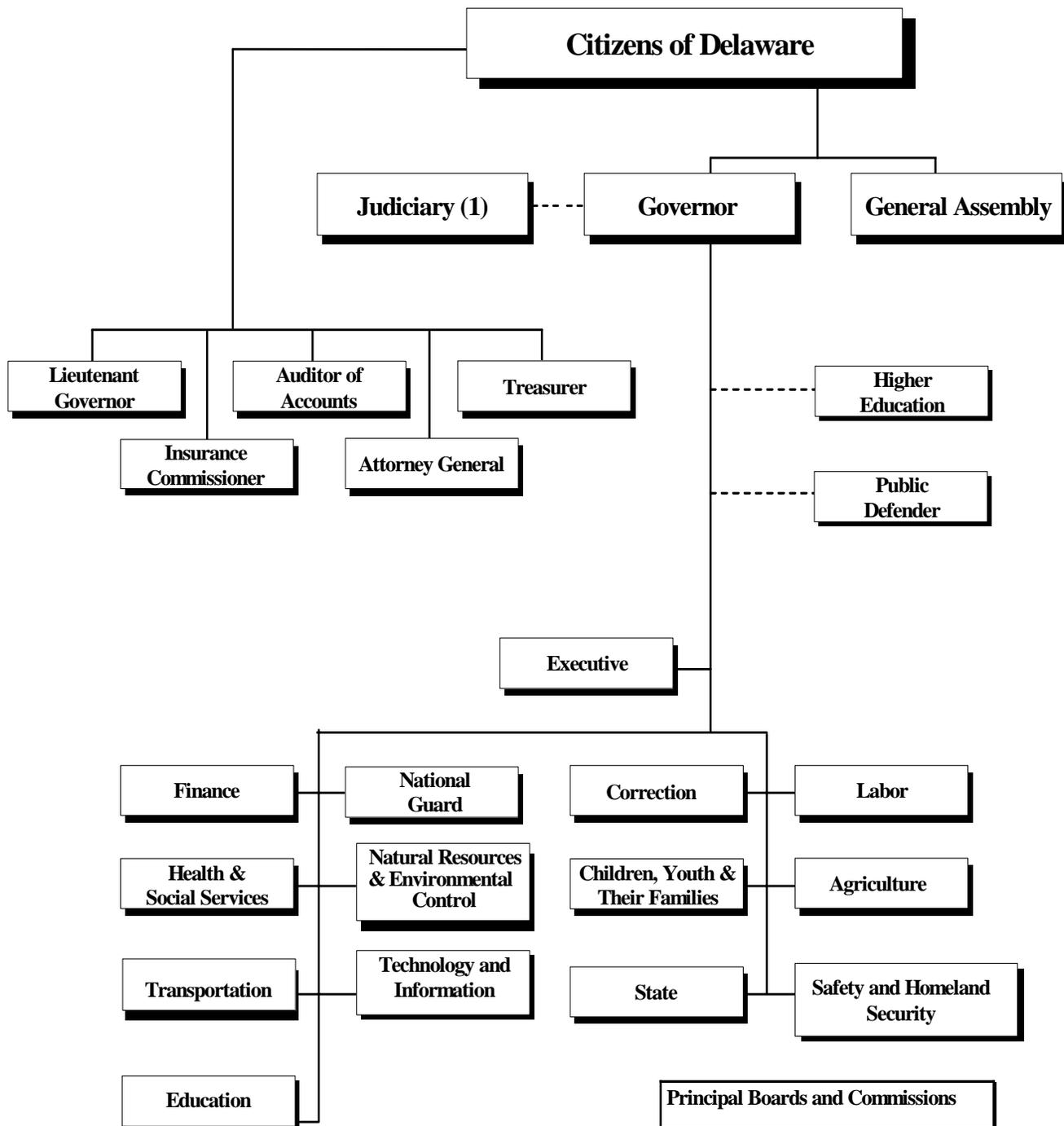
### ACTIVITIES

- Improve higher education data that is available to policymakers by supporting data collection and reporting of state, regional and national data.
- Serve as a resource for all aspects of college preparation, financing and admissions.
- Administer 23 State financial aid programs to provide appropriate need and merit-based financial aid to students.
- Provide information to students about the Academic Common Market and coordinate the approval process for eligible students to receive in-state tuition at participating southern colleges with the SREB.
- Provide financial aid opportunities for current teachers who are pursuing certification in a critical shortage area as defined by the Department.
- Administer the Delaware State Loan Repayment program to assist with repayment of outstanding loans through service commitment.
- Provide administrative link with Fidelity Investments in promotion of the College Investment Plan.
- Collaborate with other state departments and agencies to design and implement programs that financially assist individuals to meet the needs of the State's employment shortage areas.
- Increase the number of Delaware students and residents pursuing post-secondary school opportunities and adult education programs.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Budget	FY 2009 Gov. Rec.
# of recipients:			
Brad Barnes Scholarship	4	4	4
Scholarship Incentive Program (ScIP)	1,584	1,537	1,350
Student Excellence Equals Degree (SEED)	820	1,375	1,600

# STATE OF DELAWARE ORGANIZATION CHART



(1) Judiciary - All Judges are appointed by the Governor with the consent of the Senate.

- Board of Education
- Elections
- Exceptional Citizens
- Fire Prevention
- Parole

# THE DELAWARE BUDGET PROCESS

## BACKGROUND

Since Fiscal Year 1988, the State has incorporated strategic planning in the budget process with the intent to help agencies: a) recognize the requisite linkages between proper strategic planning and appropriate budgeting; b) inject a programmatic focus to budgeting for the delivery of state services; c) promote participation in the budgetary process; and d) permit the execution of an outcome-oriented vision of the state's planned activities wherein the actual rendering of a budget is only one step in a series of steps in an integrated planning and budgeting process.

Significant features of the strategic planning and budgeting processes include:

- 1) A heavy emphasis on a "front-end" planning process which encourages intra- and inter-departmental communication. Intra-departmental communication is facilitated through the creation of a department-level steering committee that coordinates and drives the planning and budgeting processes.
- 2) An opportunity for each department to re-evaluate whether it is organized in the most appropriate manner to effectively plan and implement programs and strategies and to change its structure if it is not.
- 3) An internal agency strategic planning process which includes the following steps:
  - ◆ Development of a mission statement that defines the business in which the agency is engaged and what purposes it wants to accomplish.
  - ◆ Completion of an environmental scan - a comprehensive assessment of the internal and external factors and "stakeholders" affecting the organization's mission.
  - ◆ Identification of core essential state services the agency delivers (the fundamental activities an agency is created to undertake).

From this background, the agency develops:

- ◆ The key objectives which it will pursue in support of its mission. These objectives are written as qualitative or quantitative statements expanding on policy to describe in measurable and commonly understood terms what results the agency wants to achieve and in what time frame; and

- ◆ The strategies, usually in the form of programs or initiatives, which will be carried out to achieve the key objectives. These strategies will become the basis for the agency's budget request.

- 4) The development of a systematic approach to monitoring progress toward the achievement of key objectives through use of performance measures derived from objectives and focused on outcomes. The goals of this process are to improve accountability of managers and to enhance decision-making by providing information about which strategies work and which do not.

Under this strategic planning process, departments are organized into three levels:

- 1) Department - same as currently constituted. Usually specified in the Delaware Code.
- 2) Appropriation Unit (APU) - major subdivision within a department or agency and comprised of one or more IPU's.
- 3) Internal Program Unit (IPU) - the smallest organizational level used for budget purposes; a key level for budget development and tracking; may approximate a "program."

## BUDGET PROCESS AND OUTPUTS

To support a more strategic view, the Governor's Recommended Budget contains Volume I which includes summary financial data but emphasizes the Governor's policy agenda and a narrative description of agencies and their programs. The format reflects the strategic direction of agencies. An important part of this effort is the requirement that all agencies craft a mission statement, key objectives and accomplishments (past and planned) from which performance can be measured.

All key activities must be identified and systematically analyzed. These activities may be programmatic or administrative in nature.

In Fiscal Year 1998, a new budgeting computer system was piloted, the Budget Development and Information System (BDIS). This system is a client-server application using a relational database. It allows greater flexibility in budgeting and more importantly, provides the tools necessary for improved analysis and the resultant increase in the efficient use of funds.

## THE DELAWARE BUDGET PROCESS

Since the Fiscal Year 1999 budget cycle that began July 1, 1997, BDIS has been used on a statewide basis using personal computers through access to the state's wide area network.

The departmental sections in Volume I contain information categorized as follows:

- ◆ Organizational Chart
- ◆ Department Mission and Key Objectives
- ◆ Five-Year Bar Chart of Departmental Budget Act Appropriations
- ◆ Budget and Personnel Charts
- ◆ Governor's Recommended Operating Budget Highlights and Capital Budget Highlights
- ◆ Subordinate organization Mission, Key Objectives, Background and Accomplishments, Activities, Budget and Personnel Charts, and Performance Measures.

The *Organizational Chart, Department Mission and Key Objectives* are the highest levels of summarization for a department. It presents an organizational chart, a broad overview of the department's mission and key objectives and identifies significant issues and changes in operating methods. All subordinate organization objectives derive from, and contribute toward, the attainment of the departmental objectives. The Governor's Recommended Budget Highlights reflect significant funding or program recommendations.

The *Five-Year Bar Chart of Department Appropriations* provides Budget Act appropriations by funding type (General Fund (GF), Appropriated Special Fund (ASF), etc.) for the previous five fiscal years at a glance.

The *Funding and Position Charts* show by fund type the actual expenditures and positions for the previous fiscal year; the current fiscal year's budget appropriation and positions; and the Governor's recommended appropriation and positions for the next fiscal year.

The *Operating Budget Highlights* section identifies the Governor's major recommendations for operating budget programs and issues with emphasis on items supporting her policy agenda.

The *Capital Budget Highlights* section identifies the Governor's major recommendations for transportation projects, and new or previously funded construction projects for state agencies. This section highlights

funding to preserve and enhance Delaware's infrastructure and foster economic growth.

The subordinate organization *Mission, Key Objectives, Background and Accomplishments, Activities, Budget Chart, Personnel Chart* and *Performance Measures* provide the details necessary to understand the programs and services provided by the organization. Also included in Volume I are detailed statewide financial statements.

Volume II provides the detailed financial data for each agency to include history, requested funding and recommended funding.

## EXPLANATION OF FINANCIAL SCHEDULES

**Exhibit A** is a summarized report of financial operations of the General Fund of the State. This statement shows the actual General Fund revenue by sources and the expenditures by departments for Fiscal Year 2007, as well as the estimated revenue and available appropriations for Fiscal Year 2008. The last column on the right reflects the estimated revenue and the recommended appropriations for Fiscal Year 2009. Also indicated is the condition of the cash account of the General Fund that may prevail at the ending of Fiscal Year 2008 if revenue, as estimated, is realized and if recommended appropriations are approved. This statement further reflects financial information on the appropriation limit and the budget reserve account, as required by the State Constitution.

**Schedule A-1** is a supporting statement of the Fiscal Year 2008 Appropriations column of Exhibit A. It identifies the estimated expenditures for Fiscal Year 2008 classified by department and source of appropriations.

**Schedule A-2** is a supporting statement of the Fiscal Year 2008 Budget Act column of Schedule A-1. It identifies the Fiscal Year 2008 General Fund appropriations by department and major category of expenditure. It also identifies authorized positions for both General Fund and special fund.

**Schedule A-3** is a supporting statement of the expenditure section of Exhibit A. It identifies the Fiscal Year 2008 recommended General Fund appropriations by department and major category of expenditure. It also identifies authorized positions for both General Fund and special fund.

**Exhibit B** shows the revenues from all sources and the expenditures of all departments, both General Fund and special funds (refers to Appropriated, Non-Appropriated, Federal, Bond and other state funds), consolidated in comparative form for Fiscal Years 2006 and 2007.

**Schedule B-1** is a supporting statement of the General Fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2007. Also indicated are the General Fund reversions by department. The category amounts in this schedule reflect expenditures by accounting object codes and are not comparable to amounts shown in Schedules A-2 and A-3, which reflect expenditures by appropriation code.

**Schedule B-2** is a supporting statement of the special fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2007.

**Exhibit C** is a summarized statement of capital improvement fund expenditures by department for Fiscal Year 2007. The funding sources are long-term debt and other special funds designated for capital improvement purposes.

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### Note

Depending upon the exhibits or schedules utilized, all amounts presented have either been rounded with the elimination of cents or to the nearest one hundred (i.e., \$1,700 would be \$1.7). Accordingly, rounding may result in some columns not totaling to the amount indicated but should be within reasonable variance.

**General Fund - Consolidated Statement of Revenues and Expenditures**  
**Showing Results of Transactions for Fiscal Years as Captioned**

	2007 Actual	2008 Estimated	2009 Estimated
<b>REVENUES</b>			
Personal Income Taxes	1,172,837.3	1,210,200.0	1,266,600.0
Corporation Income Taxes	190,802.6	185,800.0	176,500.0
Franchise Taxes	540,447.1	567,400.0	590,200.0
Business and Occupational Gross Receipts Taxes	157,311.7	158,000.0	164,800.0
Hospital Board and Treatment Sales	63,568.4	71,500.0	80,100.0
Dividends and Interest	25,265.7	25,300.0	25,900.0
Public Utility Taxes	46,155.6	47,500.0	49,900.0
Cigarette Taxes	88,288.7	133,000.0	151,800.0
Estate Taxes	366.4	100.0	-
Realty Transfer Taxes	90,933.9	84,100.0	82,000.0
Insurance Taxes	88,253.5	90,100.0	95,100.0
Abandoned Property	364,880.1	369,000.0	380,000.0
Limited Partnerships & Limited Liability Corporations	91,944.8	107,600.0	120,600.0
Business Entity Fees	65,416.8	69,900.0	72,700.0
Bank Franchise Taxes	175,160.5	143,900.0	159,700.0
Uniform Commercial Code	13,016.5	14,300.0	13,300.0
Lottery Sales	256,700.0	257,000.0	264,500.0
Other Revenue by Departments	103,538.4	90,600.0	93,700.0
<b>TOTAL REVENUES</b>	<b>3,534,888.1</b>	<b>3,625,300.0</b>	<b>3,787,400.0</b>
LESS: Revenue Refunds	<u>(244,676.0)</u>	<u>(247,600.0)</u>	<u>(263,300.0)</u>
<b>SUB-TOTAL</b>	<b>3,290,212.1</b>	<b>3,377,700.0</b>	<b>3,524,100.0</b>
<b>Revenue Adjustments</b>			<u>23,800.0 *</u>
<b>NET REVENUES</b>	<b><u>3,290,212.1</u></b>	<b><u>3,377,700.0</u></b>	<b><u>3,547,900.0</u></b>
<b>EXPENDITURES</b>			
Legislative	13,174.0	20,319.2	15,414.4
Judicial	89,391.0	92,029.6	91,390.3
Executive	275,008.3	290,541.5	150,102.3
Technology and Information	37,646.8	40,970.4	39,929.8
Other Elective	56,542.1	89,178.4	53,488.1
Legal	41,614.2	44,152.3	45,590.4
State	25,591.5	48,934.9	35,890.9
Finance	45,627.5	36,512.6	21,130.2
Health and Social Services	852,546.2	965,538.7	959,153.6
Services for Children, Youth and Their Families	131,659.7	138,075.4	136,601.9
Correction	252,143.3	264,889.0	258,958.1
Natural Resources and Environmental Control	70,494.9	96,101.0	44,596.0
Safety and Homeland Security	120,875.2	128,346.1	126,973.3
Transportation	1,980.8	3.2	-
Labor	7,329.8	7,576.6	7,524.3
Agriculture	9,276.2	10,316.9	9,079.3
Elections	7,148.9	4,336.3	4,145.5
Fire Prevention Commission	5,250.2	5,166.8	4,746.6
Delaware National Guard	3,945.5	5,281.5	4,886.2
Advisory Council for Exceptional Citizens	172.0	184.5	184.9
<b>TOTAL - DEPARTMENTS</b>	<b>2,047,418.1</b>	<b>2,288,454.9</b>	<b>2,009,786.1</b>
Higher Education	253,820.4	252,636.0	246,186.3
Education	<u>1,088,656.9</u>	<u>1,205,892.1</u>	<u>1,154,793.4</u>
<b>TOTAL - EDUCATION</b>	<b>1,342,477.3</b>	<b>1,458,528.1</b>	<b>1,400,979.7</b>
<b>SUB-TOTAL</b>	<b>3,389,895.4</b>	<b>3,746,983.0</b>	<b>3,410,765.8</b>

**General Fund - Consolidated Statement of Revenues and Expenditures**  
**Showing Results of Transactions for Fiscal Years as Captioned**

	<b>2007 Actual</b>	<b>2008 Estimated</b>	<b>2009 Estimated</b>
PLUS: Estimated Grants-in-Aid	-	-	58,434.2
Estimated Governor Bond Bill	-	-	55,600.0
Estimated Supplemental	-	-	-
Estimated Continuing and Encumbered Balances	-	-	283,000.0
<b>TOTAL EXPENDITURES</b>	<b>3,389,895.4</b>	<b>3,746,983.0</b>	<b>3,807,775.7</b>
LESS: Anticipated Reversions	-	(10,000.0)	(10,000.0)
Continuing and Encumbered Balances	-	(283,000.0)	(160,000.0)
<b>TOTAL - ORDINARY EXPENDITURES</b>	<b>3,389,895.4</b>	<b>3,453,983.0</b>	<b>3,637,775.7</b>
<b>OPERATING BALANCE</b>	<b>(99,683.3)</b>	<b>(76,283.0)</b>	<b>(89,875.7)</b>
PLUS: Beginning Cash Balance	690,571.7	590,888.4	514,605.4
<b>CUMULATIVE CASH BALANCE</b>	<b>590,888.4</b>	<b>514,605.4</b>	<b>424,729.7</b>
LESS: Continuing and Encumbered Balances, Current Year	(335,793.0)	(283,000.0)	(160,000.0)
Reserve	(175,365.0)	(182,800.0)	(190,600.0)
<b>UNENCUMBERED CASH BALANCE</b>	<b>79,730.4</b>	<b>48,805.4</b>	<b>74,129.7</b>
 <b>APPROPRIATION LIMIT (In Millions)</b>			
Cumulative Cash Balance (Prior Year)	690.6	590.9	514.6
LESS: Continuing and Encumbered Balances	(342.5)	(335.8)	(283.0)
Reserve	(161.1)	(175.4)	(182.8)
Unencumbered Cash Balance	187.0	79.7	48.8
PLUS: Net Fiscal Year Revenue	3,290.2	3,377.7	3,547.9
<b>TOTAL (100% LIMIT)</b>	<b>3,477.2</b>	<b>3,457.4</b>	<b>3,596.7</b>
X 98% Limit	x .98	x .98	x .98
<b>TOTAL APPROPRIATION LIMIT</b>	<b>3,407.7</b>	<b>3,388.3</b>	<b>3,524.8</b>
 * Reflects Governor's adjustment to the DEFAC revenue estimates:			
Abandoned Property			24,000.0
Other Revenue by Departments			(200.0)
Total			23,800.0

**General Fund - Statement of Estimated Expenditures for the Fiscal Year Ending June 30, 2008**  
**Classified by Department and Source of Appropriation**

Department	Budget Act as amended Appropriations	Supplemental Appropriations	Continuing Appropriations and Balances	Encumbered Balances	Appropriations/ Estimated Expenditures
Legislative	15,257.0	102.2	4,939.1	20.9	20,319.2
Judicial	89,108.3	-	1,585.0	1,336.3	92,029.6
Executive	144,528.8	45,360.9	98,279.4	2,372.4	290,541.5
Technology and Information	39,022.3	0.0	342.2	1,605.9	40,970.4
Other Elective	57,815.5	22,622.8	8,597.3	142.8	89,178.4
Legal	43,751.3	-	255.5	145.5	44,152.3
State	35,196.2	889.0	11,836.8	1,012.9	48,934.9
Finance	20,828.7	4,731.0	10,464.2	488.7	36,512.6
Health and Social Services	907,139.4	22,881.6	23,282.6	12,235.1	965,538.7
Services for Children, Youth and Their Families	130,725.8	100.0	4,020.7	3,228.9	138,075.4
Correction	253,169.2	3,135.4	5,810.1	2,774.3	264,889.0
Natural Resources and Environmental Control	43,170.7	8,425.9	43,901.8	602.6	96,101.0
Safety and Homeland Security	121,325.8	3,609.0	1,887.0	1,524.3	128,346.1
Transportation	0.0	-	0.0	3.2	3.2
Labor	7,351.2	-	192.9	32.5	7,576.6
Agriculture	8,714.9	-	1,421.1	180.9	10,316.9
Elections	4,055.1	-	241.3	39.9	4,336.3
Fire Prevention Commission	4,776.3	95.0	164.6	130.9	5,166.8
Delaware National Guard	4,794.3	-	359.5	127.7	5,281.5
Advisory Council for Exceptional Citizens	176.6	-	0.0	7.9	184.5
Higher Education	241,714.4	6,260.0	4,388.2	273.4	252,636.0
Education	1,112,961.7	7,393.8	77,441.4	8,095.2	1,205,892.1
<b>TOTAL APPROPRIATIONS</b>	<b>3,285,583.5</b> <sup>1</sup>	<b>125,606.6</b> <sup>2</sup>	<b>299,410.7</b>	<b>36,382.2</b>	3,746,983.0
LESS: Estimated Reversions for Fiscal Year 2008					(10,000.0)
Estimated Continuing and Encumbered Balances for Fiscal Year 2008					(283,000.0)
<b>TOTAL ESTIMATED EXPENDITURES</b>					<b>3,453,983.0</b>

**Fiscal Year 2008 Statutory References:**

<sup>1</sup> Volume 76, Chapter 80 (HB 250)

<sup>2</sup> Volume 76, Chapter 79 (SB 155); Chapter 81 (HB 271)

**Statement of Positions and General Fund Budget Act Appropriations  
by Department and Major Categories of Expenditure  
Fiscal Year Ending June 30, 2008**

Department	Special Fund Positions	General Fund Positions	Personnel Costs	Travel	Contractual Services	Supplies and Materials			Capital Outlay	Debt Service	Other	Total Apprs.
						Energy	Materials	Energy				
Legislative	1.0	86.0	11,236.8	171.5	1,631.4	-	265.9	112.0	-	1,839.4	15,257.0	
Judicial	111.0	1,118.8	76,480.0	242.2	4,371.7	139.4	1,077.3	330.6	281.1	6,186.0	89,108.3	
Executive	264.5	338.8	24,009.5	173.3	14,228.9	6,568.7	1,227.0	61.2	18,983.8	79,276.4 <sup>1</sup>	144,528.8	
Technology and Information	18.0	213.0	18,632.7	124.9	2,265.6	501.9	314.3	10.3	350.1	16,822.5	39,022.3	
Other Elective	99.5	56.5	4,234.4	39.4	845.5	-	26.1	29.9	-	52,640.2	57,815.5	
Legal	108.1	452.5	40,032.7	38.6	3,436.6	53.0	129.6	20.8	-	40.0	43,751.3	
State	259.4	409.6	20,003.5	111.6	2,773.0	811.6	1,560.6	132.6	2,032.3	7,771.0	35,196.2	
Finance	64.0	243.0	16,223.5	63.9	2,096.0	4.5	158.7	122.1	2,090.0	70.0	20,828.7	
Health and Social Services	1,068.1	3,772.5	209,441.2	139.6	66,194.3	6,557.1	11,938.1	668.0	707.8	611,493.3 <sup>2</sup>	907,139.4	
Services for Children, Youth and Their Families	224.0	1,039.2	68,512.4	59.2	33,780.8	1,438.2	1,964.4	65.8	1,348.9	23,556.1	130,725.8	
Correction	12.0	2,622.7	162,319.1	75.6	9,575.7	9,966.5	12,037.7	112.6	9,650.7	49,431.3 <sup>3</sup>	253,169.2	
Natural Resources and Environmental Control	457.1	405.9	28,902.3	94.7	5,542.0	1,668.5	1,030.6	44.9	2,257.0	3,630.7	43,170.7	
Safety & Homeland Security	135.0	971.0	85,997.3	66.4	6,029.1	-	4,425.0	1,540.8	1,291.1	21,976.1 <sup>4</sup>	121,325.8	
Transportation	1,843.0	-	-	-	-	-	-	-	-	-	-	
Labor	465.1	37.9	2,059.8	10.2	3,103.0	7.6	136.5	23.8	-	2,010.3	7,351.2	
Agriculture	57.7	91.3	6,117.5	45.7	514.9	18.9	131.9	47.0	18.8	1,820.2	8,714.9	
Elections	2.0	49.0	2,873.5	23.1	611.2	33.2	49.2	4.3	-	460.6	4,055.1	
Fire Prevention Commission	32.2	45.3	3,547.0	38.1	290.6	341.5	62.6	114.4	178.9	203.2	4,776.3	
Delaware National Guard	107.8	30.5	2,906.7	8.4	265.3	830.2	159.5	3.0	77.0	544.2	4,794.3	
Advisory Council for Exceptional Citizens	-	3.0	149.8	9.5	13.7	-	3.6	-	-	-	176.6	
<b>TOTAL - DEPARTMENTS</b>	<b>5,329.5</b>	<b>11,986.5</b>	<b>783,679.7</b>	<b>1,535.9</b>	<b>157,569.3</b>	<b>28,940.8</b>	<b>36,698.6</b>	<b>3,444.1</b>	<b>39,267.5</b>	<b>879,771.5</b>	<b>1,930,907.4</b>	
Higher Education*	284.8	786.0	62,694.9	-	289.8	4,041.1	-	125.0	8,359.7	166,203.9 <sup>5</sup>	241,714.4	
Education	66.3	13,140.9	666,904.4	55.8	772.1	24,265.9	46.7	37.6	51,484.5	369,394.7 <sup>6</sup>	1,112,961.7	
<b>TOTAL - EDUCATION</b>	<b>351.1</b>	<b>13,926.9</b>	<b>729,599.3</b>	<b>55.8</b>	<b>1,061.9</b>	<b>28,307.0</b>	<b>46.7</b>	<b>162.6</b>	<b>59,844.2</b>	<b>535,598.6</b>	<b>1,354,676.1</b>	
<b>GRAND TOTAL</b>	<b>5,680.6</b>	<b>25,913.4</b>	<b>1,513,279.0</b>	<b>1,591.7</b>	<b>158,631.2</b>	<b>57,247.8</b>	<b>36,745.3</b>	<b>3,606.7</b>	<b>99,111.7</b>	<b>1,415,370.1</b>	<b>3,285,583.5</b>	

\* Appropriations other than "Debt Service" for University of Delaware and Delaware State University are reflected under "Other."

**Explanation of Schedule A-2 "Other" Items:**

<sup>1</sup> Data Processing - Development Projects	1,350.0	<sup>5</sup> University of Delaware	127,166.3
Contingency - One-Time Appropriations	0.0	Delaware Geological Survey	1,741.9
Contingency - Prior Years' Obligations	450.0	Delaware State University	35,950.1
Contingency - Self Insurance	5,000.0	Delaware Technical and Community College	1,054.4
Contingency - Legal Fees	3,550.0	Delaware Institute of Veterinary Medical Education	291.2
Contingency - Salary	14,716.7		
Contingency - Maintenance Review	967.9	<sup>6</sup> Division II Units/All Other Costs	22,056.2
Elder Tax Relief and Education Expense Fund	13,924.6	Division III - Equalization	74,426.7
Tax Relief and Education Expense Fund	17,500.0	Pupil Transportation	82,611.3
Housing Development Fund	4,070.0	Adult Education and Work Force Training Grant	9,460.9
		Academic Excellence Block Grant	37,886.3
		Prof. Accountability & Instructional Advancement Fund	8,450.5
<sup>2</sup> Medicaid, TANF and similar assistance programs	577,360.9	Program for Children with Disabilities	3,193.2
		Unique Alternatives	10,872.0
<sup>3</sup> Medical Services	40,690.1	Related Services for the Handicapped	2,897.3
Drug & Alcohol Treatment Services	4,773.7	Student Discipline Program	17,772.2
		Delaware State Testing Program	7,550.1
<sup>4</sup> Pension - 20-year State Police Retirees	21,519.0	Early Childhood Assistance	5,727.8
		Extra Time for Students	10,428.0

**Statement of Recommended Positions and General Fund Appropriations  
by Department and Major Categories of Expenditure  
Fiscal Year Ending June 30, 2009**

Department	Special Fund Positions	General Fund Positions	Personnel		Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Apprs.
			Costs	Travel							
Legislative	1.0	86.0	11,394.2	171.5	1,631.4	-	265.9	112.0	-	1,839.4	15,414.4
Judicial	110.0	1,136.8	78,631.0	252.9	4,604.5	139.4	1,087.8	417.6	0.3	6,256.8	91,390.3
Executive	266.4	340.9	24,998.5	183.8	15,570.2	7,423.2	1,336.7	76.2	18,894.2	81,619.5 <sup>1</sup>	150,102.3
Technology and Information	18.0	213.0	18,946.7	124.9	2,265.6	501.9	314.3	10.3	336.2	17,429.9	39,929.8
Other Elective	99.5	56.5	4,293.0	39.4	845.5	-	26.1	29.9	-	48,254.2	53,488.1
Legal	114.1	457.5	41,719.7	38.6	3,557.7	53.0	140.6	20.8	-	60.0	45,590.4
State	268.4	410.6	20,239.2	111.3	2,811.6	994.9	1,662.8	180.7	2,119.4	7,771.0	35,890.9
Finance	66.0	241.0	16,375.9	63.9	2,318.0	4.5	149.7	131.1	2,017.1	70.0	21,130.2
Health and Social Services	1,068.8	3,762.3	213,733.6	141.3	68,949.3	6,557.1	12,073.5	668.0	247.4	656,783.4 <sup>2</sup>	959,153.6
Services for Children, Youth and Their Families	223.7	1,046.6	70,205.4	54.7	36,575.4	1,438.2	1,981.2	65.8	1,298.8	24,982.4	136,601.9
Correction	12.0	2,624.7	166,085.4	75.4	9,840.2	10,005.2	12,680.5	112.6	7,993.8	52,165.0 <sup>3</sup>	258,958.1
Natural Resources and Environmental Control	458.1	409.9	29,739.1	94.7	5,704.5	1,755.8	1,088.1	44.9	2,538.2	3,630.7	44,596.0
Safety & Homeland Security	145.5	970.5	90,237.4	66.4	6,810.1	-	4,574.8	1,790.8	1,036.7	22,457.1 <sup>4</sup>	126,973.3
Transportation	1,896.0	-	-	-	-	-	-	-	-	-	-
Labor	478.1	38.9	2,136.4	10.2	3,199.4	7.7	136.5	23.8	-	2,010.3	7,524.3
Agriculture	56.2	92.8	6,280.9	44.2	544.9	20.3	141.7	47.0	-	2,000.3	9,079.3
Elections	2.0	49.0	2,928.3	23.1	635.0	43.2	49.2	4.3	-	462.4	4,145.5
Fire Prevention Commission	32.2	45.3	3,603.5	38.1	403.4	355.0	62.6	83.6	2.2	198.2	4,746.6
Delaware National Guard	107.8	30.5	3,036.2	8.4	297.7	830.2	159.5	10.0	-	544.2	4,886.2
Advisory Council for Exceptional Citizens	-	3.0	157.4	9.5	14.4	-	3.6	-	-	-	184.9
<b>TOTAL - DEPARTMENTS</b>	<b>5,423.8</b>	<b>12,015.8</b>	<b>804,741.8</b>	<b>1,552.3</b>	<b>166,578.8</b>	<b>30,129.6</b>	<b>37,935.1</b>	<b>3,829.4</b>	<b>36,484.3</b>	<b>928,534.8</b>	<b>2,009,786.1</b>
Higher Education*	277.3	796.0	63,905.9	-	414.8	4,041.1	-	125.0	7,884.2	169,815.3 <sup>5</sup>	246,186.3
Education	69.5	13,286.7	684,277.0	56.3	906.8	24,600.6	47.0	37.6	67,102.2	377,765.9 <sup>6</sup>	1,154,793.4
<b>TOTAL - EDUCATION</b>	<b>346.8</b>	<b>14,082.7</b>	<b>748,182.9</b>	<b>56.3</b>	<b>1,321.6</b>	<b>28,641.7</b>	<b>47.0</b>	<b>162.6</b>	<b>74,986.4</b>	<b>547,581.2</b>	<b>1,400,979.7</b>
<b>GRAND TOTAL</b>	<b>5,770.6</b>	<b>26,098.5</b>	<b>1,552,924.7</b>	<b>1,608.6</b>	<b>167,900.4</b>	<b>58,771.3</b>	<b>37,982.1</b>	<b>3,992.0</b>	<b>111,470.7</b>	<b>1,476,116.0</b>	<b>3,410,765.8</b>

\* Appropriations other than "Debt Service" for University of Delaware and Delaware State University are reflected under "Other."

**Explanation of Schedule A-3 "Other" Items:**

<sup>1</sup> Contingency - One-Time Appropriations	4,507.3	<sup>5</sup> University of Delaware	129,751.1
Contingency - Prior Years' Obligations	450.0	Delaware Geological Survey	1,747.2
Contingency - Self Insurance	5,750.0	Delaware State University	34,541.4
Contingency - Legal Fees	4,000.0	Delaware Technical and Community College	3,404.4
Contingency - Salaries and OEC	10,933.8	Delaware Institute of Veterinary Medical Education	371.2
Health Insurance - Retirees in Closed State Police Plan	3,913.3		
Housing Development Fund	4,070.0	<sup>6</sup> Division II Units/All Other Costs	22,822.8
Elder Tax Relief and Education Expense Fund	13,924.6	Pupil Transportation	85,611.3
Property Tax Relief and Education Expense Fund	17,500.0	Division III - Equalization	76,986.8
DIMER -Operations	2,442.5	Adult Education and Work Force Training Grant	9,615.9
		Academic Excellence Block Grant	38,180.1
		Prof. Accountability and Instructional Advancement Fund	8,450.5
<sup>2</sup> Medicaid, TANF and similar assistance programs	652,761.1	Program for Children with Disabilities	3,204.0
		Unique Alternatives	10,872.0
<sup>3</sup> Medical Services	42,805.5	Related Services for the Handicapped	2,938.0
Drug & Alcohol Treatment Services	5,392.0	Student Discipline Program	17,971.3
		DSTP	7,750.1
<sup>4</sup> Pension - 20-year State Police Retirees	22,000.0	Early Childhood Assistance	5,727.8
		Extra Time for Students	10,428.0
		Guaranteed Unit Count	1,000.0
		General Contingency	9,863.9
		Seed Scholarship	3,074.0

**All Funds - General and Special Funds**  
**Comparative Consolidated Statement of Revenues and Expenditures**  
**Fiscal Years Ended June 30, 2007 and 2006**

	General Fund Actual		Special Fund Actual		Total Funds Actual	
	2007	2006	2007	2006	2007	2006
<b>REVENUES</b>						
Taxes	3,031,927.0	2,925,927.9	777,924.7	662,776.0	3,809,851.7	3,588,703.9
Licenses	15,902.0	10,993.6	4,614.9	3,529.0	20,516.9	14,522.6
Fees	109,386.0	105,300.3	137,500.3	141,963.1	246,886.3	247,263.4
Permits	0.9	0.8	1,032.6	948.9	1,033.5	949.7
Fines	4,225.2	3,065.1	5,827.1	12,092.6	10,052.3	15,157.7
Rentals and Sales	320,475.9	308,782.5	80,590.1	64,620.8	401,066.0	373,403.3
Federal Grants	-	-	1,143,028.3	1,156,095.7	1,143,028.3	1,156,095.7
Government Contributions	4,803.7	44.3	1,014,680.0	947,852.9	1,019,483.7	947,897.2
Earnings and Interest	25,265.7	13,497.3	52,736.8	33,930.6	78,002.5	47,427.9
State Government/Department Revenues	22,901.8	5,495.1	1,212,070.2	1,249,609.4	1,234,972.0	1,255,104.5
<b>TOTAL REVENUES</b>	<b>3,534,888.1</b>	<b>3,373,106.9</b>	<b>4,430,005.0</b>	<b>4,273,418.9</b>	<b>7,964,893.1</b>	<b>7,646,525.8</b>
LESS: Revenue Refunds	(244,676.0)	(203,192.1)	-	-	(244,676.0)	(203,192.1)
<b>NET REVENUES</b>	<b>3,290,212.1</b>	<b>3,169,914.8</b>	<b>4,430,005.0</b>	<b>4,273,418.9</b>	<b>7,720,217.1</b>	<b>7,443,333.7</b>
<b>EXPENDITURES</b>						
Legislative	13,174.0	12,916.1	-	-	13,174.0	12,916.1
Judicial	89,391.0	84,955.7	17,216.3	16,721.6	106,607.3	101,677.3
Executive	275,008.3	272,865.5	1,318,343.2	1,219,229.2	1,593,351.5	1,492,094.7
Technology and Information	37,646.8	36,812.7	21,589.4	18,156.2	59,236.2	54,968.9
Other Elective	56,542.1	55,280.1	353,688.9	310,757.8	410,231.0	366,037.9
Legal	41,614.2	37,010.0	8,668.6	9,398.4	50,282.8	46,408.4
State	25,591.5	19,291.8	52,172.7	43,015.2	77,764.2	62,307.0
Finance	45,627.5	66,065.3	91,611.9	81,846.8	137,239.4	147,912.1
Health and Social Services	852,546.2	783,770.8	795,118.5	766,861.5	1,647,664.7	1,550,632.3
Services for Children, Youth and Their Families	131,659.7	116,699.7	45,154.3	45,132.6	176,814.0	161,832.3
Correction	252,143.3	227,496.0	5,925.1	5,704.9	258,068.4	233,200.9
Natural Resources and Environmental Control	70,494.9	57,631.1	145,211.9	137,015.3	215,706.8	194,646.4
Safety and Homeland Security	120,875.2	114,962.7	43,232.6	46,003.9	164,107.8	160,966.6
Transportation	1,980.8	12,026.9	551,426.0	627,590.1	551,426.0	627,590.1
Labor	7,329.8	7,067.6	59,132.6	59,740.0	66,462.4	66,807.6
Agriculture	9,276.2	7,823.6	98,209.7	82,651.4	107,485.9	90,475.0
Elections	7,148.9	3,848.7	4,797.1	2,473.7	11,946.0	6,322.4
Fire Prevention Commission	5,250.2	4,568.8	3,191.5	3,145.5	8,441.7	7,714.3
Delaware National Guard	3,945.5	4,050.7	8,985.7	7,444.6	12,931.2	11,495.3
Advisory Council for Exceptional Citizens	172.0	145.8	5.0	4.8	177.0	150.6
Higher Education	253,820.4	239,291.4	106,779.4	92,179.6	360,599.8	331,471.0
Education	1,088,656.9	1,015,959.4	827,273.2	809,705.1	1,915,930.1	1,825,664.5
<b>TOTAL EXPENDITURES</b>	<b>3,389,895.4</b>	<b>3,180,540.4</b>	<b>4,557,733.6</b>	<b>4,384,805.4</b>	<b>7,947,629.0</b>	<b>7,565,345.7</b>
Revenues over Expenditures	(99,683.3)	(10,625.6)	(127,728.6)	(111,386.4)	(227,411.8)	(122,012.0)
Cash Balance - Beginning of Period	690,571.7	701,197.3	1,036,761.3	1,012,111.7	1,727,333.0	1,713,309.0
PLUS: Bond Sale Proceeds	-	-	392,030.2	136,850.0	392,030.2	136,850.0
Net Change in Payroll Withholdings Payable	-	-	(2,410.5)	(814.0)	(2,410.5)	(814.0)
<b>CASH BALANCE - END OF PERIOD</b>	<b>590,888.4</b>	<b>690,571.7</b>	<b>1,298,652.4</b> <sup>1</sup>	<b>1,036,761.3</b> <sup>1</sup>	<b>1,889,540.8</b>	<b>1,727,333.0</b>

<sup>1</sup> Total is correct. See Note in Explanation of Financial Statements

**General Fund - Statement of Expenditures and Reversions**  
**Assembled by Department and Major Categories**  
**Fiscal Year Ended June 30, 2007**

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures	Reversions
Legislative	9,829.7	292.4	2,097.6	-	207.2	325.6	-	421.4	13,174.0	364.4
Judicial	76,261.5	255.9	10,819.5	135.5	1,204.4	388.5	314.6	11.1	89,391.0	114.5
Executive	25,990.4	304.7	188,792.4	6,650.8	1,393.7	32,522.8	19,344.9	8.7	275,008.3	1,023.8
Technology and Information	17,963.0	121.1	17,989.7	494.8	400.1	310.0	364.3	3.8	37,646.8	62.7
Other Elective	3,594.1	33.1	1,353.5	-	24.6	25.5	29,553.8	21,957.5	56,542.1	835.8
Legal	37,713.9	82.8	3,493.5	48.2	157.9	80.4	-	37.5	41,614.2	43.0
State	9,237.6	57.6	2,786.7	523.6	1,172.4	1,550.4	2,299.8	7,963.4	25,591.5	144.4
Finance	17,879.8	82.0	9,328.8	4.2	124.3	837.5	2,166.8	15,204.2	45,627.5	44.6
Health and Social Services	208,028.7	131.7	83,818.4	6,773.6	13,792.6	758.4	1,513.2	537,729.6	852,546.2	3,358.7
Services for Children, Youth and Their Families	66,934.9	41.0	37,692.9	1,195.6	2,094.5	269.8	1,793.3	21,637.7	131,659.7	306.3
Correction	169,440.2	62.9	44,241.8	11,112.4	13,882.2	835.8	12,568.0	-	252,143.3	46.4
Natural Resources and Environmental Control	28,529.6	102.8	25,421.2	1,617.5	2,076.8	4,096.9	2,378.2	6,271.9	70,494.9	70.7
Safety & Homeland Security	104,081.0	81.0	5,924.4	21.8	4,363.8	3,574.8	1,692.3	1,136.1	120,875.2	1,796.2
Transportation	-	-	1,455.2	-	525.6	-	-	-	1,980.8	-
Labor	1,881.0	10.7	4,139.5	18.6	123.4	10.1	-	1,146.5	7,329.8	180.3
Agriculture	5,758.1	51.6	2,207.5	17.7	151.4	101.4	79.0	909.5	9,276.2	39.3
Elections	3,378.6	17.7	3,287.3	44.9	122.5	297.9	-	-	7,148.9	40.5
Fire Prevention Commission	3,491.2	31.2	409.8	291.8	195.8	418.9	411.5	-	5,250.2	40.6
Delaware National Guard	2,244.8	6.0	341.5	660.4	229.7	5.4	89.8	367.9	3,945.5	74.5
Advisory Council for Exceptional Citizens	149.1	6.9	12.5	-	3.5	-	-	-	172.0	0.4
<b>TOTAL - DEPARTMENTS</b>	<b>792,387.2</b>	<b>1,773.0</b>	<b>445,613.6</b>	<b>29,611.4</b>	<b>42,246.4</b>	<b>46,410.1</b>	<b>74,569.5</b>	<b>614,806.8</b>	<b>2,047,418.1</b>	<b>8,587.1</b>
Higher Education	91,496.6	40.9	6,736.7	4,016.7	992.5	9,898.2	10,854.3	129,784.5	253,820.4	6.0
Education	807,916.0	997.2	122,641.1	26,355.5	28,865.2	30,942.1	45,825.2	25,114.6	1,088,656.9	3,442.1
<b>TOTAL - EDUCATION</b>	<b>899,412.6</b>	<b>1,038.1</b>	<b>129,377.8</b>	<b>30,372.2</b>	<b>29,857.7</b>	<b>40,840.3</b>	<b>56,679.5</b>	<b>154,899.1</b>	<b>1,342,477.3</b>	<b>3,448.1</b>
<b>GRAND TOTAL</b>	<b>1,691,799.8</b>	<b>2,811.1</b>	<b>574,991.4</b>	<b>59,983.6</b>	<b>72,104.1</b>	<b>87,250.4</b>	<b>131,249.0</b>	<b>769,705.9</b>	<b>3,389,895.4</b>	<b>12,035.2</b>

**Special Fund - Statement of Expenditures**  
**Assembled by Department and Major Categories**  
**Fiscal Year Ended June 30, 2007**

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures
Judicial	5,949.8	95.1	3,671.8	-	203.9	107.6	-	7,188.1	17,216.3
Executive	390,970.8	332.2	64,070.9	767.7	4,017.8	21,704.1	-	836,479.7	1,318,343.2
Technology and Information	1,098.0	120.5	20,293.8	-	63.7	-	-	13.4	21,589.4
Other Elective	6,185.3	84.6	22,984.9	-	72.3	360.2	35,976.5	288,025.1	353,688.9
Legal	6,135.3	131.7	1,831.7	-	192.8	156.2	-	220.9	8,668.6
State	16,608.8	322.5	10,474.1	0.9	566.3	2,971.1	-	21,229.0	52,172.7
Finance	3,454.5	82.0	57,608.2	-	65.4	1,135.1	-	29,266.7	91,611.9
Health and Social Services	60,064.0	389.7	110,098.0	696.0	22,784.1	24,259.2	-	576,827.6	795,118.5
Services for Children, Youth and Their Families	12,638.1	131.5	20,591.0	55.0	990.7	108.7	-	10,639.3	45,154.3
Correction	529.2	11.2	1,538.0	18.4	3,722.0	106.4	-	-	5,925.1
Natural Resources and Environmental Control	25,986.7	196.0	52,045.8	459.3	1,862.3	15,312.1	-	46,349.7	145,211.9
Safety & Homeland Security	12,391.6	343.0	12,734.0	17.6	4,254.0	5,837.0	-	7,654.5	43,232.6
Transportation	106,763.3	304.3	118,731.3	3,863.0	18,159.7	159,266.0	1,001.8	143,336.6	551,426.0
Labor	23,849.3	232.6	24,273.5	25.8	897.9	879.5	-	8,974.0	59,132.6
Agriculture	3,864.4	105.4	71,876.3	13.7	328.5	21,231.1	-	790.3	98,209.7
Elections	159.9	23.9	1,741.80	-	10.00	2,861.5	-	-	4,797.1
Fire Prevention Commission	2,079.1	29.7	361.0	1.1	577.0	120.5	-	23.2	3,191.5
Delaware National Guard	4,014.9	19.7	3,122.9	1,044.9	442.0	340.5	-	0.8	8,985.7
Advisory Council for Exceptional Citizens	-	-	4.0	-	1.0	-	-	-	5.0
<b>TOTAL - DEPARTMENTS</b>	<b>682,742.9</b>	<b>2,955.6</b>	<b>598,053.0</b>	<b>6,963.4</b>	<b>59,211.4</b>	<b>256,756.8</b>	<b>36,978.3</b>	<b>1,977,018.9</b>	<b>3,623,681.0</b>
Higher Education	56,783.7	635.0	13,202.4	1,528.3	4,695.2	5,518.8	-	24,416.0	106,779.4
Education	373,102.9	1,636.2	148,865.8	7,135.6	27,375.1	182,643.6	45,980.3	40,533.7	827,273.2
<b>TOTAL - EDUCATION</b>	<b>429,886.6</b>	<b>2,271.2</b>	<b>162,068.2</b>	<b>8,663.9</b>	<b>32,070.3</b>	<b>188,162.4</b>	<b>45,980.3</b>	<b>64,949.7</b>	<b>934,052.6</b>
<b>GRAND TOTAL</b>	<b>1,112,629.5</b>	<b>5,226.8</b>	<b>760,121.3</b>	<b>15,627.3</b>	<b>91,281.7</b>	<b>444,919.2</b>	<b>82,958.6</b>	<b>2,041,968.6</b>	<b>4,557,733.6</b>

### Capital Improvement Fund Expenditures

Summarized by Department, Higher Education and Department of Education

Fiscal Year Ended June 30, 2007

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	Expenditures	
<b>DEPARTMENT</b>		
Executive	\$ 5,448.8	
State	896.0	
Finance	630.0	
Natural Resources and Environmental Control	3,866.6	
Transportation	<u>302,634.9</u>	
<b>TOTAL - DEPARTMENTS</b>		313,476.3
<b>HIGHER EDUCATION</b>		
University of Delaware	4,500.0	
Delaware State University	3,718.3	
Delaware Technical and Community College	<u>1,312.9</u>	
<b>TOTAL - HIGHER EDUCATION</b>		9,531.2
<b>DEPARTMENT OF EDUCATION</b>		
Charlton School	266.4	
Lake Forest	2,176.8	
Cape Henlopen	7,600.0	
Seaford	6,082.0	
Smyrna	16,174.9	
Appoquinimink	28,600.2	
Brandywine	15,934.2	
Red Clay	55,226.3	
Christina	18,416.2	
Colonial	22,466.7	
Woodbridge	2,027.1	
Indian River	14,942.2	
Delmar	160.3	
New Castle County Vo-Tech	8,457.2	
PolyTech	4,210.1	
Sussex Vo-Tech	122.1	
Stereck	1,855.8	
<b>TOTAL - DEPARTMENT OF EDUCATION</b>		<u>204,718.5</u>
<b>TOTAL - CAPITAL IMPROVEMENT FUND EXPENDITURES</b>		<u><u>\$ 527,726.0</u></u>

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## DEFINITION OF BUDGETARY TERMS

**Agency** - Any board, department, bureau or commission of the state that receives an appropriation under the Appropriations Act of the General Assembly.

**Appropriated Special Funds (ASF)** - A type of funding appropriated in the Budget Act. Revenue generated by fees for specific, self-sufficient programs.

**Appropriation Limits** - The amount that the legislature is allowed to authorize for spending.

◆ **Operating Budget** - The State Constitution limits annual appropriations to 98 percent of estimated revenue plus the unencumbered General Fund balance from the previous fiscal year. To appropriate more than the 98 percent, the legislature must declare an emergency.

◆ **Capital Budget** - Legislation sets three criteria. (See **Debt Limits** for details.)

**Appropriations Act (Budget Act)** - Legislation that is introduced and passed by the General Assembly for the state's operating budget. This bill appropriates money for personnel costs, travel, contractual services, debt service, energy, etc. The General Assembly appropriates General Fund (GF) and Appropriated Special Fund (ASF) dollars and General Fund, Appropriated Special Fund and Non-Appropriated Special Fund (NSF) positions.

**Appropriation Unit (APU)** - Major subdivision within a department/agency comprised of one or more Internal Program Units.

**Bond and Capital Improvement Act** - Legislation that is introduced and passed by the General Assembly for the state's capital budget. This bill appropriates money for items that have at least a ten-year life: construction of buildings, land acquisitions, water and wastewater infrastructure, drainage projects, etc.

**Bond Bill** - See Bond and Capital Improvement Act.

**Budget Act** - See Appropriations Act.

**Budget Development and Information System (BDIS)** - Client-server system used for developing and analyzing agency budget requests and preparing the Governor's Recommended Budget.

**Budget Request** - A series of documents that an agency submits to the Office of Management and Budget and the Controller General's Office outlining the

funding and positions requested for the next fiscal year.

**Budget Reserve Account** - Within 45 days after the end of any fiscal year, the excess of any unencumbered funds remaining from the said fiscal year shall be paid by the Secretary of Finance into the Budget Reserve Account; provided, however, that no such payment will be made which would increase the total of the Budget Reserve Account to more than five percent of only the estimated General Fund revenues. The General Assembly by three-fifths vote of the members elected to each House may appropriate from the Budget Reserve Account such additional sums as may be necessary to fund any unanticipated deficit in any given fiscal year or to provide funds required as a result of any revenue reduction enacted by the General Assembly.

**CIP** - Capital Improvement Plan.

**Class** - All positions sufficiently similar in duties, responsibilities and qualification requirements to use the same examination, salary range and title.

**Continuing Appropriations** - Unexpended funds that do not revert to the General Fund through legislative action at the close of the fiscal year but remain available in the agencies for expenditures in the following fiscal year.

**Debt Limit** - The General Assembly passed legislation to set a three-part debt limit for the state:

1. The amount of new "tax-supported obligations of the State" that may be authorized in one fiscal year may not exceed five percent of the estimated net General Fund revenue for that year.
2. No "tax-supported obligations of the State" and no "Transportation Trust Fund (TTF) debt obligations" may be incurred if the aggregate maximum annual payments on all such outstanding obligations exceed 15 percent of the estimated General Fund and TTF revenue.
3. No general obligation debt may be incurred if the maximum annual debt service payable in any fiscal year on all such outstanding obligations will exceed the estimated cumulative cash balances.

**Debt Service** - The amount of principal and interest due on an annual basis to cover the cost of borrowing funds in order to finance capital improvements.

## DEFINITION OF BUDGETARY TERMS

**Delaware Economic and Financial Advisory Council (DEFAC)** - Representatives from state government, the General Assembly, the business community and the academic community who forecast the state's revenues and expenditures. The Council meets six times a year. Appropriation limits are determined based on DEFAC forecasts.

**Delaware Financial Management System (DFMS)** - An automated financial management and accounting system currently utilized by the State.

**Delaware State Clearinghouse Committee (DSCC)** - A committee established by statute to review and approve/disapprove federal grants and non-federal grants requested by state agencies (including higher education institutions) and, in some circumstances, federal grants requested by private agencies and local governmental entities.

**Development Fund** - Funds appropriated for the development and implementation of new Information System and Technology (IS&T) projects throughout state government.

**Division** - Major subdivision within a department/agency comprised of one or more Budget Units.

**Enhancements** - Dollar adjustments to an agency's budget resulting from a planned expansion, improvement or curtailment of current programs. Adjustments for new programs/services.

**Epilogue** - The section of the Budget Act that provides instructions or guidance on the allocation of appropriated funds.

**Federal Funds** - Funds awarded to state agencies by the federal government through a grant application process at the federal level and the Clearinghouse process at the state level.

**Fiscal Year (FY)** - A 12-month period between settlement of financial accounts. The state fiscal year runs from July 1 through June 30. The federal fiscal year is October 1 through September 30.

**FTE (Full-Time Equivalency)** - One full-time position.

**General Assembly** - Legislative body comprised of the House of Representatives and the Senate. All members are elected. House members serve for two years and Senate members serve for four years.

**General Fund** - Primary fund of the state, all tax and other fines, fees and permit proceeds are deposited here unless specific legislative authority has been

granted to allow the revenue to be deposited in another fund.

**Governor's Recommended Budget** - Presented to the General Assembly in late January. This is the Governor's recommendation to the General Assembly.

**Grant-in-Aid** - Funds provided by the legislature to private non-profit agencies to supplement state services to the citizens of Delaware. Also, includes the state share of county paramedic programs.

**Internal Program Unit (IPU)** - Major subdivision within an Appropriation Unit. Key level for budget development and tracking.

**Joint Finance Committee (JFC)** - The Joint Finance Committee consists of the members of the House Appropriations and Senate Finance Committees. 29 Del. C., §6336 mandates that the JFC meet jointly for the purpose of considering a budget proposal submitted by the Governor. Such meetings may require attendance of state agency heads who shall provide the committee with information explaining their budget requests and agency goals and objectives. The JFC proposes a budget for consideration by the General Assembly.

**Joint Legislative Committee on the Capital Improvement Program (Bond Bill Committee)** - A Capital Improvements Committee comprised of members of the House and Senate Bond Committees, which meets jointly to consider proposals for capital improvements projects submitted by the Governor. As with the Joint Finance Committee, such meetings may require attendance of state agency heads who shall provide the committee with information explaining their capital budget requests. The Joint Capital Improvements Committee proposes a capital budget for consideration by the General Assembly.

**Key Objectives** - Statements of specific, intended, measurable goals related directly to the mission of a department, agency or unit.

**Merit System** - The personnel system used by the State provided under 29 Del. C.c. 59.

**Mission** - The purpose of a department, agency or unit. Rationale for the existence of an APU or department.

**Non-Appropriated Special Funds (NSF)** - Funds that are not appropriated by the legislature. Federal

## DEFINITION OF BUDGETARY TERMS

funds, school local funds, reimbursements and donations fall into the NSF category.

**One-Time Items** - A non-recurring expense, not built into an agency's base budget.

**Paygrade** - One of the horizontal pay ranges designated on the pay plan.

**Performance Measures** - Observable measures of a program's progress towards achieving its identified mission and key objectives.

**Payroll/Human Resource Statewide Technology (PHRST)** - Integrated application of the human resource, benefits and payroll function for the State of Delaware.

**Policy** - A governing principle, pertaining to goals or methods; involves value judgment.

**Position** - An aggregate of responsibilities and duties, filled or vacant, that requires the services of an employee, part-time or full-time, for which funds have been budgeted and which has been assigned to a class.

**Reclassification** - A change in the classification assigned to a position to reflect a significant change in the duties and responsibilities of that position. The paygrade may be adjusted either up, down or may remain the same.

**Revenue** - Income from taxes and other sources that the State collects and receives into the treasury for public use.

**Revenue Budgeting** - A financial planning process which estimates the income to be realized from various sources for a specific period of time.

**Selective Market Variation** - A mechanism by which the State can address severe recruitment and retention problems in specific job classifications.

**Service Level** - The five funding categories (base, inflation, structural changes, enhancements, one-times) by which agency budget requests are developed.

**Strategic Plan** - A document developed by an agency that documents the policy direction and agency goals for a three-year period.

**Strategic Planning and Budgeting Process (SPBP)** - Type of budgeting whereby budgets are developed annually through a broad based internal analysis of a department's mission, key objectives and goals.

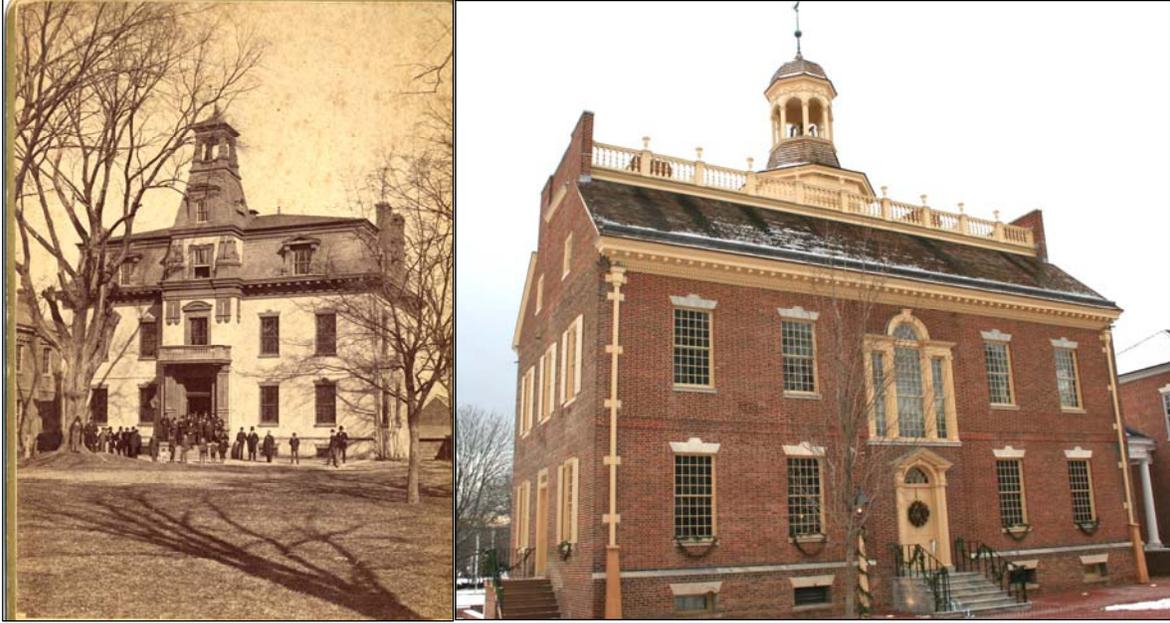
Budget requests reflect the resource allocation necessary to carry out the strategic plan.

**Structural Changes** - Change in the methods of service delivery or the organizational location of programs or services.

**Technology Fund** - Funds appropriated within the Office of Management and Budget for statewide technology initiatives. The technology fund is not part of the base budget.

**Transportation Trust Fund (TTF)** - A fund to which all revenues dedicated to the Department of Transportation are deposited. The department uses this fund to cover operating and capital expenditures.

**Twenty-First Century Fund** - Fund created for deposit of proceeds from the Delaware v. New York decision. Monies are used to finance capital investment programs including open space, farmland preservation, water/wastewater, park endowment, community redevelopment, neighborhood housing revitalization, educational technology, advanced technology centers, Diamond State Port Corporation and resource, conservation and development projects.



Archival photo courtesy of the Delaware Public Archives, 2007 photo by Christopher Portante, Department of State  
**The Old State House is shown on the left in this circa 1880s archival photograph. The picture on the right is the State House as it looks in 2007 following recent renovations.**

## The Old State House

The Old State House was the first permanent capitol building in Dover, Delaware. Started in 1787 and completed in May 1792, this Georgian-style structure was originally home to both State and Kent County governments. The first floor of the State House features an 18<sup>th</sup> century-style courtroom while the second floor features the former chambers of the State legislature.

Over the course of 140 years of continuous governmental use, the State House had undergone a number of structural and stylistic changes that had radically altered its original 18th century appearance. These changes included the addition, over time, of a number of wings to accommodate increasing governmental needs, and the Victorian-style remodeling of the building's exterior in 1873. In 1933, the General Assembly relocated from the State House to its new, more spacious, home in Legislative Hall, and in 1976, the State House was restored to its original 18th century appearance as part of Delaware's bicentennial celebration commemorating the signing of the Declaration of Independence.

In January of 2006, the Office of Management and Budget's Facilities Management section temporarily closed the State House for renovations. The renovations included the installation of new building systems, elevator repairs, interior and exterior painting, exterior brick repointing and exterior woodwork including a new cupola, shutters, windows and cornice work. The building also received a new bell, a new office, new restrooms and an upgraded display space. The building was reopened to the public in December of 2007.

Although Delaware's General Assembly now meets in Legislative Hall, the Old State House remains the State's symbolic capitol-unique in design and rich in history.

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