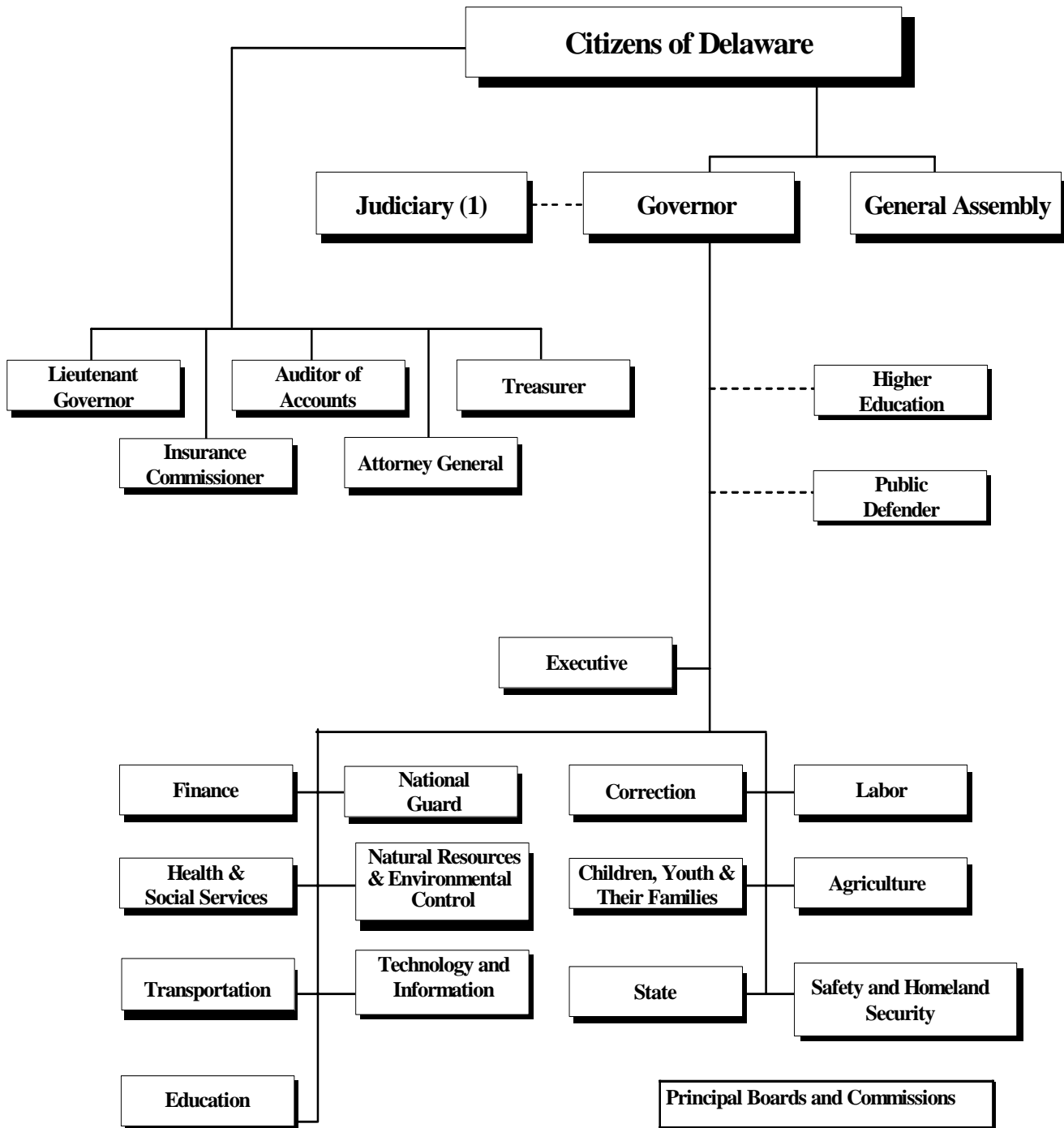


STATE OF DELAWARE ORGANIZATION CHART



(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 2008, as well as the estimated revenue and available appropriations for Fiscal Year 2009. The last column on the right reflects the estimated revenue and the recommended appropriations for Fiscal Year 2010. Also indicated is the condition of the cash account of the General Fund that may prevail at the ending of Fiscal Year 2009 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 2009 Appropriations column of Exhibit A. It identifies the estimated expenditures for Fiscal Year 2009 classified by department and source of appropriations.

Schedule A-2 is a supporting statement of the Fiscal Year 2009 Budget Act column of Schedule A-1. It identifies the Fiscal Year 2009 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 2010 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 2007 and 2008.

Schedule B-1 is a supporting statement of the General Fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2008. 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 2008.

Exhibit C is a summarized statement of capital improvement fund expenditures by department for Fiscal Year 2008. The funding sources are long-term debt and other special funds designated for capital improvement purposes.

Note

Depending upon the exhibits or schedules utilized, all amounts presented have either been rounded with the elimination of cents or to the nearest one hundred (i.e., \$1,700 would be \$1.7). Accordingly, rounding may result in some columns not totaling to the amount indicated but should be within reasonable variance.

General Fund - Consolidated Statement of Revenues and Expenditures
Showing Results of Transactions for Fiscal Years as Captioned

	2008 Actual	2009 Estimated	2010 Estimated
REVENUES			
Personal Income Taxes	1,198,756.4	1,171,200.0	1,196,400.0
Corporation Income Taxes	227,791.9	140,000.0	102,000.0
Franchise Taxes	566,307.8	565,100.0	497,300.0
Business and Occupational Gross Receipts Taxes	162,117.1	181,600.0	197,800.0
Hospital Board and Treatment	71,307.9	76,600.0	81,400.0
Dividends and Interest	32,948.2	17,700.0	19,000.0
Public Utility Taxes	48,106.4	57,000.0	58,200.0
Cigarette Taxes	125,337.6	130,000.0	131,300.0
Estate Taxes	334.3	-	-
Realty Transfer Taxes	75,966.8	50,000.0	37,500.0
Insurance Taxes	80,828.2	99,500.0	89,200.0
Abandoned Property	375,620.0	390,400.0	330,000.0
Limited Partnerships & Limited Liability Corporations	107,557.2	138,100.0	147,700.0
Business Entity Fees	63,415.4	50,400.0	51,900.0
Bank Franchise Taxes	129,703.6	113,000.0	98,100.0
Uniform Commercial Code	13,605.7	10,500.0	10,800.0
Lottery Sales	252,500.0	240,500.0	231,300.0
Other Revenue by Departments	116,313.7	92,600.0	94,300.0
TOTAL REVENUES	3,648,518.4	3,524,200.0	3,374,200.0
LESS: Revenue Refunds	(291,777.1)	(299,700.0)	(288,300.0)
SUB-TOTAL	3,356,741.3	3,224,500.0	3,085,900.0
Revenue Adjustments			31,800.0 ¹
NET REVENUES	3,356,741.3	3,224,500.0	3,117,700.0
EXPENDITURES			
Legislative	14,015.5	18,558.2	14,347.2
Judicial	92,279.4	93,077.8	88,805.6
Executive	161,063.8	267,687.5	(17,705.7)
Technology and Information	36,925.9	40,808.7	36,339.4
Other Elective	79,380.3	57,290.9	55,321.2
Legal	44,758.7	45,471.8	44,641.5
State	31,889.6	43,422.9	34,609.0
Finance	33,382.2	29,077.6	20,689.7
Health and Social Services	918,684.8	999,948.3	871,979.4
Services for Children, Youth and Their Families	135,344.3	141,431.4	128,017.7
Correction	263,196.1	272,983.2	252,092.9
Natural Resources and Environmental Control	66,749.8	77,783.8	40,781.5
Safety and Homeland Security	126,543.7	131,019.9	123,391.0
Transportation	3.2	-	-
Labor	8,109.7	8,076.8	6,682.3
Agriculture	8,916.8	9,144.2	8,372.2
Elections	5,083.0	4,551.4	3,938.0
Fire Prevention Commission	5,260.7	4,902.4	4,592.5
Delaware National Guard	4,209.2	5,345.0	4,687.2
Advisory Council for Exceptional Citizens	181.7	184.6	175.0
TOTAL - DEPARTMENTS	2,035,978.4	2,250,766.4	1,721,757.6
Higher Education	253,029.1	256,652.0	235,032.8
Education	1,132,639.0	1,218,849.1	1,106,663.1
TOTAL - EDUCATION	1,385,668.1	1,475,501.1	1,341,695.9
SUB-TOTAL	3,421,646.5	3,726,267.5	3,063,453.5

General Fund - Consolidated Statement of Revenues and Expenditures
Showing Results of Transactions for Fiscal Years as Captioned

	2008 Actual	2009 Estimated	2010 Estimated
PLUS: Estimated Grants-in-Aid	-	-	40,846.5
Estimated Governor Bond Bill	-	-	-
Estimated Supplemental	-	-	-
Estimated Continuing and Encumbered Balances	-	-	248,500.0
TOTAL EXPENDITURES	3,421,646.5	3,726,267.5	3,352,800.0
LESS: Anticipated Reversions	-	(212,200.0) ²	(10,000.0)
Continuing and Encumbered Balances	-	(248,500.0)	(160,000.0)
TOTAL - ORDINARY EXPENDITURES	3,421,646.5	3,265,567.5	3,182,800.0
OPERATING BALANCE	(64,905.3)	(41,067.5)	(65,100.0)
PLUS: Beginning Cash Balance	590,888.4	525,983.1	484,915.6
CUMULATIVE CASH BALANCE	525,983.1	484,915.6	419,815.6
LESS: Continuing and Encumbered Balances, Current Year Reserve	(234,768.4)	(248,500.0)	(160,000.0)
	(182,750.0)	(186,430.0)	(186,430.0)
UNENCUMBERED CASH BALANCE	108,464.7	49,985.6	73,385.6
 APPROPRIATION LIMIT (In Millions)			
Cumulative Cash Balance (Prior Year)	590.9	526.0	484.9
LESS: Continuing and Encumbered Balances Reserve	(335.8)	(234.8)	(248.5)
	(175.4)	(182.8)	(186.4)
Unencumbered Cash Balance	79.7	108.5 ³	50.0
PLUS: Net Fiscal Year Revenue	3,356.7	3,224.5	3,117.7
TOTAL (100% LIMIT)	3,436.4	3,333.0	3,167.7
X 98% Limit	x .98	x .98	x .98
TOTAL APPROPRIATION LIMIT	3,367.7	3,266.3	3,104.3

¹ Reflects Governor's adjustment to the DEFAC revenue estimates:

Abandoned Property	24,000.0
Hospital Board and Treatment	(400.0)
Realty Transfer Taxes	8,000.0
Other Revenue by Departments	200.0
Total	<u>31,800.0</u>

² Includes \$53.0 million declared at the December DEFAC meeting and another \$159.2 million targeted reversions

³ Total is correct. See Note in Explanation of Financial Statements.

General Fund - Statement of Estimated Expenditures for the Fiscal Year Ending June 30, 2009
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	14,882.8	-	3,601.5	73.9	18,558.2
Judicial	90,368.9	-	1,556.2	1,152.7	93,077.8
Executive	152,889.8	45,119.6	67,289.0	2,389.1	267,687.5
Technology and Information	39,105.2	-	-	1,703.5	40,808.7
Other Elective	34,360.4	21,251.3	1,355.5	323.7	57,290.9
Legal	45,203.8	-	115.3	152.7	45,471.8
State	34,665.7	375.0	7,535.6	846.6	43,422.9
Finance	20,825.8	6,511.1	1,359.1	381.6	29,077.6
Health and Social Services	945,275.6	22,718.7	20,530.1	11,423.9	999,948.3
Services for Children, Youth and Their Families	137,009.4	200.0	1,871.4	2,350.6	141,431.4
Correction	259,088.9	3,135.4	7,229.4	3,529.5	272,983.2
Natural Resources and Environmental Control	41,968.6	9,255.0	25,038.8	1,521.4	77,783.8
Safety and Homeland Security	124,813.4	3,802.5	828.3	1,575.7	131,019.9
Transportation	-	-	-	-	-
Labor	7,471.4	-	578.6	26.8	8,076.8
Agriculture	8,686.3	-	66.9	391.0	9,144.2
Elections	4,099.8	-	416.0	35.6	4,551.4
Fire Prevention Commission	4,712.8	105.0	10.3	74.3	4,902.4
Delaware National Guard	4,861.5	-	387.2	96.3	5,345.0
Advisory Council for Exceptional Citizens	178.8	-	-	5.8	184.6
Higher Education	241,831.5	9,969.1	4,846.5	4.9	256,652.0
Education	<u>1,150,575.4</u>	<u>6,180.6</u>	<u>57,190.1</u>	<u>4,903.0</u>	<u>1,218,849.1</u>
TOTAL APPROPRIATIONS	<u>3,362,875.8</u> ¹	<u>128,623.3</u> ²	<u>201,805.8</u>	<u>32,962.6</u>	3,726,267.5
LESS: Estimated Reversions for Fiscal Year 2009					(212,200.0) ³
Estimated Continuing and Encumbered Balances for Fiscal Year 2009					<u>(248,500.0)</u>
TOTAL ESTIMATED EXPENDITURES					<u>3,265,567.5</u>

Fiscal Year 2009 Statutory References:

¹ Volume 76, Chapter 280 (SB 300)

² Volume 76, Chapter 288 (HB 525); Chapter 281 (SB 320)

³ Includes \$53.0 million declared at the December DEFAC meeting and another \$159.2 million targeted reversions

**Statement of Positions and General Fund Budget Act Appropriations
by Department and Major Categories of Expenditure
Fiscal Year Ending June 30, 2009**

Department	Special Fund Positions	General Fund Positions	Supplies and Materials								Total Apprs.
			Personnel Costs	Travel	Contractual Services	Energy	Capital Outlay	Debt Service	Other		
Legislative	1.0	83.0	11,182.6	151.5	1,516.4	-	265.9	102.0	-	1,664.4	14,882.8
Judicial	119.1	1,132.2	77,890.7	235.7	4,564.6	139.4	1,065.8	332.6	0.3	6,139.8	90,368.9
Executive	267.2	331.1	24,627.4	169.7	14,462.4	6,898.5	1,300.6	76.2	21,143.4	84,211.6 ¹	152,889.8
Technology and Information	18.0	220.0	19,532.9	124.9	1,905.6	501.9	314.3	10.3	336.2	16,379.1	39,105.2
Other Elective	100.5	41.5	3,656.9	35.7	845.5	-	26.1	31.9	-	29,764.3	34,360.4
Legal	114.1	452.0	41,406.5	38.6	3,495.3	53.0	129.6	20.8	-	60.0	45,203.8
State	268.9	405.1	19,896.5	101.4	2,758.9	994.9	1,660.5	180.7	1,623.8	7,449.0	34,665.7
Finance	66.0	237.0	16,340.5	58.9	2,076.0	4.5	144.7	131.1	2,017.1	53.0	20,825.8
Health and Social Services	1,047.4	3,709.8	213,183.6	127.1	68,562.8	6,557.1	11,359.7	613.0	247.4	644,624.9 ²	945,275.6
Services for Children, Youth and Their Families	223.7	1,043.6	69,857.4	53.2	35,892.9	1,438.2	1,964.4	65.8	1,298.8	26,438.7	137,009.4
Correction	8.0	2,608.7	167,266.2	75.4	10,140.2	10,005.2	12,680.5	112.6	7,993.8	50,815.0 ³	259,088.9
Natural Resources and Environmental Control	458.8	398.2	28,974.6	94.7	4,432.7	1,755.8	1,086.5	44.9	2,538.2	3,041.2	41,968.6
Safety & Homeland Security	155.1	959.9	89,130.3	62.4	6,324.5	-	5,086.6	940.8	1,036.7	22,232.1 ⁴	124,813.4
Transportation	1,894.0	-	-	-	-	-	-	-	-	-	-
Labor	470.1	36.9	2,132.5	10.2	3,194.4	7.7	136.5	23.8	-	1,966.3	7,471.4
Agriculture	55.2	91.8	6,217.6	44.2	544.9	20.3	141.7	47.0	-	1,670.6	8,686.3
Elections	2.0	48.0	2,914.2	23.1	615.2	33.2	49.2	4.3	-	460.6	4,099.8
Fire Prevention Commission	32.2	45.3	3,596.6	38.1	393.4	355.0	62.6	68.6	2.2	196.3	4,712.8
Delaware National Guard	100.0	30.5	3,030.9	8.4	285.3	830.2	159.5	3.0	-	544.2	4,861.5
Advisory Council for Exceptional Citizens	-	3.0	152.0	9.5	13.7	-	3.6	-	-	-	178.8
TOTAL - DEPARTMENTS	5,401.3	11,877.6	800,989.9	1,462.7	162,024.7	29,594.9	37,638.3	2,809.4	38,237.9	897,711.1	1,970,468.9
Higher Education*	277.3	786.0	62,410.9	-	289.8	4,041.1	-	125.0	9,128.4	165,836.3 ⁵	241,831.5
Education	54.7	13,287.2	681,158.2	55.8	806.5	24,600.6	45.0	37.6	79,788.7	364,083.0 ⁶	1,150,575.4
TOTAL - EDUCATION	332.0	14,073.2	743,569.1	55.8	1,096.3	28,641.7	45.0	162.6	88,917.1	529,919.3	1,392,406.9
GRAND TOTAL	5,733.3	25,950.8	1,544,559.0	1,518.5	163,121.0	58,236.6	37,683.3	2,972.0	127,155.0	1,427,630.4	3,362,875.8

* Appropriations other than "Debt Service" for University of Delaware and Delaware State University are reflected under "Other."

Explanation of Schedule A-2 "Other" Items:

¹ Data Processing - Development Projects	850.0	⁵ University of Delaware	126,743.6
Contingency - One-Time Appropriations	3,146.8	Delaware Geological Survey	1,766.1
Contingency - Prior Years' Obligations	450.0	Delaware State University	35,839.8
Contingency - Self Insurance	5,750.0	Delaware Technical and Community College	61.2
Contingency - Legal Fees	4,750.0	Delaware Institute of Veterinary Medical Education	371.2
Contingency - Salary	11,844.0		
Contingency - Maintenance Review	0.0	⁶ Division II Units/All Other Costs	28,681.8
Elder Tax Relief and Education Expense Fund	17,224.6	Division III - Equalization	77,301.1
Tax Relief and Education Expense Fund	17,500.0	Pupil Transportation	82,563.3
Housing Development Fund	4,070.0	Adult Education and Work Force Training Grant	8,746.6
		Academic Excellence Block Grant	38,180.1
		Prof. Accountability & Instructional Advancement Fund	4,454.5
² Medicaid, TANF and similar assistance programs	626,709.2	Children with Disabilities	3,204.0
		Unique Alternatives	10,872.0
³ Medical Services	41,555.5	Related Services for the Handicapped	2,938.0
Drug & Alcohol Treatment Services	5,392.0	Student Discipline Program	9,586.3
		Delaware State Testing Program	5,050.1
⁴ Pension - 20-year State Police Retirees	21,775.0	Early Childhood Assistance	5,727.8

**Statement of Recommended Positions and General Fund Appropriations
by Department and Major Categories of Expenditure
Fiscal Year Ending June 30, 2010**

Department	Special Fund Positions	General Fund Positions	Personnel				Supplies and Materials	Capital Outlay	Debt Service	Other	Total Apprs.
			Costs	Travel	Contractual Services	Energy					
Legislative	1.0	83.0	11,202.0	151.5	1,516.4	-	265.9	102.0	-	1,109.4	14,347.2
Judicial	120.1	1,132.2	78,082.5	230.9	4,251.6	139.4	1,038.8	321.2	0.3	4,740.9	88,805.6
Executive	265.2	329.1	24,690.6	159.2	14,296.0	6,858.5	1,296.6	75.7	21,143.4	(86,225.7) ¹	(17,705.7)
Technology and Information	17.5	218.5	19,571.8	124.9	1,474.4	501.9	314.3	10.3	336.2	14,005.6	36,339.4
Other Elective	100.5	40.5	3,610.8	26.7	770.2	-	25.6	31.9	-	50,856.0	55,321.2
Legal	118.1	450.0	41,215.6	38.6	3,260.2	53.0	129.6	20.8	-	(76.3)	44,641.5
State	270.9	404.1	21,291.2	89.4	2,894.5	1,034.9	1,606.5	170.7	1,623.8	5,898.0	34,609.0
Finance	66.0	237.0	16,383.6	58.9	2,020.0	4.5	144.7	131.1	2,017.1	(70.2)	20,689.7
Health and Social Services	1,051.4	3,643.8	211,683.7	127.1	59,568.5	6,107.6	11,045.6	593.0	247.4	582,606.5 ²	871,979.4
Services for Children, Youth and Their Families	225.7	1,044.6	70,134.1	51.0	36,122.6	1,438.2	1,994.4	59.3	1,298.8	16,919.3	128,017.7
Correction	9.0	2,607.7	170,630.4	32.3	10,214.2	10,005.2	12,903.6	112.6	7,993.8	40,200.8 ³	252,092.9
Natural Resources and Environmental Control	463.8	393.2	28,788.7	69.2	4,025.6	1,755.8	1,017.2	29.9	2,538.2	2,556.9	40,781.5
Safety & Homeland Security	153.3	959.7	91,103.2	42.4	6,208.6	-	4,780.1	640.8	1,036.7	19,579.2 ⁴	123,391.0
Transportation	1,894.0	-	-	-	-	-	-	-	-	-	-
Labor	460.8	35.2	2,139.1	10.2	3,189.4	7.7	136.5	23.8	-	1,175.6	6,682.3
Agriculture	62.2	87.8	6,189.5	18.3	536.4	20.3	117.6	26.0	-	1,464.1	8,372.2
Elections	2.0	47.0	2,922.0	23.1	618.4	33.2	49.2	4.3	-	287.8	3,938.0
Fire Prevention Commission	32.7	45.3	3,605.2	38.1	376.0	355.0	38.6	35.0	2.2	142.4	4,592.5
Delaware National Guard	100.0	30.5	3,037.0	8.4	285.0	830.2	159.5	3.0	-	364.1	4,687.2
Advisory Council for Exceptional Citizens	-	3.0	152.2	6.5	13.7	-	3.6	-	-	(1.0)	175.0
TOTAL - DEPARTMENTS	5,414.2	11,792.2	806,433.2	1,306.7	151,641.7	29,145.4	37,067.9	2,391.4	38,237.9	655,533.4	1,721,757.6
Higher Education*	275.3	786.0	62,571.6	-	0.0	2,330.5	-	125.0	9,128.4	160,877.3 ⁵	235,032.8
Education	63.2	13,433.7	690,732.9	55.8	809.7	22,730.9	45.0	37.6	79,788.7	312,462.5 ⁶	1,106,663.1
TOTAL - EDUCATION	338.5	14,219.7	753,304.5	55.8	809.7	25,061.4	45.0	162.6	88,917.1	473,339.8	1,341,695.9
GRAND TOTAL	5,752.7	26,011.9	1,559,737.7	1,362.5	152,451.4	54,206.8	37,112.9	2,554.0	127,155.0	1,128,873.2	3,063,453.5

* Appropriations other than "Debt Service" for University of Delaware and Delaware State University are reflected under "Other."

Explanation of Schedule A-3 "Other" Items:

¹ Contingency - One-Time Appropriations	1,188.5	⁵ University of Delaware	122,941.3
Contingency - Prior Years' Obligations	450.0	Delaware Geological Survey	1,741.1
Contingency - Self Insurance	5,750.0	Delaware State University	32,568.7
Contingency - Legal Fees	4,750.0	Delaware Technical and Community College	3,166.6
Contingency - Salaries and OEC	21,318.9	Delaware Institute of Veterinary Medical Education	314.6
Health Insurance - Retirees in Closed State Police Plan	4,205.3		
Housing Development Fund	4,070.0	⁶ Division II Units/All Other Costs	29,043.1
Elder Tax Relief and Education Expense Fund	17,224.6	Pupil Transportation	86,795.9
Property Tax Relief and Education Expense Fund	17,500.0	Division III - Equalization	78,088.6
DIMER - Operations	2,130.0	Adult Education and Work Force Training Grant	8,747.6
Strategic Reductions/Investment Target	(10,073.6)	Academic Excellence Block Grant	38,180.1
Strategic Reductions/Investment Target Personnel Costs	(127,415.8)	Prof. Accountability and Instructional Advancement Fund	4,454.5
Strategic Reductions/Investment Target Higher Ed/Reengineer	(36,359.3)	Program for Children with Disabilities	2,454.0
		Unique Alternatives	10,872.0
² Medicaid, TANF and similar assistance programs	684,046.3	Related Services for the Handicapped	2,938.0
Strategic Reductions/Investment Target DHSS Assistance Programs	(98,960.6)	Student Discipline Program	9,586.3
Strategic Reductions/Investment Target	(9,631.4)	DSTP	5,050.1
		Early Childhood Assistance	5,727.8
³ Medical Services	41,559.5	Full Day Kindergarten	15,430.8
Drug & Alcohol Treatment Services	5,392.0	Student Success Block Grant	8,541.4
Strategic Reductions/Investment Target	(10,132.6)	General Contingency	9,863.3
		Seed Scholarship	3,074.0
⁴ Pension - 20-year State Police Retirees	23,367.0	Strategic Reductions/Investment Target Public Education	(53,432.4)
Strategic Reductions/Investment Target	(4,204.9)		

All Funds - General and Special Funds
Comparative Consolidated Statement of Revenues and Expenditures
Fiscal Years Ended June 30, 2008 and 2007

	General Fund Actual		Special Fund Actual		Total Funds Actual	
	2008	2007	2008	2007	2008	2007
REVENUES						
Taxes	3,109,038.4	3,031,927.0	819,822.1	777,924.7	3,928,860.5	3,809,851.7
Licenses	11,665.7	15,902.0	4,818.7	4,614.9	16,484.4	20,516.9
Fees	107,690.3	109,386.0	153,306.3	137,500.3	260,996.6	246,886.3
Permits	0.9	0.9	947.6	1,032.6	948.5	1,033.5
Fines	3,786.7	4,225.2	6,812.7	5,827.1	10,599.4	10,052.3
Rentals and Sales	323,847.4	320,475.9	90,066.4	80,590.1	413,913.8	401,066.0
Federal Grants	-	-	1,241,077.5	1,143,028.3	1,241,077.5	1,143,028.3
Government Contributions	2,400.1	4,803.7	1,107,176.0	1,014,680.0	1,109,576.1	1,019,483.7
Earnings and Interest	32,948.2	25,265.7	51,360.8	52,736.8	84,309.0	78,002.5
State Government/Department Revenues	57,140.7	22,901.8	1,227,608.3	1,212,070.2	1,284,749.0	1,234,972.0
TOTAL REVENUES	3,648,518.4	3,534,888.1	4,702,996.4	4,430,005.0	8,351,514.8	7,964,893.1
LESS: Revenue Refunds	(291,777.1)	(244,676.0)	-	-	(291,777.1)	(244,676.0)
NET REVENUES	3,356,741.3	3,290,212.1	4,702,996.4	4,430,005.0	8,059,737.7	7,720,217.1
EXPENDITURES						
Legislative	14,015.5	13,174.0	-	-	14,015.5	13,174.0
Judicial	92,279.4	89,391.0	17,944.6	17,216.3	110,224.0	106,607.3
Executive	161,063.8	275,008.3	1,471,018.2	1,318,343.2	1,632,082.0	1,593,351.5
Technology and Information	36,925.9	37,646.8	25,355.5	21,589.4	62,281.4	59,236.2
Other Elective	79,380.3	56,542.1	411,996.4	353,688.9	491,376.7	410,231.0
Legal	44,758.7	41,614.2	9,071.8	8,668.6	53,830.5	50,282.8
State	31,889.6	25,591.5	53,589.8	52,172.7	85,479.4	77,764.2
Finance	33,382.2	45,627.5	88,708.9	91,611.9	122,091.1	137,239.4
Health and Social Services	918,684.8	852,546.2	858,373.5	795,118.5	1,777,058.3	1,647,664.7
Services for Children, Youth and Their Families	135,344.3	131,659.7	39,910.8	45,154.3	175,255.1	176,814.0
Correction	263,196.1	252,143.3	6,447.1	5,925.1	269,643.2	258,068.4
Natural Resources and Environmental Control	66,749.8	70,494.9	127,590.5	145,211.9	194,340.3	215,706.8
Safety and Homeland Security	126,543.7	120,875.2	42,376.7	43,232.6	168,920.4	164,107.8
Transportation	3.2	1,980.8	624,525.5	551,426.0	624,528.7	553,406.8
Labor	8,109.7	7,329.8	60,832.2	59,132.6	68,941.9	66,462.4
Agriculture	8,916.8	9,276.2	94,990.9	98,209.7	103,907.7	107,485.9
Elections	5,083.0	7,148.9	1,070.4	4,797.1	6,153.4	11,946.0
Fire Prevention Commission	5,260.7	5,250.2	3,179.2	3,191.5	8,439.9	8,441.7
Delaware National Guard	4,209.2	3,945.5	10,120.3	8,985.7	14,329.5	12,931.2
Advisory Council for Exceptional Citizens	181.7	172.0	5.0	5.0	186.7	177.0
Higher Education	253,029.1	253,820.4	115,291.9	106,779.4	368,321.0	360,599.8
Education	1,132,639.0	1,088,656.9	861,580.8	827,273.2	1,994,219.8	1,915,930.1
TOTAL EXPENDITURES	3,421,646.5	3,389,895.4	4,923,979.8	4,557,733.6	8,345,626.3	7,947,629.0
Revenues over Expenditures	(64,905.2)	(99,683.3)	(220,983.4)	(127,728.6)	(285,888.6)	(227,411.9)
Cash Balance - Beginning of Period	590,888.4	690,571.7	1,298,652.4	1,036,761.3	1,889,540.8	1,727,333.0
PLUS: Bond Sale Proceeds	-	-	210,665.8	392,030.2	210,665.8	392,030.2
Net Change in Payroll Withholdings Payable	-	-	3,221.1	(2,410.5)	3,221.1	(2,410.5)
CASH BALANCE - END OF PERIOD	525,983.1 ¹	590,888.4	1,291,555.9	1,298,652.4	1,817,539.0	1,889,540.8

¹ Total is correct. See Note in Explanation of Financial Statements

General Fund - Statement of Expenditures and Reversions
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2008

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures	Reversions
Legislative	10,280.1	334.3	2,457.8	3.4	167.2	229.6		543.2	14,015.5	315.4
Judicial	77,892.8	234.5	12,243.3	128.4	1,179.3	83.9	281.1	236.1	92,279.4	98.4
Executive	27,785.5	364.8	40,016.4	7,458.5	1,242.3	4,701.3	18,983.8	60,511.4	161,063.8	61,759.1
Technology and Information	18,522.3	124.9	17,054.6	542.8	291.2	10.3	350.1	29.8	36,925.9	48.6
Other Elective	3,463.8	28.5	1,261.3		26.8	21.0	51,943.3	22,635.5	79,380.3	197.3
Legal	40,652.6	104.4	3,633.8	49.5	161.7	39.0		117.7	44,758.7	52.9
State	15,799.6	59.8	3,947.1	912.9	1,904.2	354.9	2,032.2	6,878.8	31,889.6	745.4
Finance	17,388.5	53.0	5,450.0	8.7	159.7	37.7	2,090.0	8,194.6	33,382.2	165.2
Health and Social Services	213,558.8	138.1	90,496.4	7,560.1	13,048.6	735.1	707.8	592,439.9	918,684.8	11,686.4
Services for Children, Youth and Their Families	68,945.7	50.9	39,875.6	1,050.8	2,143.0	56.4	1,348.9	21,873.0	135,344.3	306.8
Correction	173,644.1	55.9	53,419.1	10,735.9	14,771.7	840.3	9,650.7	78.4	263,196.1	1,308.0
Natural Resources and Environmental Control	29,565.2	100.0	23,821.6	2,020.9	1,575.6	986.8	2,256.9	6,422.8	66,749.8	127.1
Safety & Homeland Security	109,233.4	88.7	6,026.7	16.3	4,908.4	3,794.4	1,290.7	1,185.0	126,543.7	321.4
Transportation								3.2	3.2	
Labor	1,822.8	6.9	3,933.0	18.2	115.6	84.1		2,129.0	8,109.7	182.8
Agriculture	6,042.6	48.9	1,486.5	24.3	191.1	16.5	18.8	1,088.1	8,916.8	106.0
Elections	3,191.8	12.5	1,685.4	37.4	129.8	9.3		16.8	5,083.0	138.1
Fire Prevention Commission	3,661.0	43.2	439.2	327.0	182.2	300.5	178.9	128.8	5,260.7	66.2
Delaware National Guard	2,411.8	13.1	404.4	696.8	245.7	28.2	77.0	332.2	4,209.2	252.1
Advisory Council for Exceptional Citizens	152.0	6.0	16.7		7.0				181.7	0.7
TOTAL - DEPARTMENTS	824,014.3	1,868.4	307,669.0	31,591.8	42,451.1	12,329.3	91,210.2	724,844.3	2,035,978.4	77,877.9
Higher Education	94,881.9	51.5	5,414.2	4,048.4	1,002.9	933.9	8,359.6	138,336.7	253,029.1	3.6
Education	855,333.2	1,138.8	127,539.8	27,141.0	28,618.4	8,179.0	51,484.4	33,204.3	1,132,639.0	12,686.6
TOTAL - EDUCATION	950,215.1	1,190.3	132,954.0	31,189.5	29,621.3	9,112.9	59,844.0	171,541.0	1,385,668.1	12,690.2
GRAND TOTAL	1,774,229.4	3,058.8	440,623.0	62,781.2	72,072.4	21,442.2	151,054.2	896,385.3	3,421,646.5	90,568.1

Special Fund - Statement of Expenditures
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2008

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures
Judicial	6,268.1	162.0	3,948.9		192.4	23.5		7,349.6	17,944.6
Executive	417,062.0	320.2	499,138.4	884.3	4,629.9	5,573.3		543,410.2	1,471,018.2
Technology and Information	1,068.1	72.5	24,088.7		75.8	22.1		28.4	25,355.5
Other Elective	6,075.6	84.6	24,850.0		80.2	35.7	41,879.2	338,991.2	411,996.4
Legal	6,245.5	206.7	2,074.9		273.1	147.1		124.6	9,071.8
State	17,474.0	274.4	10,779.8	0.7	490.3	467.3		24,103.4	53,589.8
Finance	18,826.5	55.7	59,909.9		88.9	30.6		9,797.4	88,708.9
Health and Social Services	61,915.0	380.7	113,758.3	742.3	24,509.2	2,433.3		654,634.6	858,373.5
Services for Children, Youth and Their Families	13,666.8	82.3	19,926.8	30.0	952.7	61.9		5,190.3	39,910.8
Correction	606.8	21.9	1,515.4	18.0	4,036.8	216.3		31.9	6,447.1
Natural Resources and Environmental Control	26,324.0	203.1	41,320.5	280.6	5,211.7	566.9		53,683.8	127,590.5
Safety & Homeland Security	12,683.1	428.3	18,778.3	10.9	3,217.3	1,970.6		5,288.2	42,376.7
Transportation	109,371.3	327.2	115,451.7	4,092.2	23,543.3	21,230.2	752.6	349,757.0	624,525.5
Labor	24,672.2	167.7	24,293.2	23.4	888.4	71.9		10,715.5	60,832.2
Agriculture	3,995.8	96.6	76,690.2	10.6	329.6	132.3		13,735.8	94,990.9
Elections	61.2	16.8	908.1	5.1	15.7	55.5		8.1	1,070.4
Fire Prevention Commission	2,172.2	28.0	386.4	0.9	473.8	104.0		13.9	3,179.2
Delaware National Guard	3,838.3	29.0	4,361.1	955.7	461.9	302.6		171.7	10,120.3
Advisory Council for Exceptional Citizens								5.0	5.0
TOTAL - DEPARTMENTS	732,326.5	2,957.4	1,042,180.5	7,054.9	69,470.7	33,444.9	42,631.7	2,017,040.7	3,947,107.3
Higher Education	60,082.4	650.6	13,374.3	1,886.3	4,198.3	1,479.3		33,620.7	115,291.9
Education	373,369.1	1,537.6	156,168.2	7,926.0	34,947.2	7,842.9	53,021.7	226,768.1	861,580.8
TOTAL - EDUCATION	433,451.4	2,188.2	169,542.5	9,812.4	39,145.5	9,322.3	53,021.7	260,388.8	976,872.7
GRAND TOTAL	1,165,777.9	5,145.6	1,211,723.1	16,867.2	108,616.2	42,767.2	95,653.4	2,277,429.4	4,923,979.8

¹ Negative amounts result from recoding a prior year recording.

Capital Improvement Fund Expenditures
Summarized by Department, Higher Education and Department of Education
Fiscal Year Ended June 30, 2008

		Expenditures
DEPARTMENTS		
Executive	\$ 28,810.5	
State	2,558.4	
Finance	6,229.2	
Natural Resources and Environmental Control	2,814.5	
Transportation	<u>385,131.0</u>	
TOTAL - DEPARTMENTS		425,543.6
HIGHER EDUCATION		
University of Delaware	3,500.0	
Delaware State University	5,438.3	
Delaware Technical and Community College	<u>1,142.2</u>	
TOTAL - HIGHER EDUCATION		10,080.6
DEPARTMENT OF EDUCATION		
Caesar Rodney	999.0	
Capital	10,421.3	
Lake Forest	6,197.6	
Cape Henlopen	28,788.5	
Milford	2,382.9	
Seaford	409.3	
Smyrna	10,098.4	
Appoquinimink	27,808.3	
Brandywine	28,053.8	
Red Clay	36,717.2	
Christina	22,604.5	
Colonial	29,589.8	
Woodbridge	201.3	
Indian River	11,834.8	
Delmar	2,230.1	
New Castle County Vo-Tech	1,670.9	
PolyTech	317.9	
Sussex Vo-Tech	2,976.8	
Sterck	<u>1,731.1</u>	
TOTAL - DEPARTMENT OF EDUCATION		<u>225,033.4</u>
TOTAL - CAPITAL IMPROVEMENT FUND EXPENDITURES		<u><u>\$ 660,657.5</u></u>

DEFINITION OF BUDGETARY TERMS

Agency - Any board, department, bureau or commission of the state that receives an appropriation under the Appropriations Act of the General Assembly.

Appropriated Special Funds (ASF) - A type of funding appropriated in the Budget Act. Revenue generated by fees for specific, self-sufficient programs.

Appropriation Limits - The amount that the legislature is allowed to authorize for spending.

◆ **Operating Budget** - The State Constitution limits annual appropriations to 98 percent of estimated revenue plus the unencumbered General Fund balance from the previous fiscal year. To appropriate more than the 98 percent, the legislature must declare an emergency.

◆ **Capital Budget** - Legislation sets three criteria. (See **Debt Limits** for details.)

Appropriations Act (Budget Act) - Legislation that is introduced and passed by the General Assembly for the state's operating budget. This bill appropriates money for personnel costs, travel, contractual services, debt service, energy, etc. The General Assembly appropriates General Fund (GF) and Appropriated Special Fund (ASF) dollars and General Fund, Appropriated Special Fund and Non-Appropriated Special Fund (NSF) positions.

Appropriation Unit (APU) - Major subdivision within a department/agency comprised of one or more Internal Program Units.

Bond and Capital Improvement Act - Legislation that is introduced and passed by the General Assembly for the state's capital budget. This bill appropriates money for items that have at least a ten-year life: construction of buildings, land acquisitions, water and wastewater infrastructure, drainage projects, etc.

Bond Bill - See Bond and Capital Improvement Act.

Budget Act - See Appropriations Act.

Budget Development and Information System (BDIS)
Client-server system used for developing and analyzing agency budget requests and preparing the Governor's Recommended Budget.

Budget Request - A series of documents that an agency submits to the Office of Management and Budget and the Controller General's Office outlining the

funding and positions requested for the next fiscal year.

Budget Reserve Account - Within 45 days after the end of any fiscal year, the excess of any unencumbered funds remaining from the said fiscal year shall be paid by the Secretary of Finance into the Budget Reserve Account; provided, however, that no such payment will be made which would increase the total of the Budget Reserve Account to more than five percent of only the estimated General Fund revenues. The General Assembly by three-fifths vote of the members elected to each House may appropriate from the Budget Reserve Account such additional sums as may be necessary to fund any unanticipated deficit in any given fiscal year or to provide funds required as a result of any revenue reduction enacted by the General Assembly.

CIP - Capital Improvement Plan.

Class - All positions sufficiently similar in duties, responsibilities and qualification requirements to use the same examination, salary range and title.

Continuing Appropriations - Unexpended funds that do not revert to the General Fund through legislative action at the close of the fiscal year, but remain available in the agencies for expenditures in the following fiscal year.

Debt Limit - The General Assembly passed legislation to set a three-part debt limit for the state:

1. The amount of new "tax-supported obligations of the State" that may be authorized in one fiscal year may not exceed five percent of the estimated net General Fund revenue for that year.
2. No "tax-supported obligations of the State" and no "Transportation Trust Fund (TTF) debt obligations" may be incurred if the aggregate maximum annual payments on all such outstanding obligations exceed 15 percent of the estimated General Fund and TTF revenue.
3. No general obligation debt may be incurred if the maximum annual debt service payable in any fiscal year on all such outstanding obligations will exceed the estimated cumulative cash balances.

Debt Service - The amount of principal and interest due on an annual basis to cover the cost of borrowing funds in order to finance capital improvements.

DEFINITION OF BUDGETARY TERMS

Delaware Economic and Financial Advisory Council (DEFAC) - Representatives from state government, the General Assembly, the business community and the academic community who forecast the state's revenues and expenditures. The Council meets six times a year. Appropriation limits are determined based on DEFAC forecasts.

Delaware Financial Management System (DFMS) - An automated financial management and accounting system currently utilized by the State.

Delaware State Clearinghouse Committee (DSCC) - A committee established by statute to review and approve/disapprove federal grants and non-federal grants requested by state agencies (including higher education institutions) and, in some circumstances, federal grants requested by private agencies and local governmental entities.

Development Fund - Funds appropriated for the development and implementation of new Information System and Technology (IS&T) projects throughout state government.

Division - Major subdivision within a department/agency comprised of one or more Budget Units.

Enhancements - Dollar adjustments to an agency's budget resulting from a planned expansion, improvement or curtailment of current programs. Adjustments for new programs/services.

Epilogue - The section of the Budget Act that provides instructions or guidance on the allocation of appropriated funds.

Federal Funds - Funds awarded to state agencies by the federal government through a grant application process at the federal level and the Clearinghouse process at the state level.

Fiscal Year (FY) - A 12-month period between settlement of financial accounts. The state fiscal year runs from July 1 through June 30. The federal fiscal year is October 1 through September 30.

FTE (Full-Time Equivalency) - One full-time position.

General Assembly - Legislative body comprised of the House of Representatives and the Senate. All members are elected. House members serve for two years and Senate members serve for four years.

General Fund - Primary fund of the state, all tax and other fines, fees and permit proceeds are deposited here unless specific legislative authority has been

granted to allow the revenue to be deposited in another fund.

Governor's Recommended Budget - Presented to the General Assembly in late January. This is the Governor's recommendation to the General Assembly.

Grant-in-Aid - Funds provided by the legislature to private non-profit agencies to supplement state services to the citizens of Delaware. Also, includes the state share of county paramedic programs.

Internal Program Unit (IPU) - Major subdivision within an Appropriation Unit. Key level for budget development and tracking.

Joint Finance Committee (JFC) - The Joint Finance Committee consists of the members of the House Appropriations and Senate Finance Committees. 29 Del. C., §6336 mandates that the JFC meet jointly for the purpose of considering a budget proposal submitted by the Governor. Such meetings may require attendance of state agency heads who shall provide the committee with information explaining their budget requests and agency goals and objectives. The JFC proposes a budget for consideration by the General Assembly.

Joint Legislative Committee on the Capital Improvement Program (Bond Bill Committee) - A Capital Improvements Committee comprised of members of the House and Senate Bond Committees, which meets jointly to consider proposals for capital improvements projects submitted by the Governor. As with the Joint Finance Committee, such meetings may require attendance of state agency heads who shall provide the committee with information explaining their capital budget requests. The Joint Capital Improvements Committee proposes a capital budget for consideration by the General Assembly.

Key Objectives - Statements of specific, intended, measurable goals related directly to the mission of a department, agency or unit.

Merit System - The personnel system used by the State provided under 29 Del. C.c. 59.

Mission - The purpose of a department, agency or unit. Rationale for the existence of an APU or department.

Non-Appropriated Special Funds (NSF) - Funds that are not appropriated by the legislature. Federal

DEFINITION OF BUDGETARY TERMS

funds, school local funds, reimbursements and donations fall into the NSF category.

One-Time Items - A non-recurring expense, not built into an agency's base budget.

Paygrade - One of the horizontal pay ranges designated on the pay plan.

Performance Measures - Observable measures of a program's progress towards achieving its identified mission and key objectives.

Payroll/Human Resource Statewide Technology (PHRST) - Integrated application of the human resource, benefits and payroll function for the State of Delaware.

Policy - A governing principle, pertaining to goals or methods; involves value judgment.

Position - An aggregate of responsibilities and duties, filled or vacant, that requires the services of an employee, part-time or full-time, for which funds have been budgeted and which has been assigned to a class.

Reclassification - A change in the classification assigned to a position to reflect a significant change in the duties and responsibilities of that position. The paygrade may be adjusted either up, down or may remain the same.

Revenue - Income from taxes and other sources that the State collects and receives into the treasury for public use.

Revenue Budgeting - A financial planning process which estimates the income to be realized from various sources for a specific period of time.

Selective Market Variation - A mechanism by which the State can address severe recruitment and retention problems in specific job classifications.

Service Level - The five funding categories (base, inflation, structural changes, enhancements, one-times) by which agency budget requests are developed.

Strategic Plan - A document developed by an agency that documents the policy direction and agency goals for a three-year period.

Strategic Planning and Budgeting Process (SPBP) - Type of budgeting whereby budgets are developed annually through a broad based internal analysis of a department's mission, key objectives and goals.

Budget requests reflect the resource allocation necessary to carry out the strategic plan.

Structural Changes - Change in the methods of service delivery or the organizational location of programs or services.

Technology Fund - Funds appropriated within the Office of Management and Budget for statewide technology initiatives. The technology fund is not part of the base budget.

Transportation Trust Fund (TTF) - A fund to which all revenues dedicated to the Department of Transportation are deposited. The department uses this fund to cover operating and capital expenditures.

Twenty-First Century Fund - Fund created for deposit of proceeds from the Delaware v. New York decision. Monies are used to finance capital investment programs including open space, farmland preservation, water/wastewater, park endowment, community redevelopment, neighborhood housing revitalization, educational technology, advanced technology centers, Diamond State Port Corporation and resource, conservation and development projects.

This publication is available:

on the Internet at:

<http://www.budget.delaware.gov>

in microfiche from:

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Dover, Delaware 19901*

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