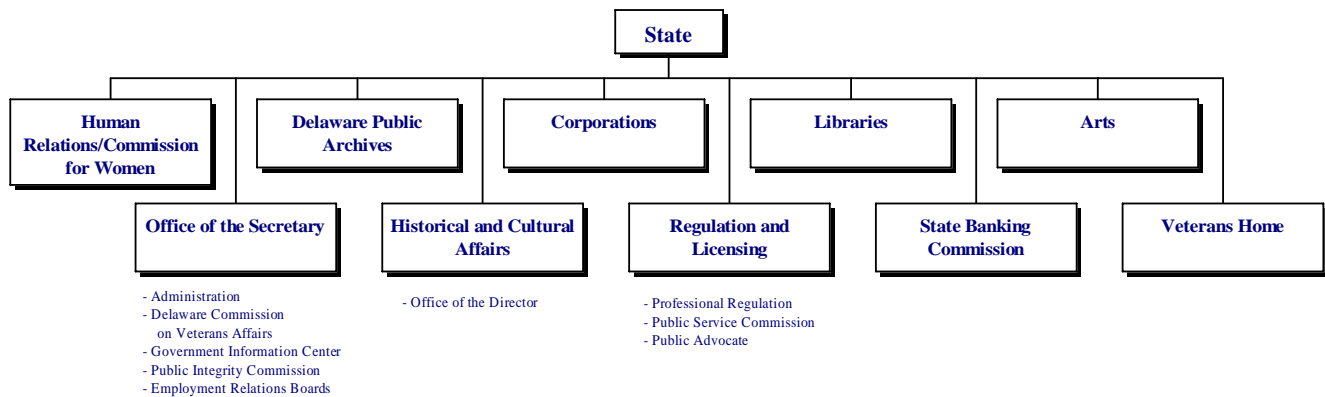


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MISSION

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

KEY OBJECTIVES

- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products and services that leverage the State's existing reputation as a leading corporate and financial services center. Effectively coordinate domestic and international marketing efforts with the Delaware Economic Development Office, Port of Wilmington, corporate and legal service providers, chambers of commerce and others.
- Grow incorporations and banking revenues by maintaining an attractive and innovative regulatory and service environment.
- Improve public access to governmental, recreational and educational information by expanding virtual information repositories, such as *Delaware.gov*, the Delaware Digital Archives and the Delaware Library Catalog. Maintain world-class, full-service operations at the State's public libraries and Delaware Public Archives (Archives).

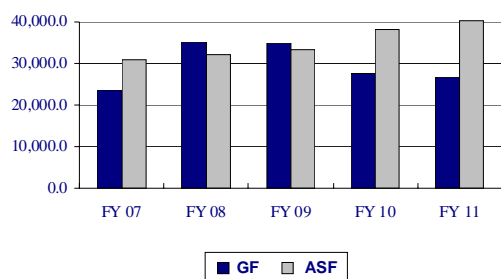
- Improve public access to arts and history and improve the quality and increase the use of historic, recreational and cultural assets that make Delaware an attractive place to live, work and visit. Partner with private arts organizations, museums and historic societies to make Delaware's rich history and culture more accessible to the public.
- Improve educational opportunities for Delaware's children through programs offered or funded through the Archives, Division of Arts (Arts), Division of Historic and Cultural Affairs (HCA), Division of Libraries (Libraries) and other agencies in the department.
- Increase the number of eligible veterans and their dependents receiving services.
- Provide outstanding long-term care services at the Delaware Veterans Home that improve the quality of life of residents.
- Promote amicable and supportive relationships among the residents of Delaware by increasing public awareness of discriminatory practices and human rights.
- Promote the economic, social, educational, personal and professional growth of Delaware women.
- Ensure the timely and fair administration of rules, regulations and laws overseen by the department.
- Work with regulated businesses and utility consumers to foster utility regulatory policies and rate structures that align with state and federal initiatives on climate prosperity, clean energy and environmental sustainability.
- Strengthen professional regulatory oversight by ensuring that applicants for professional, trade and event licenses meet minimum requirements for

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licensure, promptly investigating complaints from the public, taking appropriate disciplinary actions and increasing awareness of importance of reporting violations of appropriate standards of conduct.

- Apply e-government solutions to boost productivity, enhance customer service, respond to changes in laws and enhance the availability of online services and information.
- Expand outreach and educational services to consumers and state employees about various matters (financial services, utility services, government ethics laws, employment laws, etc.) handled through the department.
- Boost the department's productivity, security and work environment by implementing clean energy, supplier diversity, comprehensive security and continuity of operations plans.

Five-Year Appropriation History



FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	27,395.9	26,629.4	27,376.8
ASF	34,606.7	38,546.7	40,137.1
TOTAL	62,002.6	65,176.1	67,513.9

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	329.0	305.0	305.0
ASF	276.6	269.6	269.6
NSF	18.9	16.4	16.4
TOTAL	624.5	591.0	591.0

FY 2012 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend \$900.0 ASF in Technology Infrastructure Fund to increase support for e-government projects.

- ◆ Recommend (\$50.7) in Contractual Services, (\$3.0) in Capital Outlay, (\$17.1) in Delaware Heritage Office, (\$11.0) in Delaware Art and (\$72.6) in Library Standards to reflect reductions in operating expenditures.

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 Improvement 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 \$50.0 for the Minor Capital Improvement and Equipment program for the Veterans Home.
- ◆ Recommend \$2,500.0 for the construction of a new library for the City of Dover. Also recommended are \$500.0 for renovations to the Wilmington Public Library, \$1,100.0 for the construction of a new library in Claymont, \$1,000.0 for renovations to the Bear Public Library, \$750.0 for construction of a new library in Greenwood, and \$150.0 to start design work for a new regional library in Smyrna (Duck Creek Regional Library).

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OFFICE OF THE SECRETARY
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	FUNDING		
	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	3,238.5	3,420.6	3,538.2
ASF	3,244.1	3,049.5	3,049.5
TOTAL	6,482.6	6,470.1	6,587.7

	POSITIONS		
	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	45.5	40.5	40.5
ASF	10.5	10.5	10.5
NSF	--	--	--
TOTAL	56.0	51.0	51.0

ADMINISTRATION
20-01-01

MISSION

To provide leadership, support and centralized services to the divisions to meet the overall objectives of the department and promote job creation and revenue growth by assisting Delaware businesses and institutions with efforts to expand international trade and cultural exchanges.

KEY OBJECTIVES

- Build brand awareness and recognition both domestically and internationally of Delaware's position as the Corporate Capital of the World and the Business Gateway to the United States.
- Provide leadership in efforts to leverage Delaware's international reputation to help attract complementary corporate, financial and legal services businesses.
- Provide direction and leadership in the area of citizen access to information by promoting library, archive and e-government services.
- Provide leadership in marketing Delaware arts, history and culture.
- Promote services offered through the International Trade and Development office, provide export/import assistance to Delaware businesses and work to attract and retain jobs associated with international businesses.

- Provide effective financial, human resource, information technology, policy development, community relations and administrative support to divisions.
- Provide support services to the Secretary of State related to official duties and functions on the Board of Pardons, Delaware Stadium Corporation, Diamond State Port Corporation, Delaware Economic and Financial Advisory Council (DEFAC) and other boards, committees and task forces.

BACKGROUND AND ACCOMPLISHMENTS

Comprised of Archives, Arts, State Bank Commissioner, the Division of Corporations (Corporations), Government Information Center (GIC), HCA, Human Relations/Commission for Women, Libraries, Professional and Utility Regulation and Licensing Services, Veterans Affairs, Veterans Home and various boards and commissions, the Department of State is led by the Secretary of State, who leads a diverse organization with responsibilities in many distinct areas. The department is involved in virtually every aspect of state government: economic development, finance, regulation, transportation and infrastructure, housing, education, culture and quality of life issues.

In addition to providing direction to the various divisions, the Secretary of State provides policy guidance. The secretary serves on the board of the Diamond State Port Corporation and Delaware Stadium Corporation. By virtue of the Delaware Constitution, the Secretary of State is the Secretary of the Board of Pardons. Under state law and various executive orders, the secretary administers regulations affecting nearly 9,000 Delaware notaries public and actively participates in numerous public bodies, including DEFAC, Open Space Council and the Biggs Museum Board.

Through Corporations and the State Bank Commissioner, the department contributed \$921 million of net General Fund revenue in Fiscal Year 2010. The department continues to maintain the State's leadership in the corporate, legal and banking services industries and leverages those relationships to attract related businesses and industries.

Through Archives, Libraries and GIC, the department has the statutory responsibility to ensure citizen access to governmental, educational and recreational information. Archives safeguards public records and has made more than 650,000 digital archival images available to the public through the end of Fiscal Year 2010. Libraries fosters education and recreational enjoyment. Last year,

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the division served more than four million visitors and circulated more than eight million books and other materials. The division also completed a multi-year effort to bring every public library in the state into a single, statewide library catalog and received a multi-million dollar grant that will bring wireless and videoconferencing services to every public library. GIC promotes easy and organized access to online information and resources. In Fiscal Year 2010, GIC dramatically increased the State's use of social media and recorded an average of 344,751 unique visitors a month to the State's web portal.

Through HCA, Archives and Arts, the department plays a major role in preserving and celebrating the past and exposing residents and visitors to the State's rich culture and history. Archives, state museums and conference centers hosted more than 125,000 visitors in Fiscal Year 2010 at their public exhibit and meeting spaces where the story of the State's democracy can be seen and heard.

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

Through Human Relations/Commission for Women, the department protects Delaware's residents from discriminatory practices and promotes equal opportunity and protection for all persons. Furthermore, it promotes the economic, social, educational, personal and professional growth of Delaware women. Each year, this division participates in more than 100 outreach and educational activities.

Through the Division of Professional Regulation, Delaware Public Service Commission (PSC) and Delaware Public Advocate (DPA), the department provides regulatory, licensing, investigative and consumer services to protect the public's health, safety and economic welfare. The Division of Professional Regulation issues licenses to more than 75,000 professionals in Delaware. In Fiscal Year 2010, 90 percent of all license renewals used the division's new online license renewal service. PSC currently has regulatory authority over 162 energy, telecommunications, water and wastewater service providers and franchisees. In 2009, PSC staff assisted consumers with 1,446 utility complaints. DPA represents the interests of utility customers before the PSC, as well as other state and federal courts and administrative bodies. Last year, DPA and PSC successfully prosecuted an alternative energy provider for inappropriate business practices and secured \$500,000 in refunds for customers.

Through the Employment Relations Boards and Public Integrity Commission (PIC), the department administers state laws governing employment relations and ethics. These agencies continued to expand and enhance their websites to improve citizen access to statutes, regulations and online services.

The Commission on Veterans Affairs serves Delaware veterans through its administrative offices and the veterans' memorial cemeteries. The commission continues to play a vital role in developing rules and regulations to administer the Delaware Veterans Home. The commission recently completed a \$1.8 million expansion to its Sussex County cemetery and launched a \$1.6 million expansion this year at its New Castle County cemetery.

The Veterans Home provides long-term care services, such as skilled nursing care, to Delaware veterans at its facility in Milford. It has consistently operated above a 90 percent occupancy rate for the three licensed wings.

The International Trade and Development office works to increase employment in the state by attracting new internationally-based businesses to Delaware and providing export/import information and guidance to existing Delaware-based businesses. The office hosts dozens of delegations from around the world each year and visits many countries each year to promote investing in Delaware. Delaware products can be found in 158 countries around the world with the fastest growing exports occurring in pharmaceutical products, plastics, poultry and aviation.

ACTIVITIES

- Provide centralized services to operating divisions, including financial, human resources, legislative, information technology, general administrative and employee training.
- Provide direction and policy making functions for operating divisions.
- Promote international trade and development.
- Prepare budgets and control expenditures throughout the department.
- Process applications, collect fees and commission notaries public.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
\$ value of Delaware exports (billions)	*	*	4.8
Agencies with 2 or more social media/mobile channels	*	*	6

**New performance measure.*

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DELAWARE COMMISSION ON VETERANS AFFAIRS 20-01-02

MISSION

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

KEY OBJECTIVES

- Increase claims processed with the U.S. Department of Veterans Affairs on behalf of Delaware veterans and their dependents.
- 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.
- Increase the number of interments.
- Increase the number of grave sites.
- Increase the number of pre-approved interment applications.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Commission on 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 79,166 Delaware veterans and their dependents.

The commission continues to increase services to approximately 39,137 veterans residing in Kent and Sussex counties who do not have equitable access to resources that are accessible to veterans residing in New Castle County. State funded counseling services provided by People's Place in Milford improve the ability to provide access. The mobile van, Veterans Service Center, continues making scheduled community visits, further enhancing the delivery of services.

The commission and the U.S. 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 U.S. Department of Veterans Affairs workshops to veterans/disabled veterans interested in developing veteran-owned small businesses.

The commission continues to use technology for its benefits delivery network. The DCVA home page was accessed 473,964 times during Fiscal Year 2010.

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 veteran and community organizations and available through email subscription. 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.
- Processed and approved over 41,900 applications for burial at the DVMC over the past 19 years.
- Effectively handled over 14,300 interments at the DVMC over the past 19 years.
- Maintained a website that permits veterans to access or submit a burial application, check the status of their application and locate interment sites of those interred at the DVMC.
- Implemented a Funeral Directors Interment Scheduling (FDIS) program, which allows funeral directors to electronically schedule interments on a 24/7 basis.

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 DD-214's or similar verification of active military service documentation.
- Continue annual ceremonies associated with the Delaware Memorial Bridge and DVMCs honoring veterans on Memorial Day, Flag Day and Veterans Day.
- Continue outreach efforts conducted through the publication of a quarterly newsletter.

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- Maintain information systems that provide veterans with electronic access to benefits and entitlement information provided by federal and state governments.
- Maintain effective communication and participate in activities with other departments, divisions, nonprofit organizations and interstate departments of veterans affairs for the purpose of promoting issues beneficial to veterans and their dependents.
- Maintain electronic access (kiosk) for all Delaware veterans and family members to retrieve grave site information.
- Manage federal and state funds for various capital improvement projects at the cemetery ensuring quality workmanship on all projects.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of claims processed	1,788	1,833	1,879
# of outreach services to veterans and their dependents	55,111	56,489	57,901
# of federal/state referrals	5,034	5,160	5,289
\$ of claims awarded (millions)	7.4	8.0	8.0
# of interments	963	987	1,012
# of grave sites maintained	14,806	15,793	16,805
# of cumulative approved interment applications	27,335	28,018	28,718

GOVERNMENT INFORMATION CENTER 20-01-06

MISSION

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

KEY OBJECTIVES

- Increase the number of monthly visitors to Delaware's portal and agency websites.
- Establish e-partnerships with all local and county governments.
- Facilitate the creation of new online services that reduce costs, provide convenience or increase the efficiency of government.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2001, GIC was created within the Office of the Secretary to assist the Department of State in meeting its statutory mandate of providing residents with free and equal access to state, local and federal

government information. GIC works with state agencies, legislators, judicial agencies, local governments, the public and others to improve the delivery of government services and information through Delaware's portal and other channels.

Accomplishments

- Designed and launched the new *Delaware.gov* for the Markell administration.
- Partnered with local governments to establish town websites for municipalities.
- Launched the Official Mobile Website for *Delaware.gov*, which now includes a Polling Place Locator and Delays and Closings.
- Integrated social media elements into state agency websites including *Delaware.gov*.
- Facilitated and led the establishment of a statewide social media policy.
- Launched a centralized repository (*bids.delaware.gov*) for all Request for Proposals (RFP) and Requests for Information (RFI) to make doing business with the State easier.
- Established website archiving for all state agency websites.
- Created the website *ideas.delaware.gov* for the Governor's Office to facilitate citizen input.
- Designed and launched Delaware's Recovery Act Portal, *recovery.delaware.gov*.
- Established the State's first blog server, which currently hosts over 10 agency blogs.
- Increased the use of social media throughout Delaware's agencies and the State's municipalities.

ACTIVITIES

- Enable, assist and empower state agencies to reach new audiences through the use of social media venues.
- Offer web- and social media-related training to state agencies.
- Establish e-partnerships with local governments to ease access to government information and reduce costs by leveraging existing online services.
- Partner with the Department of Technology and Information (DTI) to create, modify and enforce state standards.
- Promote the creation of websites that provide content to the widest audience possible by

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encouraging compliance to accessibility best practices.

- Collaborate with Archives and Libraries on implementing digital archiving and cataloging activities.
- Partner with Archives, Arts and HCA to establish online exhibits.
- Participate in outreach events to promote the use of *Delaware.gov* and other state services available online.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of portal visitors (average unique visitors per month)	344,751	380,000	418,000
# of new online services established	*	10	15
% of local and county governments with which e-partnerships have been established	43	75	100

**New performance measure.*

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 ethics for the executive branch and local governments; financial disclosure for executive, legislative and judicial branches; dual compensation for state and local employees and officials holding two government jobs; and registration and expenditures by lobbyists.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

PIC interprets:

- Ethics law for more than 58,000 state employees, officials and all appointees to boards and commissions;
- Ethics law for 50 local governments;
- Financial disclosure law for more than 380 officials and state candidates;

- Disclosure law requiring all state elected officials and state candidates to disclose all nonprofits, civic and community associations, foundations, maintenance organizations or trade groups of which they are a council member or board member;
- Law pertaining to dual office holders; and
- Lobbying law, which applies to 335 lobbyists representing 857 organizations.

In Fiscal Year 2010, PIC interpreted 37 requests for advisory opinions from officials and complaints against officials. Verbal opinions were given on the day of the hearings, and written opinions followed in less than 45 days.

Fiscal Year 2010 was the fifth year officials could file financial disclosure reports online or by hard copy. Out of 380 public officers, 345 filed online. The number of online filers increased by nearly 30 percent due to efforts made by PIC to encourage state candidates to file online.

In Fiscal Year 2010, 335 lobbyists registered to represent 857 organizations. This was an increase of only 11 lobbyists but an increase of 77 organizations represented. Lobbyists filed 3,420 organizational quarterly expense reports, an increase of more than 300. The number of organizations represented has increased every year since PIC became responsible for the lobbying law in 1996.

In Fiscal Year 2010, new legislation was passed requiring all state elected officials and state candidates to file an additional disclosure report revealing the nonprofits, civic and community associations, foundations, maintenance organizations or trade groups that are located in or do business with, of which they are a council member or board member.

ACTIVITIES

- Issue written opinions on whether state employees, officers, honorary officials, agencies, local government employees, officers and officials, dual office holders and lobbyists are complying with the ethics, financial disclosure, dual compensation and lobbying laws in 29 Del. C. c. 58.
- Grant waivers if the literal application would not serve the public purpose of the Code of Conduct and/or if compliance would result in undue hardship on employees, officers or state agencies.
- Investigate and prosecute violations of 29 Del. C. c. 58.
- Provide seminars and publications to aid in compliance with 29 Del. C. c. 58.

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PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of advisory opinions, waivers and complaints	37	50	50
# of people receiving training	285	300	300
% of opinions issued within 45 days	100	98	98
% of disclosures filed online	90	93	95

EMPLOYMENT RELATIONS BOARDS 20-01-09

MISSION

The Public Employment Relations Board (PERB) provides timely, competent and trustworthy support for the collective bargaining process to promote harmonious and cooperative labor management relationships between public employers and their employees. PERB also protects the public by assuring the operations and functions of governmental entities are not interrupted by labor strife. The Merit Employee Relations Board (MERB) resolves employee complaints by restoring any position, benefit or right denied as a consequence of a misapplication of 29 Del. C. c. 59, Delaware Merit System of Personnel Administration and the rules adopted pursuant thereto.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2010, the department consolidated PERB and MERB into one budget unit referred to as Employment Relations Boards.

PERB administers the Public School Employment Relations Act, the Police Officers and Firefighters Employment Relations Act and the Public Employment Relations Act.

PERB's case load is a function of the public sector labor management environment. This environment is impacted by changing economic conditions, projected 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.

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 developed and administered effective processes for transforming the existing bargaining structure into the structure mandated by the statutory changes.

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 between Fiscal Year 2000 and Fiscal Year 2008.

PERB efficiently and effectively responded to changing demands for dispute resolution services and the increasing complexity of issues as demand for services has increased. PERB continues to be a reliable, creative and credible source for resolution of public sector collective bargaining disputes.

MERB was established in 1994, pursuant to 29 Del. C. § 5906. The mission of MERB is to provide timely disposition of merit employee grievances and maintenance review classification appeals.

The statute requires MERB to conduct public hearings prior to the adoption of any Merit Rule revisions. The director of Office of Management and Budget (OMB) is required to submit proposed Merit Rule changes to the statewide Labor Management Committee for review and comment prior to submission to the board.

MERB is also empowered to request that the OMB director investigate problems or complaints arising from the implementation of the Merit System and the effect of merit policies and procedures on employees in the classified service.

In April 2009, responsibility for administering MERB was transferred to the staff of PERB in an effort to reduce costs and standardize processing of employment disputes. Since this change, MERB instituted procedures for expediting the processing of cases to hearing and reduced its backlog of pending cases through the institution of a pre-hearing process and efforts to ensure cases are heard as scheduled.

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ACTIVITIES

- Investigate, hear and resolve (either through decision or settlement) unfair labor practice charges and requests for declaratory statements.
- Conduct representation elections and define appropriate bargaining units for representation of public employees in collective bargaining.
- Develop and implement representation procedures for restructuring and creating bargaining units for purposes of 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.
- 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.
- Adopt or reject changes to the Merit Rules submitted by the statewide Labor Management Committee after a public hearing.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
PERB			
% of disputes informally resolved through facilitation	30	50	50
% of cases resolved within 90 days of filing	35	50	50
% of mediation cases proceeding to Binding Interest Arbitration (BIA)	36	33	25
% of BIA in which facilitated settlement reached prior to decision	100	75	85
# of new cases filed	65	55	60
# of cases processed	110	90	90
% of cases electronically filed and/or processed	66	75	75
# of decisions issued	61	50	50
MERB			
% of cases resolved within 90 days of filing	15	25	40
% of cases heard within 180 days of filing	20	40	50
# of new cases filed	22	25	25
# of cases processed	40	40	40
% of cases electronically filed and/or processed	55	75	80
# of decisions issued	23	25	25

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

MISSION

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

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

KEY OBJECTIVES

- Serve as Delaware's primary civil rights enforcement agency.
- Work in partnership with the Department of Housing and Urban Development (HUD) to eliminate racial and ethnic segregation, illegal physical and other barriers to persons with disabilities and other discriminatory practices in housing.
- Enforce the state laws prohibiting discrimination in housing and places of public accommodations.
- Educate and protect Delawareans against unlawful discrimination.
- Assist the State Human Relations Commission in fulfillment of its statutory duties and responsibilities to investigate, hold hearings, monitor compliance, make recommendations and advocate for policies and laws that protect Delawareans against discrimination.
- Promote amicable relations and dispute resolution among various racial and cultural groups.
- Advance the wellbeing of women and the future for girls in Delaware.
- Promote and support the State's progress toward gender equity in its programs, policies and practices.
- Maintain a pulse on the needs and concerns of women in Delaware.

- Work collaboratively and cooperatively with other agencies and organizations toward solutions to discriminatory inequities.
- Serve as a resource to women and source of information on issues of particular concern.

BACKGROUND AND ACCOMPLISHMENTS

The State Human Relations Commission (SHRC) was created in 1961 to promote a climate of understanding among racial, cultural and ethnic groups in Delaware.

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

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

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

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

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collaboration, both entities serve as a primary resource to leaders, agencies, organizations and citizens on issues impacting the lives of women and the future for girls.

Accomplishments

- Strengthened partnerships with federal and local government agencies and nonprofit organizations.
- Increased fair housing cases closed by 31 percent over previous year.
- Received a performance-based funding award under the Fair Housing Assistance Program (FHAP) in the amount of \$67,600.
- Established a relationship with the U.S. Department of Justice Community Relations Service (CRS) to assist with resolving community conflicts and tensions arising from differences of race, color and national origin.
- Investigated, negotiated and settled 100 percent of all formal Equal Accommodation complaints within the 120-day mandate.
- Investigated, negotiated and settled 100 percent of all formal housing complaints within 100 days of the federal mandate.
- Coordinated numerous education and training forums regarding the state and federal laws against discrimination, including the Annual Fair Housing Conference.
- The office has established partnerships that have enabled education and outreach to more than a thousand women and girls annually on such issues as self-esteem, heart disease, HIV/AIDS, domestic relations, financial literacy, entrepreneurship, citizenship, leadership, non-traditional career opportunities and economic security.
- The office developed a publication for the National Association of Commissions for Women that uniformly describes projects being implemented by commissions for women across the country.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	375.5	573.9	591.5
ASF	--	13.0	13.0
TOTAL	375.5	586.9	604.5

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	9.0	9.0	9.0

HUMAN RELATIONS/COMMISSION FOR WOMEN
20-02-01

ACTIVITIES

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

**STATE
20-00-00**

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of educational seminars, training and workshops	81	85	85
# of days to close Fair Housing cases	85	85	85
# of days to close Public Accommodations cases	115	115	115
# of Hall of Fame nominations	43	45	45
# of agencies/organizations utilizing DCW resources	550	500	500
# of resources/publications disseminated	14,000	10,000	10,000

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

MISSION

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

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

Archives' facilities include record storage spaces, a large and well-equipped area for research, a training and education room and administrative offices. This year, five other agencies took occupancy in the building: GIC, Libraries, First State Heritage Park, HCA and Corporations.

Now in its second century of providing secure and proper housing for the State's documentary heritage, Archives has expanded the use of its resources through enhanced public programming and an increasing web presence. In Fiscal Year 2010, nearly 12,900 people visited Archives to conduct research, view exhibits and attend workshops and special events. The Archives website logged 189,703 unique visitors in Fiscal Year 2010.

Archives' online store celebrated its first anniversary, tallying 340 transactions and sales of nearly \$5,500.

STATE
20-00-00

Accomplishments

- **Public Programs**

During Fiscal Year 2010, an active agenda of outreach and educational programs included 14 on-site presentations and 30 off-site programs that attracted over 2,400 Delaware residents. Three traveling exhibits (*Delaware's Long Road to Freedom, Revolutionary Delaware* and *Vietnam Mailbag*) continued their road show, visiting eight different sites, such as the Rehoboth, Milton and Seaford Historical Societies, plus the Laurel Library. They were viewed by over 3,500 people.

- **Education**

Education kits for 4th/5th grade Delaware history students, including teaching aids and copies of original source documents, were updated, reprinted and distributed to Delaware schools and libraries. The kits were also made available online.

- **Digital Archives**

By the end of Fiscal Year 2010, Archives had added approximately 650,000 scanned images to the web as part of the Digital Archives initiative. In the third year of an ongoing agreement, *Ancestry.com* has completed digitization of vital statistics (births, deaths, marriages) and will move on to land records (deeds, surveys), probates/will books and naturalizations. These resources are available online to anyone with a Delaware library card, and Archives will eventually receive an estimated 2.4 million images into its holdings.

- **Government Services/Records Management**

Fiscal Year 2010 concluded the fourth year of using commercial off-site storage vendors to support the storage of inactive hard-copy records that cannot be fully accommodated in the facility. These records continue to grow in volume in spite of the proliferation of electronic data systems. Archives currently manages over 11,400 cubic feet of records in the custody of two contract vendors. Archives responded to nearly 15,000 inquiries from state and local government agencies concerning various aspects of records management and saved those agencies over \$400,000 in contract consulting costs.

- **Disaster Preparedness**

Archives completed a formal Continuity of Operations Plan (COOP) and activated a Living Disaster Recovery Planning System (LDRPS) in cooperation with DTI.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	911.8	855.9	881.6
ASF	883.3	1,153.5	1,153.5
TOTAL	1,795.1	2,009.4	2,035.1

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	17.0	15.0	15.0
ASF	15.0	15.0	15.0
NSF	--	--	--
TOTAL	32.0	30.0	30.0

DELAWARE PUBLIC ARCHIVES
20-03-01

ACTIVITIES

- Continue to work with the education community, serving as a valuable resource of primary source materials and lesson plans for Delaware teachers.
- Increase online digital images and social media postings.
- Increase interactions with government and public clients.
- Re-design the Research Room registration process to enhance the visitation experience.
- Re-evaluate the Historic Markers program to affect better control over the process by instituting a formal application process with a formal review and limit the number installed each year.
- Collaborate with GIC and Libraries on initiatives concerning electronic publications, finding aids standardization, online collections and public education.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of online digital images (cumulative)	790,994	975,000	1,150,000
# of government client interactions	14,965	16,000	17,000
# of public client interactions	18,565	19,000	19,250
# of unique website visitors	189,703	195,000	200,000
# of cubic feet of agency records in off-site storage	11,400	14,000	17,000

STATE
20-00-00

REGULATION AND LICENSING
20-04-00

	FUNDING		
	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	--	--	--
ASF	8,345.9	9,167.1	9,698.8
TOTAL	8,345.9	9,167.1	9,698.8

	POSITIONS		
	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	--	--	--
ASF	78.0	75.0	75.0
NSF	--	--	--
TOTAL	78.0	75.0	75.0

PROFESSIONAL REGULATION
20-04-01

MISSION

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

KEY OBJECTIVES

- Ensure applicants for professions, trades and events meet minimum requirements for licensure and renewal.
- Expedite resolution of complaints by reducing the average number of days from complaint receipt to final disposition.
- Expand services and customer access to online services offered through the division's website, including the implementation of online application submission, online complaint submission and automated licensure verification to other licensing entities.
- Eliminate excessive licensure files and document handling through deployment of a document imaging system.
- Implement and maintain a COOP to ensure continued critical services to the public, licensees and other agencies.
- Incorporate best regulatory practices and recommendations stemming from independent

reviews and benchmarking, aimed at ensuring the integrity of systems designed to protect the public.

BACKGROUND AND ACCOMPLISHMENTS

Professional Regulation provides regulatory oversight for 34 boards/commissions, comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, fiscal and investigative support for 47 professions, trades and events. The division currently provides services for over 300 board/commission members and over 75,000 licensees. Licensure fees fund the division and the expenditures attributed to each licensing board.

Accomplishments

- In Fiscal Year 2010, the division was heavily involved in the independent reviews of Delaware systems of protections by the Governor's and the Attorney General's Offices that resulted in significant regulatory and law enforcement system reforms.
- Responded to 70,293 customer inquiries, of which 57,008 were responded to by the information center on initial customer contact.
- Issued 11,300 licenses to new applicants and renewed 23,015 licenses with a total licensee population of over 75,000. The regulated licensees are comprised of a diverse group of professions, trades and events, including health care, occupational and business.
- Screened 721 complaints, accepted 618 for investigation and completed 506 investigations.
- Implemented the Joint Sunset Recommendations for the Board of Speech-Language Pathology, Audiology and Hearing Aid Dispensers and Adult Entertainment Commission.
- Completed the Joint Sunset Review process for the Board of Dentistry and Dental Hygiene and Board of Massage and Bodywork. Sunset legislation for Dentistry and Dental Hygiene passed the 145th General Assembly.
- Completed the COOP Business Impact Analysis Survey and began importing data into the LDRPS, the final phase of the process.
- Converted 23,216 active licensee files to 407,853 imaged records through the Document Imaging Project and began scanning incoming documents for the completed professions.

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ACTIVITIES

- Oversee all board/commission activities to ensure testing, licensing, disciplinary proceedings, rule-making and other regulatory activities are completed in an efficient manner and in compliance with the Delaware Code and applicable state and federal rules and regulations.
- Respond to inquiries related to becoming licensed or from current licensees. Conduct investigations to determine licensees' compliance with regulatory laws, rules and regulations and track complaints from receipt to adjudication.
- Provide administrative support and public notice for public meetings and hearings.
- Coordinate with the Office of the Governor for member appointments.
- Provide orientation and annual training for board/commission members.
- Conduct and assist board members with licensure examinations.
- Assist boards/commissions to draft legislation, coordinate meetings with stakeholders, obtain legislative sponsors and track and implement successful legislation.
- Determine eligibility for licensees seeking admittance into the Voluntary Treatment Option program, coordinate assessment/treatment with approved providers and monitor for compliance.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
License renewals:			
# completed online	20,709	20,944	20,944
% completed online	90	91	91
Customer satisfaction index (1-5 scale)	4.59	4.60	4.60
Customer inquiries			
# handled	57,008	58,343	59,749
% handled	81	83	85

PUBLIC SERVICE COMMISSION ***20-04-02***

MISSION

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

To ensure regulation results not only provide optimum benefits to the consumer but to the utility and ultimately,

to the economic development of the State. To facilitate the transition of Delaware's utility industries from monopolistic to competitive markets, as the opportunities to do so arise and do so in a manner that provides Delaware consumers with good quality of service at a reasonable price.

KEY OBJECTIVES

- Maintain docket files electronically and in an easily searchable and secure format.
- Review all major utilities' quarterly financial data and investigate significant issues that arise from such review.
- Ensure the utility's quarterly financial reports comply with PSC's order issued in the company's last base rate case.
- Maintain high satisfaction levels when PSC staff respond to complaints and inquiries made by regulated utility customers.
- Work with other state agencies to ensure utility services are rendered safely, reliably, cost effectively and consistently with the environmental goals of the State.
- Continue to implement key energy policy initiatives to better enable the provision of safe and reliable service to customers in a more environmentally advantageous manner at a reasonable cost.

BACKGROUND AND ACCOMPLISHMENTS

PSC is principally charged with the regulation of rates and services provided by investor-owned electric, natural gas, telephone, water, wastewater and cable television utilities that serve customers in Delaware. In exercising its regulatory authority, PSC recognizes rate regulated utilities are entitled to earn a fair return on their investments, while providing their customers with reliable and safe services at just and reasonable rates. At present, PSC has regulatory authority over 12 water suppliers, 12 wastewater utilities, four cable television providers having a total of six franchise areas, two natural gas utilities, one electric distribution company, 42 electric suppliers and 89 local exchange telephone service providers. In addition, PSC issued Certificates of Public Convenience and Necessity (CPCNs) for 190 providers of intrastate, competitive telecommunications services. It also reviews the financial and tariff filings of these utilities.

In response to the Electric Utility Retail Customer Supply Act of 2006, PSC continues to evaluate electric

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generation, demand response and transmission options to meet Delmarva Power and Light's (Delmarva Power) electric load requirements. Central to this planning effort is Delmarva Power's Integrated Resource Plan (IRP), which, under the act, is filed and reviewed biennially. It reflects updated load forecast data and includes a study of the cost impacts of externalities associated with fossil fuel generation.

PSC has been actively monitoring actions by the Federal Communications Commission (FCC), especially in light of the significant proposed reforms to the federal Universal Service Fund (USF) and intercarrier compensation contained in its National Broadband Plan. This is an important issue as Delaware provides considerably more funding to USF than it receives in return. PSC has been a consistent advocate for the State since the implementation of the USF.

PSC continues to be an active participant on the Water Supply Coordinating Council (WSSC). The WSSC was established by the Delaware legislature as a result of the 2002 drought of record. In July 2009, United Water – Delaware and Artesian Water Company each filed a self-supply certification and consumer conservation plan as required by state law. PSC engaged the services of two independent consultants to review the filings and offer recommendations on whether to accept or reject the self-sufficiency filings. Updates on the reviews were regularly provided to the WSSC.

PSC grants CPCNs to applying water and wastewater utilities. Staff spent much of 2009 defending rules, initially proposed in 2007, governing the issuance of CPCNs in a contested rule-making docket. The rules, which became final in mid-2010, implement enhanced landowner protections and enhanced public notification and require utilities to submit a plan of service with their application.

Accomplishments

- PSC applied for and was awarded a \$772,254 grant from the U.S. Department of Energy for use in processing electricity dockets related to the American Recovery and Reinvestment Act (ARRA). Staff monitored the deployment of advanced meters on the Delmarva electric and natural gas systems. Staff reviewed the meter testing protocols, the customer notification and education processes. Staff have also begun the education process on revenue decoupling by creating Frequently Asked Questions (FAQs) for the PSC website, conducting a focus group and developing materials to assist in the presentation of these issues to community groups.

- During Calendar Year 2009, a total of 624 dockets were opened. Administrative filings processed by staff accounted for 492 of these, including tariff revisions, Eligible Energy Resource Certifications, corporate name changes, financing arrangements and other docketed matters not requiring formal action by the commission.
- The Deputy Director testified before the House Energy Committee on advanced meters and revenue decoupling.
- During a Chesapeake Gas Supply Recovery case, PSC considered an issue of how the regulated utility should charge its affiliate for excess pipeline capacity initially paid for by its regulated ratepayers.

ACTIVITIES

- Review and process filings presented to PSC by regulated utilities in a timely manner and make fair and reasonable recommendations to the commissioners.
- Ensure the regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and laws.
- Receive, investigate and respond to consumer inquiries with special emphasis on complaints.
- Conduct conveniently located and time sensitive public hearings, as required, in the course of processing utility filings.
- Conduct safety inspections on natural gas and propane pipelines to ensure compliance with federal safety standards. Conduct enforcement proceedings when necessary.
- Ensure Class A regulated utilities' financial performance is not in excess of the authorized rate of return.
- 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 PSC and communicate these issues to staff and commissioners.
- Oversee Delmarva Power's Standard Offer Service (SOS) electricity procurement process, review its IRP and balance rules to promote greater electric supply competition, while at the same time protecting consumer interests.
- Conduct investigations every three years into the adequacy of supply of the two investor-owned water utilities serving northern New Castle County.

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- Participate on committees and sub-committees created by NARUC and MACRUC to discuss issues affecting regulated utilities and best practices in other states.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
Customer satisfaction level with complaint/inquiry investigation and resolution process (scale of 1-5)	4.28	> 4.0	> 4.0
Dockets filed:			
# maintained electronically	624	624	624
% 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	100	100	100

PUBLIC ADVOCATE ***20-04-03***

MISSION

DPA represents the interests of all Delaware utility consumers before PSC, state and federal courts and federal administrative and regulatory agencies in matters involving rates, services and practices of regulated public utilities. DPA advocates the lowest reasonable 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

- Continue advocacy for customer demand response programs to reduce the growth in peak, as well as overall load, and put downward pressure on electric rates.
- Implement revenue decoupling and Advanced Metering Infrastructure (AMI) to maximize consumers' choice and control of energy costs.
- Maintain current standards of system average interruption frequency index (SAIFI) and customer average interruption frequency index (CAIFI) of electric reliability, established under the traditional regulated environment.
- Ensure Delaware electric consumers receive the benefits of region-wide transmission investments and the capacity market more accurately reflects the cost of reliability.

- Evaluate and advocate for cost effective "green" energy supply alternatives to fossil fuel generation in Delmarva's IRP to be filed December 1, 2010.

BACKGROUND AND ACCOMPLISHMENTS

DPA remains active in all phases of policy making 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 stakeholder process representing Delaware electric customers.

DPA will continue 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.

DPA will continue to solicit and support federal funding opportunities for projects that promote renewable energy initiatives and energy efficiency in Delaware.

DPA will remain active with PJM through dedicated resources to ensure Delaware energy and demand markets maintain reliable and reasonable prices and demand response is appropriately integrated as a supply option. DPA will also remain proactive in investigating and, where appropriate, litigating customer service issues relating to water and wastewater issues.

In telecommunications, a major revision to the 1993 Telecommunications Technology Investment Act (TTIA) was enacted last year. DPA will remain focused on the basic services, protecting customers from market power abuses and will continue to evaluate annual price cap filings. DPA will also continue its review and analysis of the ongoing service quality evaluation of Verizon's basic service standards.

Accomplishments

- DPA is statutorily appointed to the Advisory Board of the Sustainable Energy Utility (SEU). DPA is also a full voting member of the board of directors, which recently approved a contract for a contract administrator. The board actively supported modifications to the Renewable Portfolio Standards and Regional Greenhouse Gas Initiative (RGGI) auctions for carbon credits and new administration initiatives for energy efficiency and demand response goals. All these initiatives were enacted in the 145th General Assembly.
- DPA was one of the settling parties in revenue decoupling gas and electric dockets and remains actively engaged in the implementation workshops

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for same. Positions in Regulation Docket No. 59, (Revenue Decoupling) and Docket No. 07-28 (Advanced Metering) were adopted and approved by PSC. DPA has been a party to three different gas cases regarding flow through of gas costs as well as a recent water case. The settlements provide for much more delineated oversight and constraints on utilities' ability to hedge more than a reasonable level of its gas supply contracts.

- DPA has actively intervened in Docket No. 10-02, the subsequent proceeding to establishing the rules for Delmarva's IRP in Rulemaking Docket 60. DPA was successful in securing agreement from Delmarva to file its next IRP with a full evaluation of a managed portfolio, to include potential in-state generation and regional transmission plans, as well as wind, solar, energy efficiency and demand response programs.
- PSC Docket No. 04-391 manages the procurement of energy for Standard Offer Service customers of Delmarva. As part of that proceeding's development, procurement undergoes an annual review. DPA has successfully negotiated with PSC, Delmarva and retail and wholesale energy suppliers to change how energy is purchased on the market, from a sealed bid to a reverse auction, which has resulted in lower prices.
- DPA is active in both the Joint Consumer Advocates (JCA) and RPM Buyers Group. Both organizations are involved primarily with PJM. Currently, the biggest issue facing wholesale customers is the substantial increase in the costs of facilities to generate and transmit electricity. DPA is currently participating with other consumer advocates and commissions in three separate complaints before FERC concerning the recent transition to a capacity auction process. DPA has dedicated resources directly to this initiative over the past year.
- DPA successfully sponsored legislation establishing the right for DPA to charge utilities for its expenses in ratemaking proceedings. This will supplement the Regulatory Revolving Fund.
- As a voting member of PJM, DPA has taken aggressive stances on the effectiveness of the new capacity auction process and has been successful in getting PJM to initiate a stakeholder improvement process to secure true competitive results for capacity pricing.

ACTIVITIES

- Continue engaging in all aspects of public utility regulation at both the local and national levels.
- Investigate and track consumer inquiries and complaints and conduct and attend statewide public comment sessions and workgroup meetings.
- Participate in DPA's statutory tasks, such as the Water Supply Coordinating Council, Governor's Energy Advisory Council, SEU, Renewable Energy Task Force and Energy Efficiency Standards.
- Participate in regional and national stakeholder groups, such as RGGI, National Energy Reliability Council, Generation Resource Adequacy and PJM Members Committee.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of customer experienced electric service interruptions	123	<133	<133
# of system electric service interruptions	1.55	<1.63	<1.63
% of customer inquiries responded to in two days or less	75	80	80
% of cases settled before PSC decision	*	*	40
Revenue award as % requested	*	*	60

**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. Provide superior services for customers to attract and maintain incorporations and alternative business entities in Delaware to promote a strong economy.

KEY OBJECTIVES

- Increase the number of entities domiciled in Delaware.
- Increase general fund revenue.
- Increase the use of electronic UCC filings.
- Increase the receipt of electronic tax payments for alternative entities.
- Increase electronic notary applications and renewals.

BACKGROUND AND ACCOMPLISHMENTS

Revenue collected by the division accounted for 26 percent of the State's General Fund revenue in Fiscal Year 2010. The State's success in generating such substantial revenue is attributable to several factors including:

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

By providing unique product offerings and superior customer service, the division helps to foster growth of

the State's corporate and legal services industry, a significant source of jobs and income for Delawareans.

By continuously working to improve policies, procedures and processes, the division is at the forefront of efforts to make state government more efficient and effective. In 2009, the division culminated a four-year effort by earning the W.L. Gore Award of Excellence from the Delaware Alliance for Excellence in recognition of outstanding performance in quality management in Delaware. The division is currently seeking ISO 9001 certification to demonstrate that its quality management systems meet or exceed international standards of excellence.

Technology provides a key competitive advantage for the division. To improve the efficiency and effectiveness of its operations, the division continually makes software, hardware and website enhancements. In the 1980s and 1990s, Delaware became the first state in the nation to develop a corporate database, imaging and workflow system. The division publishes the most used state agency website in Delaware. Last year, more than 488,000 paying transactions were conducted through the division's e-government applications. The division's highest priority over the next two years is the development and implementation of a new Integrated Corporations Information System (ICIS) to better serve customers.

The division continues to experience long term growth in business formations with more than 900,000 active legal entities in the state. The division works closely with its partners, such as the Judiciary, Delaware Bar, commercial registered agents, General Assembly, legal scholars and others, to build brand awareness and recognition both domestically and internationally of Delaware's position as the Corporate Capital of the World. The division also works with the Secretary of State's Office and the International Trade and Development Group to provide leadership to leverage Delaware's international reputation to help attract complementary businesses to be created and located in Delaware.

Accomplishments

- Increased the net number of active business entities in Delaware by 3,855 entities in Fiscal Year 2010, despite the deepest recession in decades.
- Improved efficiency by increasing the percentage of customers using electronic filings in Fiscal Year 2010. Overall web-based transactions (online tax, UCC and name reservations) increased by 15 percent.

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- Launched new revenue generating services in Fiscal Year 2010 including a 30-minute filing service and entity monitoring.
- Launched new online State Notary Application Process (SNAP) that allows notaries public to submit applications and renewals of their commissions via the Internet.
- Improved customer response times and reduced backlogs by implementing an Online Agent Customer Self-Service system that automatically notifies a corporate service company if a service request is suspended and the reason for such suspension.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	--	--	--
ASF	14,355.9	16,882.7	17,782.7
TOTAL	14,355.9	16,882.7	17,782.7

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	--	--	--
ASF	113.0	112.0	112.0
NSF	--	--	--
TOTAL	113.0	112.0	112.0

CORPORATIONS ***20-05-01***

ACTIVITIES

- Incorporate and form business entities under the laws of Delaware.
- Maintain official records of incorporation, business formation and UCC filings.
- Generate revenue through collection of franchise taxes and other fees.
- Initiate necessary changes to Delaware and general corporate law and other business entity statutes.
- Market the attractiveness of incorporating in Delaware.
- Develop an e-notarization initiative to expand possibilities to increase revenue.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of entities domiciled (thousands)	885.4	920.0	940.0
\$ of net General Fund revenue (millions)	867.6	842.9	884.0
% UCC e-Corp filings	60.4	61.5	62.6
% of alternative entities paying electronically	45.3	47.4	49.5
% of notaries filing electronically (thousands)	*	10	50

**New performance measure.*

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HISTORICAL AND CULTURAL AFFAIRS 20-06-00

MISSION

The Division of Historical and Cultural Affairs (HCA) promotes and protects the First State's historic identity through leadership in museums, collections, historic preservation and stewardship of historic properties.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

HCA is entrusted with the oversight of 34 historic properties encompassing 114 structures and adjacent lands across the state, including the operation of six museums, a conference center and a welcome center located in Dover. Additionally, HCA cares for more than 90,000 objects in its museum collections and approximately four million artifacts in its archaeological collections. These collections, representing 12,000 years

of Delaware history and heritage, are exhibited and interpreted at division museums and placed on display at

64 additional sites across the state, including government offices, court houses and other publicly owned venues.

HCA's preservation mission includes assisting applicants involved in federally funded or licensed projects achieve outcomes that limit or mitigate adverse effects to significant historical and cultural resources. HCA secures and provides guidance to others in securing property nominations to the National Register of Historic Places, assists local governments in obtaining Certified Local Government designation for federal grant eligibility and administers \$5.0 million annually in state tax credits for historic preservation. In addition, HCA leads planning efforts upon the discovery of historic unmarked human remains, monitors and stewards the State's interests in property and agricultural leases and historic preservation easements and covenants and provides technical assistance on a variety of history related inquiries from the public.

HCA is transitioning from a position of sole operator of sites and programs dependent on the state budget to serving as a catalyst in the formation of new operating partnerships and joint programming ventures that will expand public access to the State's vital history while substantially reducing costs. The initiative includes the development of five program activities for selected sites: friends group development; not-for-profit operating partner; passive income (through rents, leases and fees); local government and community support; and membership-based support.

HCA is engaged in a strategic planning effort focused on key priorities:

- Creating new public uses of traditional spaces and integrating history with art, science and technology;
- Fostering a preservation ethic that engages the general public in valuing historic properties as integral components of an evolving cultural environment; and
- Promoting the State's historical and cultural assets within and beyond its borders.

Accomplishments

Partnership Development

- With First State Heritage Park, re-established the State Welcome Center and Galleries in the Public Archives building to improve public access and visibility and facilitate collaboration on interpretation of history in the State Capital.

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- Implemented a new operating partnership with the Biggs Museum of American Art in an HCA-owned building enabling them to grow capacity as a premier art museum centered in Kent County and serving the region.
- Initiated a partnership with the Children's Theater (of Dover and Kent County) enabling revitalization of two closed state historic sites by an arts-based organization, while reducing state operating costs.
- Initiated a new Affiliates program intended to affiliate HCA with history- and heritage-based organizations throughout Delaware. HCA's first affiliate partners are the Rehoboth Art League and Rehoboth Beach Historical Society with whom HCA is creating joint programs and exhibits.
- Developed an operating partnership with the newly-established Friends of Belmont Hall to implement a program of historical and cultural community activities and events.
- Developed partnerships with Delaware Nature Society and Delaware Historical Society to begin family-based programs and school tours at Buena Vista. This includes a series of more than a dozen free programs offered throughout the summer and fall.

Stewardship

- Expanded collections housing at the division's Tudor Park facility to enable better care, access and consolidation of the State's premier historical and archaeological collections and created a new archaeology laboratory in Cape Henlopen State Park.
- Initiated Master Planning at Buena Vista, Fort Christina, the Dover Green and Legislative Mall complex and the Woodburn and Hall House properties to guide planning for broader public uses, more effective wayfinding, site circulation, landscape enhancements and capital improvement planning.
- Developed and implemented a business plan at Buena Vista to repurpose the property into a full service historic site offering a wide variety of public programming and private events, in addition to conference center functions. Increased operating hours to accommodate evening and weekend programs. Hosted 232 guests at family friendly events and 396 guests at nine private events.
- Implemented capital improvements at the John Dickinson Plantation Visitor Center to improve

building preservation and energy efficiency and expand restrooms and interpretive space.

- Completed bid package for capital improvements at Darley House in Claymont. This project will enable a new partnership with the Claymont Renaissance Development Corporation and Claymont Historical Society, which will occupy the site.
- Joined with the Division of Facilities Management in planning for energy audits and energy conservation measures at select sites.
- Initiated a comprehensive internal analysis of HCA's operations as part of the Standards and Excellence Program for History Organizations sponsored by the American Association for State and Local History that evaluates organization practices in six areas against industry standards. Achieved Bronze Level certification and made substantial progress toward Silver Level certification.
- Accepted 130 objects donated to State Collections, including portraits of two governors; acquired two paintings by artist Edward Loper; completed conservation projects for important paintings, furnishings and special objects in State Collections; and coordinated special loans and placement of numerous works of arts and objects for display.
- Continued a partnership with Winterthur Museum for the conservation of select artifacts from State Collections. The partnership is in its 16th year.
- Completed landscape improvements at Woodburn and Hall House, Buena Vista and the Biggs Museum and managed greenhouse plant cultivation activities to produce 5,000 annual and perennial plants for use at HCA properties statewide. Continued a successful vegetable garden at Woodburn with the help of Future Farmers of America (FFA) students.
- Planted 11 new trees at Buena Vista for Earth Week with volunteers from local schools.
- Worked with Libraries to write a successful Institute of Museum and Library Studies "Connecting to Collections" grant receiving \$220,000.

Preservation

- Issued two reports documenting the effectiveness of the State Historic Preservation Tax Credit program and presenting quantifiable data on how the program has created jobs and increased the local tax base. The reports illustrated case studies of successful historic rehabilitation projects in Delaware.

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Achieved legislative renewal of the program for 10 years.

- Updated the Cultural and Historical Resource Information System Geographic Information System (GIS) web application with 2,072 additional inventory points and National Register listings, mapping improvements and numerical designations for 179 boundary monument points.
- Developed National Register of Historic Places manuals to orient historic property owners on research and nomination requirements and conducted workshops focused on this process. There are 15 projects engaged in the nomination process currently.
- Partnered with the Maryland Archaeological and Conservation Laboratory for the expansion of a diagnostic artifacts database.

Research

- Released a final report of the Roosevelt Inlet Shipwreck maritime archaeological investigations, the earliest known shipwreck to be investigated in Delaware waters, and produced an educational brochure on 18th century commerce and trade in the Mid-Atlantic Region based upon the 40,000 recovered artifacts.
- Continued work on the Colonial Delaware project with the help of intern assistance from the University of Delaware researching 17th century court and land records to develop population characteristics on colonists in Sussex County.
- Organized a symposium on early colonial archaeology of the Delaware Valley designed to build a regional dialog on this subject.

Learning Community

- HCA welcomed 77,645 visitors at division museums and galleries with all sites exceeding their visitation goals. In addition, more than 35,000 people participated in programs and activities sponsored by nonprofit organizations that lease division owned historic properties. Served 6,701 conference center users at Buena Vista and supported First State Heritage Park in welcoming 28,591 visitors.
- Implemented new outreach to Delaware schools with HCA interpreters taking programs into the classrooms.
- Partnered with First State Heritage Park to provide interpreter training, historic theater, joint special programs, community events for Dover Days,

Independence Day and successful First Saturday programs.

- Co-sponsored the annual Chautauqua tent show in Lewes with the Lewes Historical Society and the Delaware Humanities Forum featuring noted American writers and illustrators of the 19th century, including Delaware's Felix O. C. Darley.
- Researched and analyzed historic property documentation and historic structures using John Dickinson Plantation as a case study.
- Conducted historic research using National Park Service Standards and interpreting archival documents.
- Presented research on the *DeBraak* for the Kalmar Nyckel Foundation.
- Presented research on 17th Century Delaware for the Rehoboth Beach Historical Society.
- Developed a space plan, exhibit plan and banner program for physical and educational enhancements to the First State Heritage Park Welcome Center and Galleries.
- Loaned stoneware vessels from State Collections to Colonial Williamsburg for display in the DeWitt Wallace Decorative Arts Museum for an exhibit on English, German and American-made drinking, dining and storage vessels of the 17th and 18th centuries.

Promotion and Recognition

- Compiled a long term calendar of HCA-sponsored events that is updated and distributed to the media four times annually.
- Provided photos from State Archaeological Collections for publication in Colonial Williamsburg's "Salt-Glazed Stoneware in Early America" available on the [Colonial Williamsburg Website](#).
- Hosted the Travel Channel while filming in New Castle for a program; interpreters in period costumes were filmed in front of the Court House and Green.
- The Green in Dover was named by the American Planning Association as one of the "10 Great Public Spaces" for 2009. Three of the division's facilities are located on the Green.
- The State Historic Preservation Office received a Certificate of Appreciation from the City of Wilmington for its role in the Cool Spring Park Reservoir project.

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- Charles Fithian, Curator of Archaeology, was named Honorary Commander by Dover Air Force Base.
- Received the Bronze Certificate from the American Association for State and Local History for meeting good standards and practices of museum operations.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	2,509.9	2,316.8	2,408.0
ASF	1,247.8	1,360.7	1,360.7
TOTAL	3,757.7	3,677.5	3,768.7

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	27.5	27.5	27.5
ASF	14.1	13.1	13.1
NSF	6.9	5.4	5.4
TOTAL	48.5	46.0	46.0

OFFICE OF THE DIRECTOR 20-06-01

ACTIVITIES

- Distribute the division's electronic monthly newsletter.
- Store all collections in facilities with temperature, humidity and security controls in place.
- Use MPulse software to schedule and track maintenance tasks at division properties.
- Maintain historic and natural landscapes at division properties and manage greenhouse plant cultivation activities.
- Administer the Cultural Asset Management program to ensure best practices in long-term planning and stewardship of the division's historically significant properties.
- Use the Environmental Review Electronic Monitoring system to track incoming federal review projects for timely decision making.
- Maintain and monitor preservation easements and covenants that provide special protections for numerous historic properties.
- Coordinate the development and updating of the State Historic Preservation Plan with public input and provide leadership in implementing its recommendations.
- Administer the State Historic Preservation Tax Credit program and provide public outreach, fiscal tracking and activity reporting.

- Coordinate Delaware's National Register of Historic Places program and Certified Local Government program and provide support for the State Review Board for Historic Preservation.
- Administer Delaware's Unmarked Human Remains Act.
- Provide education standards based programs in division's museums and in classrooms.
- Provide visitor services in Dover's First State Heritage Park and at division museums in New Castle and Lewes.
- Research, design and fabricate exhibits relevant to Delaware history.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of visitors:			
conference centers	6,701	7,371	8,108
museums	77,645	85,409	93,950
First State Heritage Park	28,591	31,450	34,595
# of website visitor sessions	83,780	92,150	101,374
% of HCA library holdings available via state library catalog	*	*	25
# of volunteer hours realized	*	*	2,000
# of hours of public assistance offered for historic preservation tax credits	*	*	500

**New performance measure.*

STATE 20-00-00

ARTS 20-07-00

MISSION

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

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

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.

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

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

The *StartUp* program, a major technical assistance initiative, provides workshops and consulting services to emerging arts organizations as they build organizational capacity to serve Delawareans. The division serves as a convener of the arts community through statewide conferences, workshops, topic-specific focus groups and local meetings.

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

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

Accomplishments

Economic Impact

- Awarded \$1.2 million to arts organizations, \$90,000 to community organizations and \$130,000 to arts education programs. An additional \$30,000 is allocated to initiatives in underserved areas, and \$85,000 is allocated to individual artist fellowships. This investment supports a major sector of the economy. Nearly 4,000 Delawareans are directly or indirectly employed in the creative sector, making the arts one of the top 10 employers in the state.
- Continued the division's collaboration with the Mid-Atlantic Arts Foundation, resulting in a re-investment of more than \$76,000 in grants by the foundation to performing arts presenters in Delaware.
- Supported collaborative marketing initiatives among Delaware arts organizations that promote Delaware as a cultural destination and the arts as an economic driver. The goal is to increase public attendance and participation in the arts in Delaware.

Education and Advocacy

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

STATE 20-00-00

- Sponsored more than a dozen readings and public appearances by Poet Laureate JoAnn Balingit in schools and community gatherings, meeting with more than 700 individuals.
- Coordinated the 5th annual Poetry Out Loud event, a national poetry recitation contest for high school students. The program encourages high school students to memorize and perform great poems and helps students master public speaking skills and build self-confidence.
- Initiated a marketing partnership with *Laugh!* magazine to promote *DelawareScene.com* and extend the reach of Delaware's arts calendar to a wider audience.

Efficiency and Sustainability

- Implemented second cycle of *StartUp* program to assist six emerging arts organizations with board education, financial management, marketing and fundraising strategies.
- Sponsored workshops on professional development of board and/or staff, serving nearly 400 individuals representing 40 arts organizations.
- Reduced communications costs by substituting print publications with bi-weekly *Scene Stealers* e-mail of calendar events and with increased distribution of electronic newsletter, *Arts-E-News*, featuring information about division programs. More than 4,000 people receive *Arts E-News* on a monthly basis.

Public Engagement and Collaboration

The division partners with a variety of state and independent agencies to further its mission:

- Partnered with HCA on projects related to the Mezzanine Gallery and public art.
- Collaborated with GIC in the design and implementation of electronic communications, *DelawareScene.com* and social networking.
- Partnered with Libraries and Division of Parks and Recreation to facilitate accessibility of quality arts programming throughout the state.
- Partnered with the Biggs Museum of American Art in Dover to promote the division's artist fellowship winners. Through exhibitions, readings, performances, public receptions and education programs, the museum provides access to these artists and their artwork.
- Served as a resource for arts programming or referrals for numerous community groups and

agencies including: Libraries, HCA, Parks and Recreation, Department of Education, First State Heritage Park, Delaware Humanities Forum and City of Wilmington.

- Engaged more than 50 Delawareans in grant review panels to assess the quality of arts programming and management statewide as part of the grant allocation process.
- Conducted quarterly State Arts Council meetings to provide public access to updates on division activities and grant-making decisions.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	1,129.6	927.4	926.3
ASF	533.3	755.9	755.9
TOTAL	1,662.9	1,683.3	1,682.2

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	4.0	3.0	3.0
ASF	2.0	2.0	2.0
NSF	3.0	3.0	3.0
TOTAL	9.0	8.0	8.0

OFFICE OF THE DIRECTOR 20-07-01

ACTIVITIES

- Serve as a resource to the arts community in Delaware, providing financial and technical support to arts organizations, community-based organizations and artists.
- Convene panels to review the merits of grant applications, coordinate on-site visits and evaluations of grantee programs and convene the Delaware State Arts Council to make annual funding recommendations.
- Plan and execute statewide events that celebrate the arts and/or provide training/networking opportunities for the arts community.
- Promote Delaware artists through Mezzanine Gallery exhibitions and performances, award artist fellowship grants, coordinate the Poet Laureate's appearances and maintain the Delaware Artist Roster and Digital Slide Registry.
- Research trends, funding initiatives and grant opportunities for the division and its constituents, leading to the development and implementation of division-wide arts policy for Delaware.

**STATE
20-00-00**

- Participate in local and state meetings pertaining to economic development, community revitalization and marketing, including Wilmington’s “In Wilmington” campaign and First State Heritage Park.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
\$ of financial resources for grants (millions)	1.59	1.62	1.62
% of grantee organizations participating in division sponsored professional development	70*	50	75*
# of unique communities served	29	30	30
# of partners/counties presenting fellowship artists work	2	2	2
# of grant requests processed	273	275	275

**Includes the Arts Summit.*

**LIBRARIES
20-08-00**

MISSION

To provide leadership and support for the timely development of Delaware’s libraries; to ensure convenient and affordable access to current information resources and reading material; and to provide servant leadership for lifelong learning to ensure all Delawareans achieve their full potential.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

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

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

- The Delaware Library Catalog (www.lib.de.us) is statewide to 47 libraries sharing two and a half million items (and provides seamless access for Delawareans). New Castle County public libraries have joined, so all public libraries are included, as well as a number of academic, special and school libraries. All Delaware libraries are invited to join. The single statewide catalog provides the opportunity for collaborative collection development to further broaden and deepen the subject content, as well as manage the expansion of digital content.

**STATE
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- Expanded libraries include Bridgeville Public Library, Georgetown Public Library, Kirkwood Library and New Castle Public Library, providing increased capacity in support of public access computing and community learning opportunities.
- Libraries is expanding public access to state government information through increased collaboration with GIC and Archives. Libraries is implementing a \$220,000 federal Connecting To Collections grant, which supports training to preserve historical collections of small libraries, museums and historical societies and is facilitating collaboration to build the digital Delaware Heritage Collection.
- Professional development highlights include the inception of training for Library Trustees, access to national library conferences online and extensive online and classroom catalog software training for New Castle County library staff.
- Delaware Library Access Services for people with disabilities began distributing new digital players and book cartridges provided by the Library of Congress.
- The Delaware Library Community Resources Exchange now consists of more than 120 nonprofits and agencies working with libraries and sharing information to support people in need.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	5,017.8	3,633.3	3,577.3
ASF	2,615.0	2,455.4	2,455.4
TOTAL	7,632.8	6,088.7	6,032.7

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	7.0	4.0	4.0
ASF	4.0	4.0	4.0
NSF	8.0	7.0	7.0
TOTAL	19.0	15.0	15.0

**LIBRARIES
20-08-01**

ACTIVITIES

- Administer the Federal Library Services and Technology Act five-year plan.
- Administer Library Standards funds, a critical source of funding for public libraries.

- Administer Public Library Construction Assistance Act program, which provides up to 50 percent of the cost to build, expand or renovate public library buildings.
- Administer the Public Library Technology Assistance Act program, which provides support for upgrades and integration of new library technologies and replacement of all public access computers every three years.
- Continue expansion of the Delaware Library Catalog, integrating additional school, academic and special libraries. Support collaborative collection development including expansion of ebooks and other library electronic resources.
- Administer library professional development.
- Administer the virtual reference service, Ask a Librarian, which provides live assistance to Delawareans 24/7.
- Facilitate the Delaware Library Community Resources Exchange.
- Administer Delaware Library Access Services for people with disabilities. The library is designated and supported by the Library of Congress.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of library card holders	489,179	500,000	540,000
Library square footage	470,603	501,403	538,613
# of library staff trained	695	600	600
# of library computer users	375,729	380,000	385,000

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 residents and family members are satisfied with the care they receive at the Delaware Veterans Home.
- Develop and implement ongoing staff development and educational programs.
- Implement an improved and integrated automated electronic medical record system for operational efficiency.
- Improve documentation to maximize revenues.

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Veterans Home is the first and only veterans long-term care facility in the state. Today, it maintains a resident census of 90 percent or higher. The home provides 120 beds of skilled and intermediate nursing care for eligible veterans and spouses. This long-term care facility is dedicated to serving the honorable men and women of Delaware's 80,000 plus veteran's community.

FUNDING

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	14,212.8	14,901.5	15,453.9
ASF	--	--	--
TOTAL	14,212.8	14,901.5	15,453.9

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	220.0	207.0	207.0
ASF	--	--	--
NSF	--	--	--
TOTAL	220.0	207.0	207.0

VETERANS HOME
20-09-01

ACTIVITIES

- Continue to use customer satisfaction surveys and input from the Residents Council to determine resident satisfaction and further develop improvement efforts where necessary.
- Establish and implement a comprehensive strategic plan to chart the future course of the home and prepare contingencies.
- Develop a COOP in conjunction with DTI.
- Administer an efficient and thorough admissions process in conjunction with the Veterans Commission.
- Provide staff with diversified training opportunities to instill the value of high quality resident care and the dignity of each resident.
- Consistently review federal, Veterans Affairs and state standards to ensure compliance.
- Conduct mock surveys throughout facility to ensure compliance with standards.
- Develop and implement plans of correction to address survey results.
- Continue to bring awareness of services to veterans and veteran service organizations by establishing and maintaining relationships with potential referral sources.
- Continue to monitor, maintain and improve staffing plans to ensure required staffing levels are in place as the resident census grows.
- Recruit highly qualified staff by attending area career fairs, healthcare symposia and other potential sources of Registered Nurse (RN) and Certified Nursing Assistant (CNA) candidates.
- Maintain and enhance tracking of credentials for RNs, CNAs and all other credentialed staff to ensure compliance with continuing education and ensure current licensure is maintained.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
Centers for Medicare and Medicaid Services Star Rating	3	4	4
% occupancy rate	90	95	95
# of contact hours and CEU-granting in-service training opportunities offered	20	22	26

**STATE
20-00-00**

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

MISSION

To serve the public interest in a safe and sound financial services industry by regulating and examining state banks, trust companies, licensed financial institutions and mortgage loan originators, resolving consumer complaints and collecting and administering the bank franchise tax.

KEY OBJECTIVES

- Ensure the safe and sound operation of state banks and trust companies, the compliance of licensed financial institutions with state and federal laws and regulations and the escheat of abandoned property to the State by all banking organizations through regular examinations of those institutions.
- Expand the availability of financial services to consumers in Delaware by chartering new banks and trust companies and by issuing new licenses and renewing existing licenses for non-depository financial institutions.
- Enhance confidence in the integrity of the mortgage lending process by licensing and regulating mortgage loan originators.
- Create an environment of service to consumers by responding to informational inquiries and resolving complaints against regulated financial institutions.
- 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 over 26,000 in 2010.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 16 banks with assets of over \$92 billion, as well as 24 non-deposit trust companies, two building and loan associations and over 600 licensed

financial institutions. Most of the licensees provide financial services to consumers in the state and include mortgage brokers; licensed lenders, such as mortgage lenders and consumer finance companies; check sellers and money transmitters; check cashers; motor vehicle sales finance companies; and providers of pre-need funeral contracts. Money transporters and business and industrial development corporations are also licensed by the State Bank Commissioner. In 2008 and 2009, the General Assembly enacted new laws to improve regulation of the mortgage lending industry and protect consumers by providing for licensing of mortgage loan originators. By the end of Fiscal Year 2010, 1,469 of these licenses were issued. The Office of the State Bank Commissioner is actively engaged in responding to consumer inquiries and complaints and providing public information about financial services. The bank franchise tax administration is demanding due to the substantial collection levels and the increase in the requisite oversight.

Accomplishments

- Chartered one new limited purpose trust company.
- Collected \$53.9 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Conducted 299 examinations of state-chartered banks, trust companies, building and loan associations, state-licensed financial services businesses and escheat of abandoned property by banking organizations.
- Issued licenses to 625 financial services institutions.
- Resolved 1,866 written consumer complaints.
- Protected homeowners by licensing 1,469 mortgage loan originators and by adopting and implementing regulation for the Delaware Secure and Fair Enforcement for Mortgage Licensing Act of 2009.

	FUNDING		
	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	--	--	--
ASF	3,381.4	3,708.9	3,867.6
TOTAL	3,381.4	3,708.9	3,867.6

**STATE
20-00-00**

POSITIONS

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 GOV. REC.
GF	--	--	--
ASF	40.0	38.0	38.0
NSF	--	--	--
TOTAL	40.0	38.0	38.0

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

ACTIVITIES

- Examine state-chartered banks and trust companies for safety and soundness, examine financial services licensees for compliance with state and federal laws and examine all banking organizations to make sure abandoned property is escheated to the State.
- Encourage applicants to form new banks and trust companies.
- Issue new licenses and renew existing licenses for non-depository financial services institutions.
- License and regulate mortgage loan originators.
- Respond to informational inquiries and resolve consumer complaints against banks, trust companies and licensees.
- Collect and administer the bank franchise tax and provide periodic estimates of tax revenues to DEFAC for budgetary purposes.
- Achieve enactment of significant banking and financial services legislation and improve regulations.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Budget	FY 2012 Gov. Rec.
# of bank, trust company, licensee and escheat examinations	299	275	275
# of licensed non-depository institutions	625	750	625
# of licensed mortgage loan originators	1,469	2,000	1,400
# of written consumer complaints resolved	1,866	2,000	2,000
\$ bank franchise tax (millions)	53.9	82.4	82.8