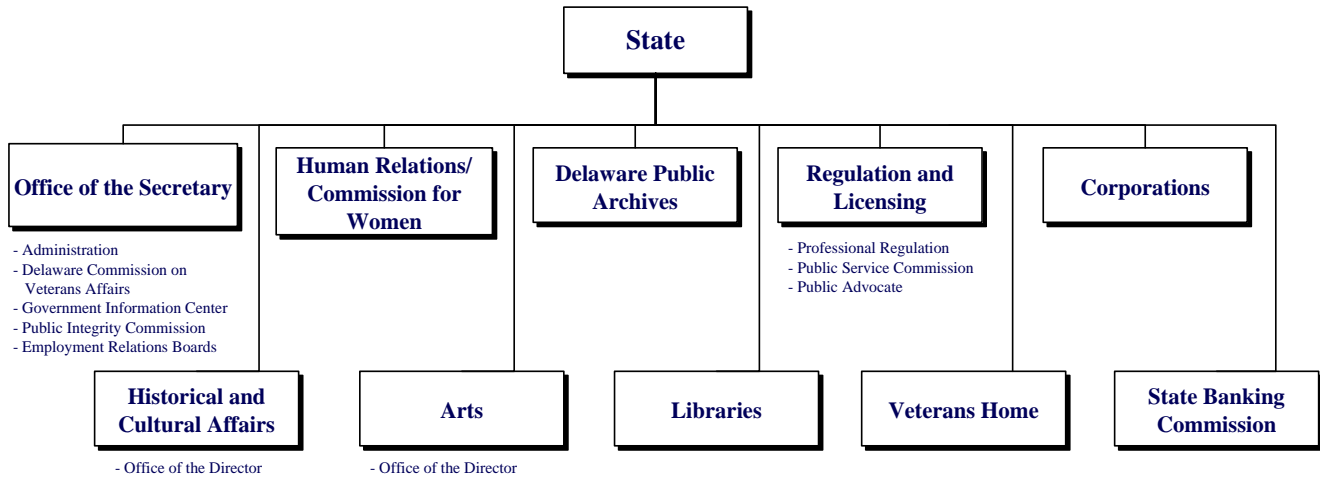


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MISSION

To promote the State's economy, generate revenue, ensure residents have 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

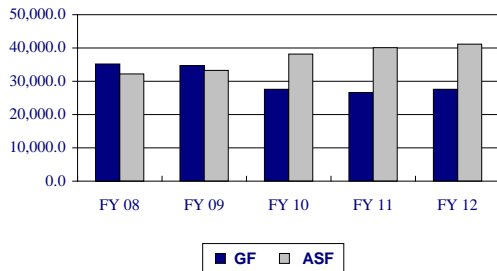
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products 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 and promote the activities of 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 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.

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- Strengthen professional regulatory oversight by ensuring applicants for professional, trade and event licenses meet minimum requirements for licensure; promptly investigating complaints from the public; taking appropriate disciplinary actions; and increasing awareness of the 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 handled through the department, such as financial services, utility services, government ethics laws, employment laws, etc.
- 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 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	26,651.1	27,582.3	24,252.1
ASF	39,843.1	41,180.2	47,792.5
TOTAL	66,494.2	68,762.5	72,044.6

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	305.0	305.0	244.0
ASF	269.6	275.6	350.6
NSF	16.4	16.4	16.4
TOTAL	591.0	597.0	611.0

FY 2013 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- ◆ Recommend (\$3,712.3) to switch fund Veterans Home operations and positions.
- ◆ Recommend \$887.7 ASF and 12.0 ASF FTEs to expand bed capacity and staffing for the Blue Wing of the Veterans Home.
- ◆ Recommend \$900.0 ASF in Technology Infrastructure Fund to increase support for e-government projects.

CAPITAL BUDGET:

- ◆ Recommend \$350.0 for Museum Maintenance to allow the Division of Historical and Cultural Affairs to perform minor and emergency repairs on eight museum sites.
- ◆ Recommend \$425.0 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 \$1,500.0 for renovations to the Wilmington Institute Public Library; \$250.0 for the expansion or construction of a new library in Lewes; \$150.0 to continue work on a new regional library in Smyrna (Duck Creek Regional Library); \$325.0 for expansion and renovation of the Delmar Public Library; \$320.0 for expansion and renovation of the Frankford Public Library; and \$25.0 to begin planning for a new Route 9/13 community library in New Castle County.

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OFFICE OF THE SECRETARY
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FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	3,122.2	3,740.0	3,777.5
ASF	4,430.7	3,049.7	3,107.7
TOTAL	7,552.9	6,789.7	6,885.2

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	40.5	40.5	39.5
ASF	10.5	10.5	10.5
NSF	--	--	--
TOTAL	51.0	51.0	50.0

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, promote export growth 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 10,000 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 \$981 million of net General Fund revenue in Fiscal Year 2011. 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 residents have access to governmental, educational and recreational information. Archives safeguards public records and has made more than 980,000 digital archival images available to the public through the end of Fiscal Year 2011. Libraries fosters education and recreational

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enjoyment. Last year, Delaware public libraries 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. The division received a multi-million dollar grant to create Job Centers at libraries in each county and bring wireless and videoconferencing services to every public library. GIC promotes easy and organized access to online information and resources. In Fiscal Year 2011, GIC dramatically increased the State's use of social media and recorded an average of more than 335,000 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 135,000 visitors in Fiscal Year 2011 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 nearly 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 scores of 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 2011, nearly two-thirds of the division's active license files were digitized to improve customer service. The division's boards and commissions protected public safety and welfare by disciplining 179 licensees. PSC currently regulates and/or licenses the activities of nearly 300 energy, telecommunications, water and wastewater service providers and franchisees. In 2011, PSC staff assisted consumers with nearly 1,300 utility complaints. DPA represents the interests of utility customers before PSC, as well as other state and federal courts and

administrative bodies. Last year, DPA reviewed nearly 500 filings received by PSC, formally intervened in 11 major cases and actively participated in numerous settlements leading to lower rates than might have otherwise been allowed and improvements in oversight of utility practices.

Through 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 access to statutes, regulations and online services.

The Delaware Commission on Veterans Affairs (DCVA) 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 continued its ongoing expansion and renovation efforts at both its New Castle County and Sussex cemeteries. The commission is also expanding its partnerships with other federal, state, local and service organizations to assist veterans seeking a job or trying to start a business.

The Veterans Home provides long-term care services, such as skilled nursing care, to Delaware veterans at its facility in Milford. It consistently operates above a 90 percent occupancy rate for the three licensed wings and opened its fourth wing in Fiscal Year 2012. This year, the home proudly received a five-star rating for overall quality of care from the Centers for Medicare and Medicaid Services (CMS).

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 exports of nearly \$5 billion 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.

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- 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 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
\$ value of Delaware exports (billions)	4.9	5.2	5.4
# of agencies with 2 or more social media/mobile channels	3	4	6

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 gravesites.
- Increase the number of pre-approved interment applications.

BACKGROUND AND ACCOMPLISHMENTS

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 78,247 Delaware veterans and their dependents.

The commission continues to increase services to approximately 38,823 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 and U.S. Department of Veterans Affairs workshops to veterans/disabled veterans interested in developing veteran-owned small businesses.

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 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 claimed Delaware as their home of record upon discharge from military service.
- Conducted the third Women Veterans Symposium and Expo on April 16, 2011. There were 125 individuals who participated.
- Processed and approved over 41,684 applications for burial at the Delaware Veterans Memorial Cemeteries (DVMC) over the past 20 years.
- Effectively handled over 15,967 interments at DVMC over the past 20 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.

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.

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

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of claims processed	1,922	1,970	2,019
# of outreach services to veterans and their dependents	55,929	57,327	58,760
# of federal/state referrals	6,113	6,266	6,423
\$ of claims awarded (millions)	8.7	8.7	8.7
# of interments	1,106	1,134	1,162
# of gravesites maintained	15,799	16,194	16,599
# of approved interment applications (cumulative)	25,885	26,532	27,195

GOVERNMENT INFORMATION CENTER **20-01-06**

MISSION

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

KEY OBJECTIVES

- Increase interactions with citizens using the state portal, agency websites and social media channels.
- 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.
- Facilitated and led the establishment of a statewide social media policy and integrated social media elements into multiple state agency sites, including Delaware.gov.
- 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.
- Host and support the State's blog server, which currently hosts state agency blogs.
- Established a new site, apps.delaware.gov, presenting new smartphone applications to link citizens to government services directly through their handheld and mobile devices and began creation of an eGov application collection.
- Partnered with the Department of Agriculture to launch Delaware Fresh, an iPhone application highlighting the location of Delaware's Farm Markets.
- Established a new site for open data for Delaware, data.delaware.gov, providing Delaware residents direct access to public datasets and began coordination of an open data collection.

ACTIVITIES

- Develop new eGov applications to help achieve the Governor's goal of a more effective and efficient government.
- Increase the use of social media channels, such as Facebook, Twitter, YouTube and others among state agencies.

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- Grow the use of mobile and portable web content, applications and tools to enable greater interaction with Delaware government.
- 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 encouraging compliance to accessibility best practices.
- Participate in outreach events to promote the use of *Delaware.gov* and other state services available online.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of portal visitors (average unique visitors per month)	335,700	418,000	400,000
# of new online services established	4	15	15
% of local and county governments with which e-partnerships have been established	14	100	100
% growth of new fans on State's Facebook page	50	25	25
% growth of new followers on State's Twitter page	83	25	50

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

MISSION

To instill public confidence in the integrity of the 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 313 state officials and 69 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 373 lobbyists representing 922 organizations.

In Fiscal Year 2011, PIC interpreted 44 requests for advisory opinions from officials and complaints against officials. This was an increase of 16 percent over Fiscal Year 2010.

Fiscal Year 2011 was the sixth year officials could file financial disclosure reports online or by hard copy. Out of 382 public officers, 368 filed online. The number of online filers increased by nearly 7 percent over Fiscal Year 2010.

In Fiscal Year 2011, 373 lobbyists registered to represent 922 organizations. This was an increase of 38 lobbyists and an increase of 135 organizations represented. Lobbyists filed 3,688 organizational quarterly expense reports, an increase of 268. The number of organizations represented has increased every year since PIC became responsible for the lobbying law in 1996, a 78.3 percent increase over those 15 years.

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

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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.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of advisory opinions, waivers and complaints	44	50	50
# of people receiving training	336	300	300
% of opinions issued within 45 days	97	98	99
% of disclosures filed online	99	99	99

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

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 fiscal deficits; job cut-backs, layoffs or freezes; changes in funding sources and support; governmental reorganizations; and the tenor of the relationship between labor and management. PERB becomes involved in labor/management disputes, which arise in response to policy decisions.

The passage of the Wage Bargaining Bill 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 populating the 12 state merit compensation units and facilitating the resolution of negotiations for these units.

PERB has developed an effective impasse resolution procedure, which has resulted in facilitated settlement prior to decision in more than 90 percent of collective bargaining negotiations where binding interest arbitration is requested.

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 the director of OMB investigate problems or complaints arising from the implementation of the Merit System and the effect of merit policies and procedures on employees in 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

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disputes. Since this change, MERB has 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, which requires parties to submit exhibits and raise preliminary motions prior to hearing.

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 state merit compensation bargaining.
- Facilitate the resolution of negotiation impasses through mediation, facilitation and binding interest arbitration.
- Administer the binding grievance arbitration panel for public school labor and management.
- Systematically support and provide alternative dispute resolution procedures to resolve unfair labor practice charges, representation questions and negotiation disputes.
- 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 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
PERB			
% of disputes informally resolved through facilitation	30	40	50
% of cases resolved within 90 days of filing	40	45	50
% of mediation cases proceeding to Binding Interest Arbitration (BIA)	36	33	25
% of BIA in which facilitated settlement is reached prior to decision	100	80	85
# of new cases filed	63	55	60
# of cases processed	115	95	90
% of cases electronically filed and/or processed	66	75	75
# of decisions issued	49	50	50
MERB			
% of cases resolved within 90 days of filing	20	25	40
% of cases heard within 180 days of filing	20	30	45
# of new cases filed	41	25	25
# of cases processed	60	40	40
% of cases electronically filed and/or processed	60	75	80
# of decisions issued	39	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.
- Assist the Delaware Commission for Women in fulfillment of its statutory duties and responsibilities to organize task forces, foster appreciation for the contributions of women, review legislation and make recommendations to the Governor and General Assembly.
- Serve as a resource and source of information on issues of particular concern to women.

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 Act 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

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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 collaboration, both entities serve as a primary resource to leaders, agencies, organizations and residents 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 in the amount of \$75,760.
- Partnered with the U.S. Department of Justice Community Relations Service to assist with resolving community conflicts and tensions arising from differences related to race, color and national origin.
- Trained staff in mediation and conflict resolution.
- Led the multi-agency Delaware Fair Housing Task Force.
- Coordinated the first fair housing conference for persons with disabilities.
- 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 state and federal laws against discrimination, including the Annual Fair Housing Conference.
- The office has established partnerships that enable 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.
- Coordinated a statewide women's health seminar series to inform health policy advocacy efforts.
- Recognized and honored Delaware women for their achievements in various fields and their service as role models and mentors.

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	613.1	591.7	600.0
ASF	3.4	13.0	6.0
TOTAL	616.5	604.7	606.0

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 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 the 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 its statutory duties and responsibilities.
- Conduct, support and promote conferences, discussion groups, workshops and other forums that educate and inform.
- Improve the status of women in Delaware.
- Review, monitor and consult on legislation, policies, programs and practices relative to the disparate impact on women.
- Publish and distribute issue-specific materials to inform women and others.

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20-00-00

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of educational seminars, training and workshops	85	100	100
# of days to close Fair Housing cases	85	76	75
# of days to close Public Accommodations cases	115	110	105
# of Hall of Fame nominations	28	45	45
# of agencies/organizations utilizing DCW resources	550	560	565
# of resources/publications disseminated	10,000	10,200	10,250

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 enables 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 archival 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, researchers and the general public.
- Provide guidance on the proper management, maintenance and disposition of state and local government records.

BACKGROUND AND ACCOMPLISHMENTS

The division fills a critical role in collecting, preserving and making available state and local government records of historical value. Delaware's public records have a wide and varied usefulness. Without such historical resources, activities as diverse as government actions and decision-making, historical and genealogical research, museum exhibit preparation, archaeological fact-finding, legal and judicial investigation and historic building preservation would be made more difficult or perhaps impossible to conduct.

Archives' holdings contain approximately 1.4 million documents ranging from single, historic documents such as the Royal Charter to a host of varying historic state and local records dating from the 17th century to the present including documents, architectural drawings and maps. For anyone who was born, was married, went to school or died in Delaware, a record of these life events will eventually be housed in Archives.

STATE
20-00-00

Accomplishments

- Increased educational opportunities utilizing Archives' holdings in creating education kits and online lesson plans for 4th/5th grade students reaching more than 4,200 young people.
- Fostered social media sites by regularly populating the division's Facebook and blog, initiated a Twitter account using the almost daily diary entries of American Civil War soldier Cyrus Forwood, revitalized the "This Day in Delaware History" and completed the division's 13th YouTube episode, "Inside the Delaware Public Archives," focusing on the agency's American Civil War holdings.
- Expanded the division's website by adding 189,629 images including the online posting of Archives' complete American Civil War holdings, incorporating 23 cubic feet of original records, 150 rolls of microfilm and numerous photographs, the Jackson and Sharp Wilmington Railroad and Ship Collection of over 4,000 images and a representative sampling of the 14,000 photographs of the Harold W. T. Purnell Photograph Collection.
- Conducted an active agenda of outreach and educational programs that included 14 on-site presentations and 36 off-site programs that attracted over 2,700 Delaware residents. Three traveling exhibits: Delaware's Long Road to Freedom, Revolutionary Delaware and Vietnam Mailbag continued their road show, visiting six different sites including the Seaford Historical Society, the Dover and Laurel public libraries and the Air Mobility Command Museum. They were viewed by over 60,800 people.
- Advanced the accession into the division of significant collections/documents as permanent donations to the State of Delaware with regard to the Sergeant Stephen Buckson letters, the Buck papers at Buena Vista and a John Hancock federal letter, as well as additions to such popular collections as vital statistics and probate records.
- Enhanced technological venues by digitally converting obsolete electronic medium types to current mediums; consolidating the division's 400+ collections access databases into a single finding aid, Archives Checklist Manager; installed, in cooperation with GIC, Wi-Fi in the division's Research Room and Delaware Room; and initiated the process for digitally archiving almost 80,000 online publications harvested from state agency websites.

- Augmented stewardship of Archives' holdings by completing a location audit of 197,000 containers holding permanent collection documents/materials, resulting in a 100 percent compliance finding.
- Responded to nearly 6,000 requests for records management assistance from over 1,200 state and local government agency units. The division held 15 records management seminars instructing 86 government agency units and provided almost 5,400 hours of direct records management consulting support to government agencies.
- Concluded the fifth year of using commercial off-site storage vendors to support the storage of inactive hard-copy records that cannot be fully accommodated in the division's facility. These records continue to grow in volume in spite of the proliferation of electronic data systems. Archives currently manages nearly 16,000 cubic feet of records in the custody of two contract vendors.
- Completed Archives' first table-top drill in support of its Continuity of Operations Plan (COOP), part of DTI's Living Disaster Recovery Planning System (LDRPS).
- Fostered and encouraged traveling contact and onsite visitation by the public to the division's research room by assisting nearly 3,500 patrons. Additionally, research room staff interacted with approximately 3,000 e-mail and phone inquiry patrons, with phone inquiries showing a 25 percent volume increase over the previous fiscal year.

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	867.4	881.6	895.2
ASF	973.7	1,154.1	1,174.3
TOTAL	1,841.1	2,035.7	2,069.5

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	15.0	15.0	15.0
ASF	15.0	15.0	15.0
NSF	--	--	--
TOTAL	30.0	30.0	30.0

DELAWARE PUBLIC ARCHIVES
20-03-01

ACTIVITIES

- Plan for the bicentennial anniversary of the beginning of the War of 1812 on June 18, 2012.

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20-00-00**

- Meet the increasing demand for preservation of electronic records by training staff on new approaches, establishing an electronic records repository in collaboration with GIC, developing a comprehensive e-records strategy and drafting and encouraging an e-record transfer of identified retention scheduled documents into Archives.
- Expand social media venues by completing three YouTube videos, one in Spanish; refreshing the Archives website; and including on the website and/or blog a focus on a single document/collection already existing within the Archives' holdings.
- Reach out to the State's African-American and Latino populations and tech-gen audiences through both traditional marketing and social media and by leveraging additional Archives outreach activities and programming in schools and communities.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of online digital images (cumulative)	980,676	1,150,000	1,184,500
# of government client interactions	16,318	17,000	17,510
# of public client interactions	18,954	19,250	19,830
# of unique website visitors	216,124	200,000	200,600
# of cubic feet of agency records in off-site storage	16,000	17,000	19,600

**REGULATION AND LICENSING
20-04-00**

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	8,907.3	10,339.2	11,243.0
TOTAL	8,907.3	10,339.2	11,243.0

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	75.0	74.0	78.0
NSF	--	--	--
TOTAL	75.0	74.0	78.0

**PROFESSIONAL REGULATION
20-04-01**

MISSION

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

KEY OBJECTIVES

- 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.

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- 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 35 boards/commissions, comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, legal, fiscal and investigative support for 51 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

- The division was involved in implementing significant regulatory and law enforcement system reforms resulting from new legislation. This included implementing the new hearing officer process to increase efficiency in the adjudication of complaints.
- The division and the Office of Controlled Substances worked with the Department of Safety and Homeland Security (DSHS) in conjunction with the Governor's Office to implement Senate Bill (SB) 235 with Senate Amendment 2 for a Prescription Monitoring Program (PMP) in Delaware. The division submitted a federal grant proposal for funding in the amount of \$400,000 and completed the State's Request for Proposal (RFP) process for a PMP vendor.
- The division worked with DSHS and the Statewide Committee to implement a requirement that all medical practitioners in the State of Delaware write prescriptions on a tamper resistant prescription pad. Phase 1 was implemented on October 1, 2010, requiring all practitioners to use prescription pads which comply with guidelines by CMS for the Medicaid program. Regulations were drafted setting forth requirements for the design, order, print, delivery and use of the prescription pads and a requirement for practitioners to purchase prescription pads from vendors registered with the division.
- The division's Office of Controlled Substances participated with the federal Drug Enforcement Administration with the assistance from the Delaware State Police, Division of Public Health, Attorney General's Office, Department of Natural Resources and Environmental Control (DNREC), Delaware Nurses Association and Board of

Pharmacy to conduct two statewide drug take back events in September 2010 and April 2011. Overall since 2008, the division's Office of Controlled Substances has held 10 drug take back events and collected thousands of pounds of unneeded prescription medications.

- The division responded to 77,885 customer inquiries, of which 70,293 were responded to by the information center on initial customer contact.
- The division issued 11,362 licenses to new applicants and renewed 33,453 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.
- The Joint Sunset Review process for the Gaming Control Board and Real Estate Commission was completed. Sunset legislation for the Board of Charitable Gaming (SB 131) and Real Estate Commission (SB 154) passed the 146th General Assembly.

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.
- Preside over hearings and develop decisions and orders for consideration by boards and commissions through a hearing officer process.
- 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.

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- 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 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Active licensee files:			
# converted to electronic format	27,352	24,432	N/A*
% converted to electronic format	67	33	N/A*
% customer satisfaction index (1-5 scale)	4.45	4.50	4.50
Customer inquiries (level 1):			
# handled	77,885	80,000	80,000
% handled	81	81	81
Delaware practitioners:			
# using PMP	**	211	422
% using PMP	**	5	10

*Process to be completed in Fiscal Year 2012.

**New performance measure.

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 provides optimum benefits to the consumer and to the utility and, ultimately, to the economic development of the State. To facilitate, where appropriate, the transition of Delaware's utility industries from monopolistic to competitive markets and to 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 customers of regulated utilities.
- 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, 71 electric suppliers and 195 telephone companies who provide either local exchange service or intrastate toll service or both. It also reviews the financial and tariff filings of these utilities.

In response to the Electric Utility Retail Customer Supply Act of 2006 (Act), PSC continues to evaluate electric 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 actively monitors actions by the Federal Communications Commission (FCC) including, in particular, the proposed reforms to the federal Universal Service Fund (USF) and intercarrier compensation contained in the FCC's 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.

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PSC participates as a member of the Renewable Energy Taskforce, established by the Delaware legislature to design and implement programs that facilitate the development of renewable energy markets in the State while limiting rate impacts to consumers.

PSC continues to be an active participant on the Water Supply Coordinating Council (WSCC). The WSCC was established by the Delaware legislature as a result of the 2002 drought of record. As a member of the WSCC, the commission helps to review and approve water conservation plans from municipally-owned and investor-owned water utilities located in northern New Castle County.

Accomplishments

- During Fiscal Year 2011, a total of 547 dockets were opened. Administrative filings processed by staff accounted for the majority 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.
- PSC staff processed over 200 applications for certification of renewable energy resources, including solar, wind, biomass, hydropower and landfill gas.
- PSC established rules to enable Delawareans to participate in community-based green energy facilities, so those individuals who cannot purchase their own facilities can join with others to achieve energy savings while improving the environment.
- Using \$118,000 in grant money from the American Reinvestment and Recovery Act (ARRA), PSC staff monitored the deployment of advanced meters on Delmarva electric and natural gas systems, which included reviewing meter testing protocols, customer notification and education processes, as well as undergoing training for smart grid implementation.
- PSC staff assisted Delawareans with approximately 1,300 complaints relating to billing and service quality from electric, natural gas, water, telephone and cable television companies.
- Using federal grant money, PSC staff conducted 90 pipeline safety inspections of natural gas, liquefied natural gas and propane pipeline operators. PSC also used federal grant money to track underground utility damage and place radio advertisements to raise awareness of damage prevention requirements.
- PSC successfully defended in Superior Court its pro-consumer rules regarding natural gas utilities' sales of pipeline capacity to affiliated companies.

ACTIVITIES

- Review and process filings presented to PSC by regulated utilities in a timely manner and make fair and reasonable recommendations to the commissioners. Filings include requests for changes to tariffed rates and terms of service, requests for certification from telecommunications carriers and competitive retail electric suppliers and requests for service territory expansion from water and wastewater utilities.
- 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.
- Adjudicate formal complaints filed by customers against regulated utilities.
- 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 administer rules to promote greater electric supply competition while protecting consumer interests.
- Participate on committees and sub-committees created by the National Association of Regulatory Utility Commissioners and the Mid-Atlantic Conference of Regulatory Utilities Commissioners to discuss issues affecting regulated utilities and best practices in other states.

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PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Dockets filed:			
# maintained electronically	547	547	547
% maintained electronically	100	100	100
% processed under new e-filing/case management system	*	25	25
Major utilities:			
# of rate of return reports reviewed semi-annually	8	8	8
% of rate of return reports reviewed semi-annually	100	100	100
% of customer complaints resolved within 15 days	*	90	95

**New performance measure.*

PUBLIC ADVOCATE
20-04-03

MISSION

The Division of the Public Advocate (DPA) represents the interests of all Delaware public utility consumers before PSC of Delaware, advocating for the lowest reasonable rates, consistent with the maintenance of safe, adequate and reliable utility services while maintaining an equitable distribution of rates among all classes of consumers. DPA will also appear on behalf of the interest of consumers in the courts of this State, the federal courts and federal administrative and regulatory agencies and commissions in matters involving rates, service and practices of public utilities regulated by PSC.

KEY OBJECTIVES

- Intervene and actively participate in proceedings before PSC in matters which involve the rates paid by consumers or the quality and adequacy of services provided by regulated utilities.
- Propose, support, challenge or recommend modifications to policies, programs and initiatives that impact consumer choice or the rates and services provided by regulated utilities.
- Contribute to all task forces, working groups, committees and boards to which the Public Advocate has been appointed, either by statute or some other method, to ensure consideration of issues impacting utility consumers are considered impacts on utility.

- File comments, jointly and individually, representing the interests and concerns of Delaware utility consumers in dockets and rule making procedures pending before federal regulatory agencies.

BACKGROUND AND ACCOMPLISHMENTS

The Public Advocate is statutorily appointed to the Advisory Board of the Sustainable Energy Utility (SEU), and is a full voting member of its Board of Directors.

As a voting member of the Renewable Energy Task Force (RETF), established by the 2010 legislative modifications to the Renewable Portfolio Standards Act, the Public Advocate participated in development and RETF approval of a pilot program for the procurement of Solar Renewable Energy Credits (SRECs).

The working group established by the Energy Efficiency Resource Standards Act, and to which the Public Advocate is appointed, worked diligently to prepare a report and recommendations on meeting the goals of the act for the Secretary of DNREC.

DPA participated in a number of dockets involving Delmarva Power and its procurement of energy for its SOS customers, including approval of a contract with the Dover Sun Park for SRECs, Delmarva's IRP and modifications to purchased power agreements for land-based wind contracts.

A significant revision to the 1993 Telecommunications Technology Investment Act 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 received and examined the 495 filings received by PSC in 2010 and formally intervened in 11 major cases. DPA has been a party to four different gas case settlements regarding gas distribution plant, fuel hedging and SOS supply auctions, as well as two water case settlements and a number of security financing requests, reliability investigations and a major electric utility rate increase request. The settlements provide for significantly less revenue than requested by the utilities and more delineated oversight and rules to protect consumers from unreasonable initiatives in utilities' hedge programs.

PJM rule changes regarding compensation of demand resources has resulted in multiple stakeholder meetings over the past year. The integration of renewable resources, transmission cost allocation and the projection of significant numbers of base load retirements due to environmental regulations are pressing topics currently

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before PJM and stakeholder discussions will continue well into the next year and likely beyond. A Federal Energy Regulatory Commission ordered technical analysis of the effectiveness of PJM's Reliability Pricing Model, used to secure electric capacity, was released in August 2011 with active discussions anticipated for many months.

ACTIVITIES

- Investigate and litigate customer service issues relating to all public utility offerings regulated by PSC.
- Continue engaging in all aspects of public utility regulation at both the local and national levels.
- Participate in DPA's statutory tasks, such as Governor's Energy Advisory Council, SEU, RETF, Energy Efficiency Standards Task Force and WSCC will continue.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of customer experienced electric service interruptions	136	<133	<133
# of system electric service interruptions	1.47	<1.63	<1.63
% of customer inquiries responded to in two days or less	70	75	80
% of cases settled before PSC decision	80	50	60

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 24 percent of the State's General Fund revenue in Fiscal Year 2011. 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 foster growth of the State's corporate and legal services industry, a significant source of jobs and income for Delawareans.

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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 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 642,000 payment transactions were conducted through the division's e-government applications. The division's highest priority over the next two years is the development and successful implementation of a new Integrated Corporations Information System to better serve customers.

The division continues to experience long term growth in business formations with more than 925,000 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 35,181 entities in Fiscal Year 2011, despite coming out of the deepest recession in decades the previous year.
- Improved efficiency by increasing the percentage of customers using electronic filings in Fiscal Year 2011. Overall web-based transactions increased by 3.39 percent.
- Led the State by being the first state agency to consolidate its data center with DTI in accordance

with the Governor's initiative to realize cost savings through reduced overhead costs.

- Developed an electronic logging system to track Opportunities for Improvement in service levels and identify employee training needs.
- Expanded payment options to include all major credit cards for electronic payments.

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	15,944.1	17,783.2	18,708.8
TOTAL	15,944.1	17,783.2	18,708.8

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	112.0	111.0	109.0
NSF	--	--	--
TOTAL	112.0	111.0	109.0

CORPORATIONS
20-05-01

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of entities domiciled (thousands)	925.8	950.8	975.8
\$ of net General Fund revenue (millions)	862.5	866.2	879.3
% UCC e-Corp filings	60.6	61.1	61.6
% of alternative entities paying electronically	48.3	50.8	53.3
# of web-based payments (thousands)	708.9	737.2	766.7

STATE

20-00-00

HISTORICAL AND CULTURAL AFFAIRS

20-06-00

MISSION

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 41 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 100 additional sites across the state, including government offices, court houses and nonprofit affiliate organizations.

HCA's preservation mission includes assisting applicants involved in federally supported projects to achieve outcomes that limit or mitigate adverse effects to significant 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 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 serves as a catalyst in the formation of new operating partnerships and joint programming ventures that expand public access to the State's vital history while substantially reducing costs. These efforts include 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.

Accomplishments

Partnership Development

- HCA's Affiliates program comprises seven member organizations: Historic Odessa Foundation, Middletown Historical Society, Laurel Historical Society, Seaford Historical Society, Bethel Historical Society, Rehoboth Art League and Rehoboth Beach Historical Society. These partnerships enable HCA to expand opportunities to showcase state collections in areas not served by division owned properties and help to promote local historical resources.
- Initiated a partnership with the Historic New Castle Alliance to provide new uses and an operating entity for the New Castle Arsenal.
- With Delaware Nature Society and the Delaware Historical Society, offered 15 free family-based programs at Buena Vista.

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- With Delaware Art Museum and Rehoboth Art League, a new exhibit was installed at Buena Vista featuring Delaware artists with works on loan from these institutions.
- The Christina Conservancy led private fundraising efforts, which provided critical capital improvements to the Cooch-Dayett Mill in Newark. The Delaware Nature Society provided education programs at this campus for 2,222 Delaware school children in Fiscal Year 2011.

Stewardship

- HCA received Gold level certification from the American Association for State and Local History through its participation in the Standards and Excellence Program for History Organizations. The certification recognizes excellence in management practices in six categories.
- HCA successfully used First State Financials during its first year as the State's fiscal system. HCA achieved a 40 percent reduction in trash and recycling costs over the previous year and continues to reduce energy consumption at division properties through regular maintenance and special conservation measures.
- HCA merged its exhibits and curatorial services into a new team with oversight of collections, affiliates, research and exhibits with the aim of improving opportunities for collaboration.
- HCA's in-house trades specialists completed 863 service requests providing electrical, carpentry and plumbing repairs, preservation treatments, special fabrications and finishes to maintain and preserve the division's 114 historic structures.
- Consolidated museum and archaeological collections into new curation space with museum quality shelving for the proper housing of state collections. These improvements enabled HCA to move collections to a more secure, clean and environmentally stable environment that aids in the preservation and long term curation of these extensive and important cultural resources.
- HCA's horticulture specialists cultivated and produced 150 flats of annual plants and 80 rooted perennial cuttings in the Buena Vista greenhouse for use at various HCA properties.

Preservation

- Awarded almost \$1.9 million in state historic preservation tax credits for improvements at 14 historic properties, which included owner-occupied, nonprofit owners and income-producing properties.

HCA promoted this program through seven presentations and workshops to community organizations.

- Received for review and comment 529 new environmental review projects that included federal undertakings from U.S. Departments of Agriculture, HUD, Department of Education and the U.S. Army Corps of Engineers, as well as State Preliminary Land Use Service projects. HCA closed nearly 90 percent of these projects. The remaining cases, complex and lengthy in nature, are proceeding through stages of activity.
- Initiated efforts to further streamline report reviews and continued working with the Federal Highway Administration and Department of Transportation to improve tracking of project deadlines, priorities and commitments made under formal agreements.
- The State Review Board for Historic Preservation approved the submission of eight nominations to the National Register of Historic Places. Two of the nominations have been listed in the National Register, and six are pending.
- Organized a conference on the preservation of 20th century cultural resources with presenters from the National Park Service, Pennsylvania Historical and Museum Commission and Delaware State Historic Preservation Office.

Research

- HCA's archaeology based research on 18th century construction techniques, alterations through time and changing theories about period styles was presented at the annual conference of the Council for Northeast Historical Archaeology.
- Initiated a survey for the identification of historic sites, properties and locations related to the War of 1812 in Delaware. To date, 106 sites have been identified.
- Organized the fourth annual symposium on Early Colonial Archaeology of the Delaware Valley that featured 10 presentations on Native American and early European sites in Delaware and the region.
- Continued working with Delaware State University and Kent County to research and provide stewardship for Wildcat Manor, a property associated with the Underground Railroad.
- Initiated a project to scan architectural and archaeological survey reports held in HCA's Research Center to allow greater access to these materials. To date, 790 reports have been prepared for scanning.

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- In partnership with the Delaware Heritage Commission, completed all editing and camera ready publishing for printing of a publication on William Hare, a 19th century Wilmington master potter.

Learning Community

- HCA welcomed 84,455 visitors at division museums and galleries in Fiscal Year 2011. In addition, more than 16,000 people participated in programs and activities sponsored by nonprofit organizations that lease division owned historic properties. HCA supported First State Heritage Park in welcoming 31,313 visitors.
- Developed two new programs for adult audiences, Cracking the Code and Have You Read a Good Building Lately?, which acquaint participants with techniques and sources for documenting historic buildings for preparation of a National Register nomination.
- Provided training to Delaware State University graduate students majoring in Preservation on how to read, interpret and analyze primary source documents in order to document cultural resources.
- Continued a partnership with Winterthur Museum for the conservation of select artifacts from state collections providing applied experience to Winterthur's conservation students.
- Coordinated the 13th annual Chautauqua tent show in Lewes in partnership with Lewes Historical Society. The week long program featured historical vignettes relating to life on the Delaware home front during World War II.

Promotion and Recognition

- The State Historic Preservation Office was nominated for the 2010 Governor's Team Excellence Award for expediting the review of ARRA projects.
- Published 2010 Annual Report: New Paths to Saving History, which explores how challenges which the agency has faced in recent years created new opportunities to protect, preserve and promote the State's historical legacy.
- Produced marketing packet for Buena Vista featuring a specific Buena Vista logo and created a new website to market the conference center and grounds to corporate and private clients. In Fiscal Year 2011, 287 events were held at Buena Vista, serving 7,860 guests and generating income of nearly \$50,000.
- Developed an inventory of informational and wayside signs containing division branding and

special acknowledgements for use at various properties under restoration, implementing special improvements or hosting special events.

Volunteer Initiatives

- HCA resumed a full operating schedule at the Johnson Victrola Museum by initiating a successful volunteer recruitment campaign that enabled HCA to attract and train 20 volunteers to assist in interpreting the museum and its unique collections related to the history of the sound recording industry.
- Volunteers provided 468 hours of services to four of HCA's museums, including landscape and floral decorating services. HCA's horticulture team conducted its first Volun-tourism workshop at the Buena Vista greenhouse during which participants learned about plant cultivation and care techniques while assisting with greenhouse projects.
- Volunteers provided 700 hours of services for various archaeological projects, including Roosevelt Inlet Shipwreck research, excavations in Epworth Cemetery and archaeological surveys.

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	2,575.4	2,410.5	2,554.0
ASF	1,227.9	1,361.0	1,384.4
TOTAL	3,803.3	3,771.5	3,938.4

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	27.5	27.5	29.5
ASF	13.1	13.1	13.1
NSF	5.4	5.4	5.4
TOTAL	46.0	46.0	48.0

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 service requests at division properties.
- Maintain historic and natural landscapes at division properties and manage greenhouse plant cultivation activities.

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- Administer the Cultural Asset Management program to ensure best practices in long-term planning and stewardship of the division’s historically significant properties.
- Oversee Collections Affiliates Research and Exhibits services and expand opportunities for affiliate partnerships throughout the State.
- Research, design and fabricate exhibits relevant to Delaware history.
- Provide education standards based programs in the 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.
- 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.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of visitors:			
conference centers	7,860	8,108	8,919
museums	84,455	93,950	103,345
First State Heritage Park	31,313	34,595	38,055
# of website visitor sessions	77,260	101,374	114,811
% of HCA library holdings available via state library catalog	*	25	40
# of volunteer hours realized	*	2,000	4,000
# of hours of public assistance offered for historic preservation tax credits	*	500	600

*New performance measure.

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

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.

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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 communication 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 \$1.17 million to arts organizations, \$134,000 to community organizations and \$116,000 to arts education programs. An additional \$21,000 is allocated to initiatives in underserved areas, and \$90,000 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 \$70,300 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.
- 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 6th 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.

Efficiency and Sustainability

- Concluded 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.
- Enhanced communications through social media and developed three video initiatives to promote the arts: Meet the Artist on the state YouTube site, Student Excellence in the Arts featuring Delaware's all-state performing and visual arts programs in the schools and Content Delaware's arts series, featuring nearly three dozen arts programs around the state.

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;
- Assisted the Delaware Arts Alliance in convening and increasing support for the arts at the grassroots level through community forums and electronic communications and surveys;
- Collaborated with GIC in the design and implementation of social networking, video projects and eGranting;
- Partnered with Libraries and Division of Parks and Recreation to facilitate accessibility of quality arts programming;
- Partnered with the Biggs Museum of American Art in Dover to promote the division's artist fellowship winners;
- Provided assistance to the International Trade and Development office to identify Delaware-made art for trade missions abroad;
- 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; and
- Conducted quarterly State Arts Council meetings to provide public access to updates on division activities and grant-making decisions.

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FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	923.3	926.4	930.0
ASF	818.4	755.9	760.7
TOTAL	1,741.7	1,682.3	1,690.7

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	3.0	3.0	3.0
ASF	2.0	2.0	2.0
NSF	3.0	3.0	3.0
TOTAL	8.0	8.0	8.0

OFFICE OF THE DIRECTOR
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ACTIVITIES

- Serve as a resource to the arts community in Delaware, providing financial and technical support to arts organizations, community-based organizations and artists.
- Convene 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, fund initiatives and grant opportunities for the division and its constituents, leading to the development and implementation of division-wide arts policy for Delaware.
- Participate in local and state meetings pertaining to economic development, community revitalization and marketing, including Wilmington's "In Wilmington" campaign and the First State Heritage Park.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
\$ of financial resources for grants (thousands)	1,240.2	1,225.1	1,225.1
% of grantee organizations participating in division sponsored professional development	22	75*	50
# of unique communities served	28	30	30
# of partners/counties presenting fellowship artists work	2	2	3
# of grant requests processed	295	275	275

**Includes the Arts Summit.*

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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 realms of lifelong learning: workforce and economic development, education, community and 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, provides seamless access for Delawareans to 2.5 million items shared by 52 libraries. 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 including ebooks.

- Expanded libraries include Georgetown Public Library and Milford Public Library, providing increased capacity in support of public access computing and community learning opportunities.
- Library partnerships have been expanded to focus on Delaware's present, past and future. The Delaware Library Community Resources Exchange consists of more than 120 nonprofits and agencies working with libraries and sharing information to support people in need. Public access to state government information has improved through increased collaboration with GIC. To preserve Delaware's past, 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 Archives, and is facilitating collaboration to build the digital Delaware Heritage Collection. The new Delaware Futures listserv enables interdisciplinary sharing of trends to support innovation and entrepreneurship.
- Professional development highlights include the infusion of higher level lifelong learning concepts in the Library Associates Learning Institute and Nontraditional Book program.
- Delaware Library Access Services for people with disabilities is distributing new digital players and book cartridges provided by the Library of Congress.

FUNDING

	FY 2011	FY 2012	FY 2013
	ACTUAL	BUDGET	GOV. REC.
GF	3,652.4	3,577.6	3,582.6
ASF	4,044.4	2,455.4	2,462.2
TOTAL	7,696.8	6,033.0	6,044.8

POSITIONS

	FY 2011	FY 2012	FY 2013
	ACTUAL	BUDGET	GOV. REC.
GF	4.0	4.0	4.0
ASF	4.0	4.0	4.0
NSF	7.0	7.0	7.0
TOTAL	15.0	15.0	15.0

LIBRARIES
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ACTIVITIES

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

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- 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 library partnerships in support of Delaware's present, past and future.
- Administer Delaware Library Access Services for people with disabilities. The library is designated and supported by the Library of Congress.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of library card holders	537,684	540,000	545,000
Library square footage	502,516	505,516	545,312
# of library staff trained	811	600	600
# of library computer users	697,688	700,000	705,000

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.
- Maintain a 90 percent occupancy rate.
- Develop and implement ongoing staff development and educational programs.
- Expand the use of the automated electronic medical record system implemented in Fiscal Year 2012 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. In Fiscal Year 2012, the facility received a 5-star rating from CMS and opened the remaining 30-bed unit for 12 residents with admission planned in Fiscal Year 2013 to fill all 30 beds. The home now provides 150 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 the Delaware 80,000 plus veteran's community.

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	14,897.3	15,454.5	11,912.8
ASF	--	400.0	5,000.0
TOTAL	14,897.3	15,854.5	16,912.8

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	207.0	207.0	145.0
ASF	--	9.0	83.0
NSF	--	--	--
TOTAL	207.0	216.0	228.0

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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 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Resident and family satisfaction index	3.75	4.00	4.00
CMS Star Rating	5	5	5
% occupancy rate	90	95	95
# of contact hours and CEU-granting in-service training opportunities offered	22	26	26

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 about 26,000 in 2011.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 15 banks with assets of over \$90 billion, as well as 25 non-deposit trust companies,

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two building and loan associations and about 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. As of the end of Fiscal Year 2011, 1,281 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

- Converted a federal savings bank to a state-chartered non-deposit trust company.
- Collected \$119.3 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Conducted 214 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 584 financial services institutions.
- Resolved 1,262 written consumer complaints.
- Protected homeowners by licensing 1,281 mortgage loan originators.

FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	3,493.2	3,868.7	3,945.4
TOTAL	3,493.2	3,868.7	3,945.4

POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	38.0	37.0	36.0
NSF	--	--	--
TOTAL	38.0	37.0	36.0

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 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of bank, trust company, licensee and escheat examinations	214	250	250
# of licensed non-depository institutions	584	600	600
# of licensed mortgage loan originators	1,281	1,300	1,300
# of written consumer complaints resolved	1,262	1,500	1,500
\$ bank franchise tax (millions)	119.3	110.2	119.7