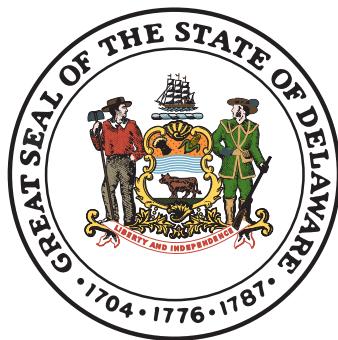




*State of Delaware*

Fiscal Year 2013



# Governor's Recommended Budget

## Volume I

Jack A. Markell  
Governor

Presented to  
The 146th General Assembly  
Second Session

January 2012



*Governor Jack A. Markell*

January 26, 2012

To the Members of the 146<sup>th</sup> General Assembly and to all Delawareans:

In compliance with 29 Del. C. Section 6335(a), I respectfully submit for your consideration the Fiscal Year 2013 Governor's Recommended Operating Budget and Bond and Capital Improvements Act for the State of Delaware.

As we work together to ensure our Delaware state government maintains its core commitments, I present to you today a budget that builds upon our strong fiscal principles and priorities, invests in our classrooms and is strategically positioned to help move our economy forward. In keeping with our constitutional mandates, my Recommended Operating Budget appropriates 98 percent of projected revenues and maintains the 5 percent budget reserve. Similarly, my Recommended Capital Improvements Act fulfills the three statutory debt limitation tests.

Thank you for your commitment to work together to create more jobs for Delawareans, build a world-class education system for our students and continue to make government more efficient. I thank you for your consideration and look forward to working with all of the members of the 146<sup>th</sup> General Assembly to build a better Delaware.

Sincerely,

A handwritten signature in blue ink that reads "Jack Markell".

Jack A. Markell  
Governor

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# **FISCAL YEAR 2013**

## **STATE OF DELAWARE**

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

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

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

Volume II contains the detailed numeric data at each level in the form of Delaware Budget System (DBS) reports, including recommendations.

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

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# FINANCIAL OVERVIEW

## RECOMMENDED APPROPRIATIONS

The Governor's Fiscal Year 2013 Recommended General Fund Operating Budget is \$3,544.5 million. In addition, Governor Markell has set aside \$40.2 million for Grants-in-Aid and \$37.7 million in dedicated cash to the Bond and Capital Improvements Act. Total recommended Fiscal Year 2013 General Fund appropriations are \$3,622.5 million. Total appropriations represent 98.0 percent of projected net Fiscal Year 2013 revenue plus projected carryover funds, which is within the constitutionally mandated limitation on appropriations.

The Governor's Fiscal Year 2013 Recommended Bond and Capital Improvements Act totals \$448.0 million. Of this amount, \$234.9 million is recommended for state capital projects and \$213.1 million is recommended for transportation projects. Of the \$234.9 million supporting state projects, \$179.9 million is General Obligation Bond Authorization, \$37.7 million is General Fund cash and \$17.3 million is bond premium.

Fiscal Year 2013 appropriations are based on Delaware Economic and Financial Advisory Council (DEFAC) revenue and expenditure estimates as of December 19, 2011. Governor Markell has recommended adjustments to these figures that will provide a net increase to the DEFAC revenue estimates of \$31.4 million in Fiscal Year 2013. These recommended adjustments are as follows:

- ◆ An increase of \$20.0 million by redirecting Abandoned Property revenue back to the General Fund;
- ◆ An increase of \$16.0 million by redirecting Realty Transfer Tax revenue back to the General Fund; and
- ◆ A decrease of \$4.6 million of Hospital Board and Treatment revenue generated by the Delaware Veterans Home. This revenue will be retained by the Veterans Home and will be used to support current operations as well as fund the expansion of the facility from 120 to 150 beds.

## DEFAC GENERAL FUND REVENUE FORECASTS

DEFAC projected net General Fund revenue collections for Fiscal Year 2012 of \$3,406.4 million and \$3,566.1 million for Fiscal Year 2013. The highlights of the forecast include:

- ◆ **Personal Income Tax** - This tax, closely modeled after federal income tax law, is progressive in nature with marginal rates from zero to 6.75 percent. DEFAC estimates (after refunds) are \$1,043.1 million for

Fiscal Year 2012 and \$1,086.4 million for Fiscal Year 2013.

◆ **Franchise Tax and Limited Partnership/Limited Liability Company Tax** - The Franchise Tax is imposed upon domestic corporations incorporated in Delaware and based on either the outstanding shares of stock of a corporation or on gross assets. In addition, every domestic Limited Partnership and Limited Liability Company formed in Delaware and every foreign Limited Partnership and Limited Liability Company registered to do business in Delaware is required to pay an annual tax of \$250. DEFAC estimates (after refunds) for these categories are \$761.6 million for Fiscal Year 2012 and \$769.8 million for Fiscal Year 2013.

◆ **Business and Occupational Gross Receipts Tax** - This tax is imposed on the gross receipts of most businesses with tax rates ranging from 0.10067 percent to 2.0114 percent, depending upon the category of the business activity. DEFAC estimates are \$227.5 million for Fiscal Year 2012 and \$227.3 million for Fiscal Year 2013.

◆ **Lottery** - This category includes video lottery operations, table games, sports betting, as well as traditional lottery sales. DEFAC estimates are \$266.9 million for Fiscal Year 2012 and \$246.7 million for Fiscal Year 2013.

◆ **Corporation Income Tax** - This tax is imposed on every domestic and foreign corporation doing business in Delaware, depending upon the amount of a corporation's taxable income that is apportioned and allocated to Delaware. DEFAC estimates (after refunds) are \$108.2 million for Fiscal Year 2012 and \$112.7 million for Fiscal Year 2013.

◆ **Bank Franchise Tax** - This tax is imposed on the net income of banks, trust companies and savings/building and loan associations and their subsidiaries. DEFAC estimates are \$106.2 million for Fiscal Year 2012 and \$112.5 million for Fiscal Year 2013.

◆ **Abandoned Property** - Any debt obligation that has gone unclaimed or undelivered, or security that has remained undelivered for three or more years after the date the owner should have received it or was entitled to claim it must be reported to the State as abandoned property. DEFAC estimates are \$383.6 million for Fiscal Year 2012 and \$484.0 million for Fiscal Year 2013.

## FINANCIAL OVERVIEW

- ♦ **Realty Transfer Tax** - The State imposes a tax of 2.0 percent of the fair market value of the property divided equally between the grantor and the grantee. Local governments are permitted to levy a 1.5 percent tax. In cases where the local levy exceeds 1.0 percent, the State rate decreases to 1.5 percent. DEFAC estimates are \$28.5 million for Fiscal Year 2012 and \$29.9 million for Fiscal Year 2013.

# GOVERNOR'S BUDGET OVERVIEW

Through the bipartisan leadership and cooperation of the Governor and General Assembly, Delaware has remained financially solid throughout one of the most difficult economic periods in our state's history. As a result of responsible fiscal management, focusing on maintaining core services, fully funding our reserves, and reducing the size of the state government workforce, Delaware has maintained its triple-A bond rating.

The Delaware economy is expected to continue to show modest but sustained growth over the Fiscal Year 2012 - Fiscal Year 2013 biennium. Economic factors, including Delaware personal income and wages, are forecast to show mild growth consistent with the current national economic recovery. However, continued sluggishness in employment and in the real estate sector will continue to dampen further economic recovery for the State.

## Governor's Recommended Budget

The Governor's proposed Fiscal Year 2013 Operating Budget totals \$3,544.5 million. This budget, in combination with the Recommended Bond and Capital Improvements Act of \$448.0 million and recommended set aside for Grants-in-Aid of \$40.2 million, is within the constitutionally mandated 98 percent limit on appropriations. This financial plan is presented without additional or increased taxes or fees.

The proposed budget maintains the commitment to core government services while providing targeted investments in the Governor's priorities of job growth, stronger schools, early childhood education and government efficiency.

## Government Efficiency

The proposed budget represents an increase of just 1.03 percent over the Fiscal Year 2012 operating budget and continues to hold the line on agency personnel growth. The recommended budget contains 1,071.3 fewer state agency FTEs compared to the Fiscal Year 2009 budget.

## Preserving Jobs

The Recommended Bond and Capital Improvement Act contains several funding initiatives designed to enhance Delaware's economy and generating jobs. These include:

- \$30.0 million for the Delaware Strategic Fund. The Delaware Strategic Fund represents the primary funding source used by the Delaware Economic Development Office to provide customized financial assistance to businesses. Recent projects supported through Strategic Fund resources include grants and loans to Amazon, Bloom Energy, Johnson Controls, PBF, Capital One, Pioneer Hi-Bred and Hawker Beechcraft.
- \$1.0 million for the fifth year of funding for the Experimental Program to Stimulate Competitive

Research (EPSCOR). These state matching funds leverage \$3.0 million in federal funds.

- \$1.0 million for Fraunhofer Center for Molecular Biotechnology (CMB) Vaccine Development. Funding is intended to create high-tech, high-impact jobs, spin-off businesses, new partnerships and alliances and enable CMB to leverage its unique technologies in the biotech marketplace.
- \$1.0 million in state match for the fourth year of a five year commitment to the IDeA Network of Biomedical Research Excellence (INBRE) program. This program is designed to build a statewide infrastructure in facilities for research into cancer, neuroscience and cardiovascular diseases.
- \$2.35 million for the Riverfront Development Corporation.

## Education

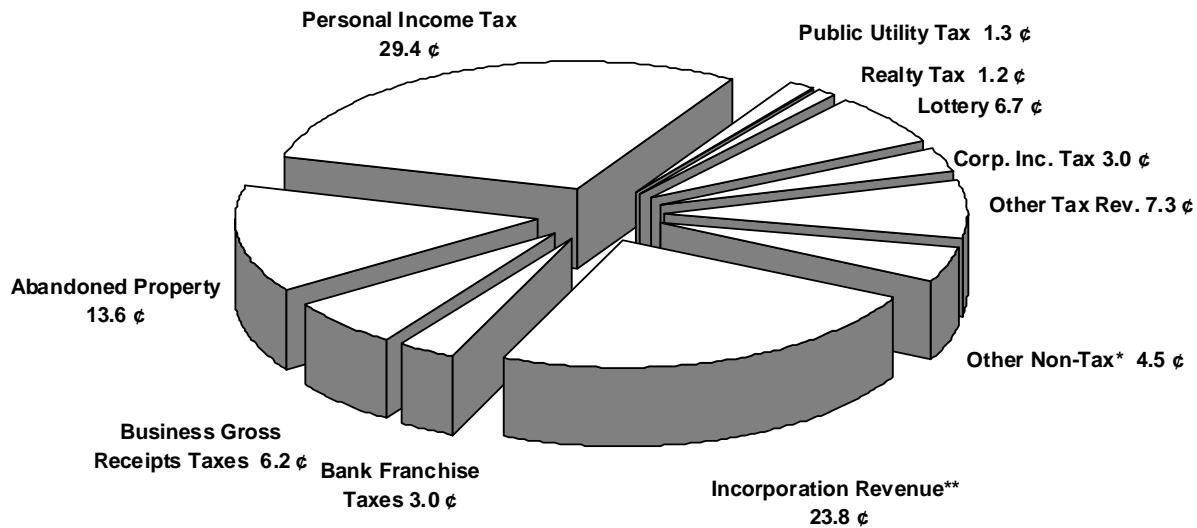
The Governor's Recommended Operating and Capital Budgets reaffirm the Governor's commitment to education through the following:

- \$27.4 million to maintain critical district and charter school building staff previously funded through federal Education Jobs Act funds.
- \$8.7 million to fully fund a projected growth of 111 units for school year 2012 - 2013.
- \$3.5 million to further the State's commitment to early childhood education, which is in addition to the \$22.0 million appropriated in Fiscal Year 2012.
- \$1.1 million to develop additional measures for student growth to be included in DPAS II educator performance assessment system.
- \$1.5 million to support grants to low-achieving non-Title I schools in accordance with No Child Left Behind waiver provisions.
- \$8.8 million to fund salary steps for school and Delaware Tech employees and \$750,000 to fund salary increase for paraprofessionals.
- \$0.9 million for growth in the Inspire and SEED scholarship programs.
- \$116.1 million for Public Education capital projects. Included is Minor Capital Improvements funding and funding for projects in the Capital, Laurel, Red Clay, Woodbridge, Seaford, New Castle County VoTech, Polytech and Sussex VoTech districts.
- \$9.0 million for capital projects at Delaware State University, Delaware Technical and Community College and the University of Delaware.

## FINANCIAL SUMMARY

### BUDGET DOLLAR GOVERNOR'S RECOMMENDED BUDGET Fiscal Year 2013

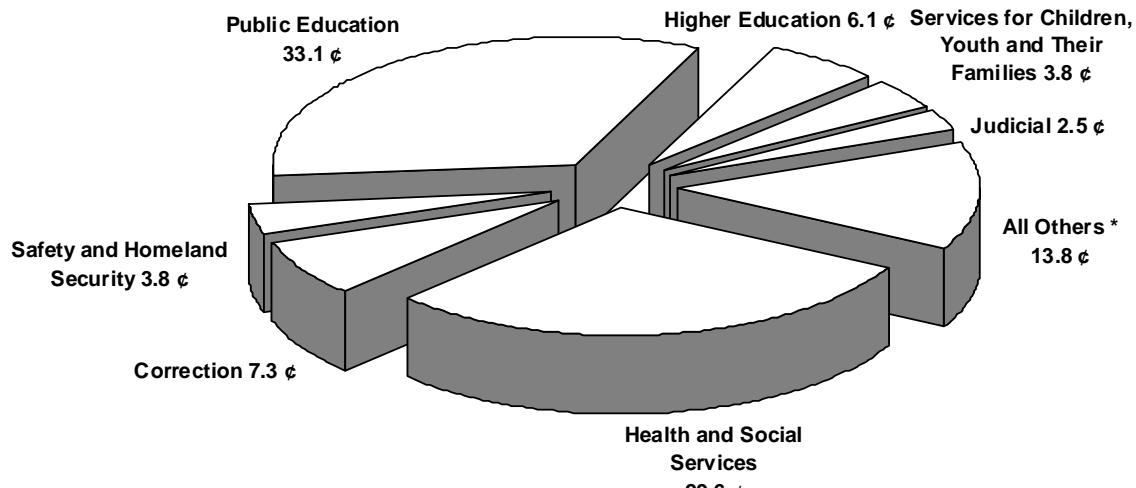
#### Sources of Funds (Net of Refunds)



\* Includes Prior Year Unencumbered Cash Balance.

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

#### Appropriations



\* Includes Contingencies and One-Time Items.

## FINANCIAL SUMMARY

### ESTIMATED GENERAL FUND REVENUE

The Delaware Economic and Financial Advisory Council (DEFAC), at the December 19, 2011 meeting, adopted a Fiscal Year 2013 revenue estimate of \$3,566.1 million.

<b>Revenue Categories</b>	(\$ MILLIONS)		
	2011 Actual	2012 Forecast	2013 Forecast
Personal Income Taxes	\$ 1,175.9	\$ 1,233.1	\$ 1,285.9
Corporation Income Taxes	221.2	145.0	151.3
Franchise Taxes	614.5	608.3	608.3
Business and Occupational Gross Receipts Taxes	201.1	227.5	227.3
Hospital Board and Treatment Sales	70.5	66.8	65.2
Dividends and Interest	8.9	7.0	7.0
Public Utility Taxes	57.2	47.0	47.6
Cigarette Taxes	129.1	125.0	123.8
Estate Taxes	16.2	15.0	21.2
Realty Transfer Taxes	44.1	28.5	29.9
Insurance Taxes	62.9	71.2	71.5
Abandoned Property	427.9	383.6	484.0
Business Entity Fees	83.1	87.3	91.6
Bank Franchise Taxes	119.7	106.2	112.5
Lottery Sales	287.0	266.9	246.7
Limited Partnerships and Limited Liability Corporations	156.3	164.3	172.5
Uniform Commercial Code	16.4	16.9	17.4
Other Revenue by Department	<u>131.3</u>	<u>82.1</u>	<u>89.8</u>
Total Receipts	\$ 3,823.3	\$ 3,681.7	\$ 3,853.5
LESS: Revenue Refunds	<u>(291.8)</u>	<u>(275.3)</u>	<u>(287.4)</u>
<b>SUBTOTAL</b>	<b>\$ 3,531.4*</b>	<b>\$ 3,406.4</b>	<b>\$ 3,566.1</b>
PLUS: Abandoned Property			20.0
Realty Transfer Taxes			16.0
Other Revenue			<u>(4.6)</u>
<b>TOTAL</b>			<b>\$ 3,597.5</b>

\*This figure is not the sum of the component factors due to rounding of actual amounts.

## FINANCIAL SUMMARY

### GENERAL FUND BUDGET BY DEPARTMENT BY FISCAL YEAR

	<b>FISCAL YEAR 2012</b>	<b>FISCAL YEAR 2013 RECOMMENDED</b>
Legislative	\$ 14,892.8	\$ 15,054.7
Judicial	91,343.2	90,244.9
Executive	228,176.9 *	128,235.3 *
Technology and Information	34,455.8	37,387.4
Other Elective	150,808.7	150,851.0
Legal	45,502.1	50,449.5
State	27,582.3	24,252.1
Finance	15,175.1	17,677.1
Health and Social Services	997,995.1	1,049,000.6
Children, Youth and Their Families	130,686.6	133,945.4
Correction	254,733.4	257,856.8
Natural Resources and Environmental Control	34,877.3	35,284.7
Safety and Homeland Security	130,941.4	136,261.4
Labor	7,291.6	7,860.9
Agriculture	7,813.4	7,923.1
Elections	3,928.1	4,025.7
Fire	4,912.8	5,077.5
National Guard	4,408.6	4,489.9
Exceptional Citizens	169.3	171.9
Higher Education	213,193.7	215,930.7
Public Education	1,109,671.9	1,172,547.7
<b>STATE TOTAL</b>	<b>\$ 3,508,560.1</b>	<b>\$ 3,544,528.3</b>

\*Fiscal Year 2012 and Fiscal Year 2013 include Contingencies and One-Time Items to be allocated to other departments.

## FINANCIAL CHARTS

### FISCAL OVERVIEW (\$ Million)

	<b>Fiscal Year 2011 Actual</b>	<b>Fiscal Year 2012 Estimated</b>	<b>Fiscal Year 2013 Projected</b>
Revenue	\$ 3,531.4	\$ 3,406.4	\$ 3,597.5
Appropriations			
Budget	3,305.3	3,508.6	3,544.5
Grants	35.2	41.2	40.2
Supplements			
-enacted	91.0	115.3	
-estimated			37.7
Total Appropriations	3,431.5	3,665.1	3,622.5*
Continuing and Encumbered Appropriations (prior year)	184.9	303.7	265.2
Total	3,616.4	3,968.8	3,887.7
Less: Continuing and Encumbered Appropriations (current year)	(303.7)	(265.2)	(225.0)
Reversions	(41.9)	(50.0)	(10.0)
Total Ordinary Expenditures	3,270.8	3,653.6	3,652.7
Balances			
Operating Balance	260.6	(247.2)	(55.2)
Prior Year Cash Balance	537.1	797.7	550.5
Cumulative Cash Balance	797.7	550.5	495.3
Less: Continuing and Encumbered Appropriations (current year)	(303.7)	(265.2)	(225.0)
Reserve	(186.4)	(186.4)	(194.2)
Unencumbered Cash Balance	307.6	98.9	76.1
Appropriation Limit			
Cumulative Cash Balance (prior year)	537.1	797.7	550.5
Less: Continuing and Encumbered Appropriations (prior year)	(184.9)	(303.7)	(265.2)
Reserve (prior year)	(186.4)	(186.4)	(186.4)
Unencumbered Cash Balance	165.8	307.6	98.9
+Net Fiscal Year Revenue	3,531.4	3,406.4	3,597.5
Total (100% Limit)	3,697.2	3,714.0	3,696.4
X 98% Limit	0.98	0.98	0.98
<b>APPROPRIATION LIMIT</b>	<b>\$ 3,623.3</b>	<b>\$ 3,639.7</b>	<b>\$ 3,622.5</b>

Figures represent DEFAC revenue and expenditure estimates as of the December 19, 2011 meeting, plus Governor's Recommended Revenue Adjustments.

\*This figure is not the sum of the component factors due to rounding of actual amounts.

## FINANCIAL CHARTS

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

<b>SOURCE</b>	<b>Enacted Fiscal Year 2011</b>	<b>Enacted Fiscal Year 2012</b>	<b>Governor's Recommended Fiscal Year 2013</b>
<b>STATE CAPITAL PROJECTS</b>			
General Obligation Bonds	\$ 166,900.0	\$ 171,145.0	\$ 179,875.0
Reversions and Reprogramming	4,858.7	3,000.0	17,336.0
One-Time Special Funds	-	115,000.0	-
K-12 Construction Funds	-	40,000.0	-
General Funds	<u>77,000.0</u>	<u>115,311.7</u>	<u>37,743.5</u>
<b>Subtotal (Non-Transportation):</b>	<b>\$ 248,758.7</b>	<b>\$ 444,456.7</b>	<b>\$ 234,954.5</b>
<b>TRANSPORTATION PROJECTS</b>			
Transportation Trust Fund	\$ 91,921.3	\$ 219,488.0	\$ 213,083.9
Transportation Trust Fund - Reauthorization	35,068.9	-	-
General Funds	14,000.0	-	-
<b>Subtotal (Transportation):</b>	<b>\$ 140,990.2</b>	<b>\$ 219,488.0</b>	<b>\$ 213,083.9</b>
<b>GRAND TOTAL:</b>	<b>\$ <u>389,748.9</u></b>	<b>\$ <u>663,944.7</u></b>	<b>\$ <u>448,038.4</u></b>
<b>DEBT REDUCTION</b>			
Debt Deauthorization	\$ -	\$ (15,025.2)	\$ -

# LEGISLATIVE

## 01-00-00

### Legislative

**General Assembly  
- House**

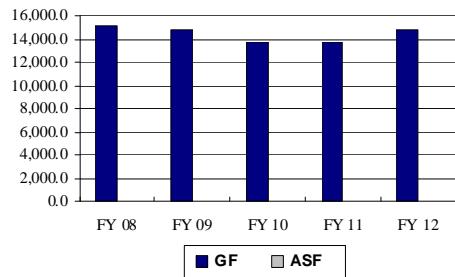
**General Assembly  
- Senate**

**Commission on  
Interstate  
Cooperation**

**Legislative  
Council**

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

#### Five-Year Appropriation History



#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	12,047.8	14,892.8	15,054.7
ASF	--	--	--
<b>TOTAL</b>	<b>12,047.8</b>	<b>14,892.8</b>	<b>15,054.7</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	83.0	83.0	83.0
ASF	1.0	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>84.0</b>	<b>83.0</b>	<b>83.0</b>

#### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend base funding to maintain Fiscal Year 2012 level of service.

#### GENERAL ASSEMBLY - HOUSE

##### 01-01-01

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

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

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	5,452.8	6,140.8	6,217.8
ASF	--	--	--
<b>TOTAL</b>	<b>5,452.8</b>	<b>6,140.8</b>	<b>6,217.8</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	32.0	32.0	32.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>

## LEGISLATIVE 01-00-00

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

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

- Conduct sessions of the State Senate; and
- Hold hearings and meetings on legislation and issues pertaining to the State of Delaware and its residents.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. Rec.</b>
GF	3,417.5	3,781.7	3,831.4
ASF	--	--	--
<b>TOTAL</b>	<b>3,417.5</b>	<b>3,781.7</b>	<b>3,831.4</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. Rec.</b>
GF	20.0	20.0	20.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>

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

The Commission on Interstate Cooperation pays national association dues for state membership. The commission enables legislators and certain non-legislators to attend seminars and conferences to gain information.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	223.8	771.4	771.4
ASF	--	--	--
<b>TOTAL</b>	<b>223.8</b>	<b>771.4</b>	<b>771.4</b>

# LEGISLATIVE

## 01-00-00

### LEGISLATIVE COUNCIL

#### 01-08-00

### RESEARCH

#### 01-08-01

### MISSION

The Division of Research was created by the General Assembly to act as a reference bureau for information relating to legislative matters and subjects of interest to the Senate or House. To meet this mandate, the division conducts a wide range of activities, including legislative research, bill drafting, committee staffing and the development and production of public information regarding the General Assembly.

The division publishes the Delaware Register of Regulations monthly in hardcopy and electronic formats. This publication and thousands of other public documents, including the Delaware Code, are available on the General Assembly website.

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

### KEY OBJECTIVES

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

### BACKGROUND AND ACCOMPLISHMENTS

- The Registrar of Regulations and staff continued development of the Delaware Administrative Code, with additional volumes published and several state agencies initiating a total renumbering of their regulations.

- The Registrar of Regulations and staff have continued the development and expansion of the searchable electronic cumulative table of all regulations processed since July 1997.
- Staff updated versions of the Delaware Code online, which continue to be released.
- The Laws of Delaware, beginning with the 140<sup>th</sup> General Assembly, have been put online with links to each piece of legislation.

### ACTIVITIES

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

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of requests for legislative information	39,442	35,000	30,000
# of bills and other publications mailed	30,516	30,000	28,000
% of requests responded to on same day	100	100	100

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1,016.2	1,825.9	1,838.2
ASF	--	--	--
<b>TOTAL</b>	<b>1,016.2</b>	<b>1,825.9</b>	<b>1,838.2</b>

## LEGISLATIVE 01-00-00

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	17.0	17.0	17.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

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

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

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1,807.3	2,156.7	2,179.6
ASF	--	--	--
<b>TOTAL</b>	<b>1,807.3</b>	<b>2,156.7</b>	<b>2,179.6</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	14.0	14.0	14.0
ASF	1.0	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>15.0</b>	<b>14.0</b>	<b>14.0</b>

### *CODE REVISORS* **01-08-03**

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

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	97.8	172.4	172.4
ASF	--	--	--
<b>TOTAL</b>	<b>97.8</b>	<b>172.4</b>	<b>172.4</b>

### *COMMISSION ON UNIFORM STATE LAWS* **01-08-06**

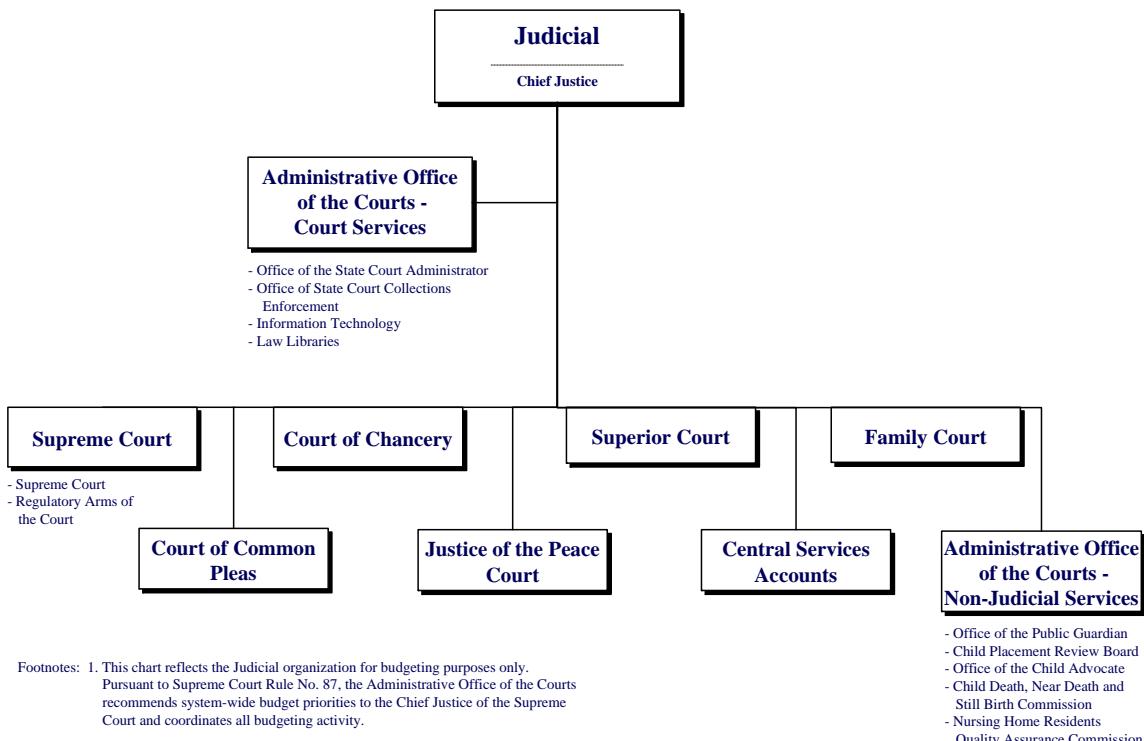
The Commission on Uniform State Laws complies with the statutory mandates of law. The commission, consisting of five members, acts in concert with similar commissions of other states. The commission considers and drafts uniform or model laws and devises and recommends courses of action.

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	32.4	43.9	43.9
ASF	--	--	--
<b>TOTAL</b>	<b>32.4</b>	<b>43.9</b>	<b>43.9</b>

# JUDICIAL

## 02-00-00



### MISSION

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

### KEY OBJECTIVES

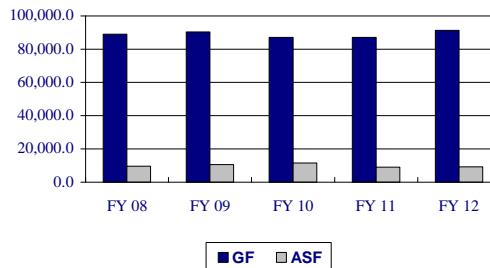
- Dispose of cases within time standards set by the Chief Justice.
- Support development of additional alternative dispute mechanisms.
- Develop and expand existing problem solving courts, as needed.
- Develop transnational practice in the courts.
- Enhance safety and security of courthouses.
- Implement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

### BACKGROUND

Goals and objectives contained within the Judiciary are based upon direction from the Chief Justice as outlined in

various administrative directives, national goals promulgated by the American Bar Association (ABA) and individual objectives specific to the Delaware court system. In some cases, stated objectives are being met, while meeting others will take a concerted effort over several years.

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	90,444.7	91,343.2	90,244.9
ASF	7,169.9	9,193.3	9,777.6
<b>TOTAL</b>	<b>97,614.6</b>	<b>100,536.5</b>	<b>100,022.5</b>

## JUDICIAL 02-00-00

	POSITIONS		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1,124.2	1,125.2	1,120.2
ASF	103.8	104.8	104.8
NSF	16.3	11.3	11.3
<b>TOTAL</b>	<b>1,244.3</b>	<b>1,241.3</b>	<b>1,236.3</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend (\$2,916.0) in Conflict Attorneys to Legal, Public Defender (15-02-01) to reflect the reallocation of the Conflict Attorneys program.
- ◆ Recommend \$300.0 in Family Court Civil Attorney to reflect projected expenditures.

#### CAPITAL BUDGET:

- ◆ Recommend \$350.0 for the Minor Capital Improvement and Equipment program to prevent the deterioration of buildings and grounds and improve the security of court facilities.

## SUPREME COURT 02-01-00

### MISSION

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

### KEY OBJECTIVES

During Fiscal Year 2013, the court expects to accomplish the following:

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

### BACKGROUND AND ACCOMPLISHMENTS

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

Under Article IV, Section 11 of the Delaware Constitution, the Supreme Court has final appellate jurisdiction in criminal cases from the Superior Court in which the sentence shall be death, imprisonment exceeding one month or fine exceeding \$100 and in such other cases as shall be provided by law. In civil cases, the Supreme Court has final appellate jurisdiction as to final judgments and in certain other orders of the Court of Chancery, Superior Court and Family Court. Appeals are heard on the record established in the trial court.

## JUDICIAL

### 02-00-00

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

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

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

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

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

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

The Commission on Continuing Legal Education is authorized by Supreme Court Rule 70 and Mandatory Continuing Legal Education Rule 3. The purpose of the commission is to ensure minimum requirements for continuing legal education are met by attorneys to maintain their professional competence throughout their active practice of law.

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

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

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

The Supreme Court's major accomplishment within the past year was the disposition of most cases within 33 days of the date of submission. This disposition rate is well under the 90-day standard the court has set in accordance with ABA standards.

FUNDING			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	3,237.1	3,239.4	3,296.8
ASF	66.3	149.2	149.2
<b>TOTAL</b>	<b>3,303.4</b>	<b>3,388.6</b>	<b>3,446.0</b>

POSITIONS			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	27.0	27.0	27.0
ASF	--	--	--
NSF	11.3	11.3	11.3
<b>TOTAL</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>

## SUPREME COURT

### 02-01-10

#### ACTIVITIES

- Dispose of appeals.
- Monitor time schedules.

## JUDICIAL

### 02-00-00

- Dispose of complaints against judicial officers appointed by the Governor.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of filings	714	710	700
Average # of days from under advisement to final decision:			
criminal	36.7	33.0	33.0
civil	29.3	27.6	27.6
Average # of days from initial filing to final decision:			
criminal	178.7	173.0	173.0
civil	160.6	157.0	157.0
% of cases disposed of within:			
30 days of the date of submission	50.9	55.0	55.0
90 days of the date of submission	98.4	98.8	98.8
290 days of the date of filing of the notice of appeal	86.6	90.0	90.0
One year of filing of the notice of appeal	93.3	96.0	96.0

#### *REGULATORY ARMS OF THE COURT*

**02-01-40**

#### ACTIVITIES

- Office of Disciplinary Counsel and Board on Professional Responsibility dispose of complaints against lawyers.
- Lawyers' Fund for Client Protection processes claims with the fund and audits lawyers' financial accounts.
- Board of Bar Examiners processes applications to take the bar examination.
- Commission on Continuing Legal Education (CLE) processes lawyer compliance affidavits and evaluates CLE programs.

#### PERFORMANCE MEASURES

##### Office of Disciplinary Counsel

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of new matters filed	462	450	440
# of matters disposed	404	410	420
# of cases pending or stayed	391	370	350
# of private admonitions with or without probation	2	2	2
# of public reprimands with or without probation	3	3	3
# of suspensions and interim suspensions	7	6	6
# of disbarments	0	1	1
# of reinstatements	1	1	1

##### Lawyers' Fund for Client Protection

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of claims:			
paid	1	2	2
denied or withdrawn	2	2	2
pending	2	1	1
\$ amount of claims:			
made	32,650	100,000	75,000
paid	9,045	50,000	35,000
pending	20,600	50,000	40,000

##### Board of Bar Examiners

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of applications processed	218	225	230
# of applicants passing Bar exam	141	145	150

##### Commission on Continuing Legal Education

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of transcripts processed	5,096	5,100	5,200
# of programs evaluated	5,212	5,400	5,600
\$ amount of fines and sponsor fees paid	67,880	70,000	72,000

# JUDICIAL

## 02-00-00

### COURT OF CHANCERY

#### 02-02-00

#### MISSION

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

The Court of Chancery consists of one chancellor, four vice-chancellors and two masters in chancery. The chancellor and vice-chancellors are nominated by the Governor and are confirmed by the Senate for 12-year terms. The Court of Chancery holds court in all three counties.

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

	FUNDING		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	3,250.0	3,122.5	3,100.0
ASF	1,277.8	2,200.9	2,225.4
<b>TOTAL</b>	<b>4,527.8</b>	<b>5,323.4</b>	<b>5,325.4</b>

	POSITIONS		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	28.9	28.9	28.9
ASF	23.1	23.1	23.1
NSF	--	--	--
<b>TOTAL</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>

### COURT OF CHANCERY

#### 02-02-10

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of decisions rendered within 90 days after readiness for adjudication	97.7	95.0	95.0
# of matters filed*	4,276	4,327	4,362

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

# JUDICIAL

## 02-00-00

### SUPERIOR COURT

#### 02-03-00

#### MISSION

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

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

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

#### KEY OBJECTIVES

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

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

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

Superior Court continues its dedication to its vision, mission and core values through the collaborative efforts of its judges and staff from across Delaware. The vision of the Superior Court is to offer the most superior service in the nation among courts of general jurisdiction. Superior Court's core values are UNITED, which stands for Unity, Neutrality, Integrity, Timeliness, Equality and Dedication. The court is committed to building on the quality of justice and public service for which it is well known both in Delaware and throughout the nation.

Superior Court has partnered with other criminal justice agencies and piloted problem-solving courts to improve court outcomes for victims, litigants and communities through problem-solving court strategies including extended probation, frequent appearances before judges, meetings with probation officers and regular alcohol and other drug testing. The mission of problem-solving courts is to divert eligible defendants from the criminal justice system and provide eligible defendants with tools to lead a productive and law abiding life. Superior Court's problem-solving courts include Drug Court, Mental Health Court and Reentry Court.

In February 2011, Judge William Witham enhanced Superior Court's problem-solving courts by piloting the first statewide Veterans Treatment Court in the nation. Veterans Court involves a collaborative effort with the Department of Veterans Affairs, Department of Justice, Office of Public Defender and the Treatment Access Center. Veterans Court provides services to veterans impacted by substance abuse alcoholism and mental health issues.

The Mortgage Foreclosure Mediation program and Operation Rightful Owner initiatives are active in assisting victims of mortgage foreclosure. The Mortgage

## JUDICIAL

### 02-00-00

Foreclosure Mediation program gives homeowners an opportunity to negotiate an alternative to foreclosure with the assistance of housing counselors.

Launched in May 2007, Operation Rightful Owner has disbursed nearly \$5.0 million in excess proceeds from houses sold at sheriff's sale. Project Operation Rightful Owner is designed to assist residents who have lost their homes to sheriff's sale by returning excess proceeds to the rightful owners.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	21,937.4	22,323.3	22,812.7
ASF	--	--	--
<b>TOTAL</b>	<b>21,937.4</b>	<b>22,323.3</b>	<b>22,812.7</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	313.5	312.5	306.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>313.5</b>	<b>312.5</b>	<b>306.5</b>

## *SUPERIOR COURT*

**02-03-10**

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Criminal case filings:			
New Castle	4,244	4,371	4,503
Kent	1,811	1,865	1,921
Sussex	2,125	2,320	2,435
Civil case filings:			
New Castle	10,355	10,120	11,092
Kent	2,398	2,518	2,601
Sussex	2,640	2,775	2,858
Criminal case dispositions:			
New Castle	4,148	4,214	4,300
Kent	1,858	1,932	1,990
Sussex	2,016	2,066	2,129
Civil case dispositions:			
New Castle	10,210	10,626	11,263
Kent	2,487	2,789	3,012
Sussex	2,761	2,975	3,480
Criminal cases pending:			
New Castle	914	975	1,005
Kent	328	359	418
Sussex	479	496	546
Civil cases pending:			
New Castle	7,889	8,047	8,538
Kent	1,652	2,125	2,234
Sussex	1,095	1,196	1,294

## JUDICIAL

### 02-00-00

#### COURT OF COMMON PLEAS

##### 02-06-00

#### MISSION

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Court of Common Pleas has jurisdiction over:

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

The Court of Common Pleas receives most of its criminal caseload from the Justice of the Peace Court and a small percentage of filings from Alderman Courts. Approximately 3 percent of cases are filed directly by the Attorney General.

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

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

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

In Fiscal Year 2011, the Court of Common Pleas realized a 6 percent decrease in its criminal caseload as a result of the police prosecution initiative. The police prosecution initiative resulted in a reduction of traffic charges brought to the court, which has allowed the court to focus its resources on more serious criminal misdemeanor cases. Conversely, the court has seen a 6 percent increase in the number of preliminary hearings coming before the court.

The court operates a court-supervised, comprehensive drug diversion program for non-violent offenders. This voluntary program includes regular appearances before a judge and participation in substance abuse education, drug testing and treatment. The court has handled approximately 6,410 participants since the program's inception in 1998. In Fiscal Year 2011, 590 participants entered the program.

The court began a mediation dispute resolution program in 2001. In partnership with the Center for Community Justice and Delaware Center for Justice, the court has referred more than 8,993 cases for mediation with a success rate of 88 percent. Mediation provides an alternative to criminal prosecution and leaves participants with an increased sense of satisfaction about the criminal justice process. The court's mediation program has been expanded and is available to parties in civil cases, as well as criminal cases. More than 1,025 referrals were made in Fiscal Year 2011.

In November 2003, the State's first Mental Health Court was instituted in New Castle County. The goal of the specialized court is to effectively serve the needs of the mental health population in the criminal justice system through continuous judicial oversight and intensive case management. Approximately 263 cases have been referred to Mental Health Court since its inception with 89 percent successfully graduating from the program.

The court introduced Traffic Court in New Castle County in November 2003 to reduce the number of court appearances for residents with traffic offenses and manage the large number of motor vehicle cases the court receives. Through the application of aggressive case management techniques, the court has significantly reduced the disposition time for these cases.

In November 2008, Contexte, the court's civil case management system, was implemented in New Castle and Kent counties following implementation in Sussex County in June 2008. At the same time, e-filing became available to Court of Common Pleas. E-filing has significantly improved access to civil cases for both the court and the filers. More than 90 percent of civil cases are e-filed with the court.

## JUDICIAL

### 02-00-00

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

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	9,382.0	9,433.6	9,582.5
ASF	238.7	249.4	255.5
<b>TOTAL</b>	<b>9,620.7</b>	<b>9,683.0</b>	<b>9,838.0</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	130.0	130.0	130.0
ASF	4.0	4.0	4.0
NSF	--	--	--
<b>TOTAL</b>	<b>134.0</b>	<b>134.0</b>	<b>134.0</b>

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

#### ACTIVITIES

- Oversee courtroom activities.
- Manage case processing activities.
- Oversee accounting and collections activities.
- Provide and administer court security.
- Manage statewide court operations.

#### PERFORMANCE MEASURES

##### Criminal Filings/Dispositions/Collections

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of misdemeanor:			
filings	102,939	108,086	113,490
dispositions	103,209	108,369	113,787
# of felony filings	9,590	10,070	10,573
\$ amount collected (thousands)	6,467.8	6,791.2	7,130.8

##### Criminal Misdemeanor Filings

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
New Castle	63,553	66,731	70,067
Kent	18,141	19,048	20,001
Sussex	21,245	22,307	22,319

##### Civil Case Filings

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
New Castle	8,409	8,830	9,271
Kent	2,837	2,979	3,128
Sussex	3,068	3,221	3,383

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

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Traffic	15	12	12
Non-jury	19	16	16
DUI	20	18	18
Domestic violence	18	15	15
Drug	3	3	3
Jury trial	15	15	15

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

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Non-jury	4	4	4
Jury trial	8	8	8
Drug diversion	3	3	3

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

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Non-jury	9	8	8
Jury trial	8	8	8
Drug diversion	3	3	3

## JUDICIAL

### 02-00-00

#### FAMILY COURT

##### 02-08-00

#### MISSION

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

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

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Court Improvement Program (CIP) is a multi-year, federally-funded project designed to support state courts and improve case management involving children in foster care, termination of parental rights and adoption proceedings. CIP has led to today's best practice of having all stages of a dependency and neglect case heard by the same judge within a schedule of hearings and reviews that meet federal standards. As a result, there has been an increase in children and parents with representation and more meaningful case plans with detailed reasoning and timely reunification or permanency achieved.

#### Mental Health Diversion Court

In 2006, Family Court, in collaboration with the Office of the Public Defender and the Department of Services for Children, Youth and Their Families (DSCYF), received federal funding through the Criminal Justice Council to pilot a Mental Health Diversion Court for juveniles with delinquency charges pending against them in the New Castle County Family Court. The program offers a treatment-based resolution of the delinquency charges of juvenile offenders with mental health disorders. The program began in January 2007, and since

then, 125 juveniles have entered into the program, and 71 have graduated.

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

#### Gun Court

In response to the increasing level of gun violence, Chief Judge Kuhn implemented a New Castle County Gun Court Calendar in 2009. The specialized calendar has expanded to Kent and Sussex counties. The Chief Judge presides over the calendar, which occurs once a week in New Castle County and every other week in Kent and Sussex counties. Gun Court provides juveniles with an exclusive forum to resolve these cases quickly while providing sentencing that includes appropriate treatment, rehabilitation efforts and supervision.

#### Services for Self-Represented Litigants

In its continued effort to serve the ever-growing *pro se* litigant population, Family Court introduced several new initiatives during the past year, while continuing to offer a high level of service to those who seek assistance in representing themselves. The Director of *Pro Se* Services and Professional Development initiated projects including a full revision of the Family Court's website, the development of a live chat and further enhancement to the e-filing system.

#### Domestic Violence

In its continued efforts to provide protection and relief to victims of domestic violence, as well as ensure treatment and counseling for offenders, the court has created a specialized Domestic Violence Court. The intention of this specialized court is twofold: to create greater continuity in court cases involving domestic violence and to create a more standardized system of compliance for offenders.

In January 2008, the court began conducting Protection from Abuse (PFA) review hearings. These hearings are scheduled before the court when a respondent has not complied with the evaluation and treatment conditions of an active PFA order. These reviews do not require the petitioner to file a contempt petition for a hearing to be scheduled.

The court has also secured federal funding to continue the position of the Domestic Violence Court Project Coordinator and promote the efforts of the specialized court. The coordinator continues to monitor compliance, provide training to court staff and attend Domestic

## JUDICIAL

### 02-00-00

Violence Coordinating Council meetings on behalf of the court.

#### Court Appointed Special Advocate (CASA) Program

CASA program continues to recruit and train volunteers to provide advocacy for abused and neglected children involved in court proceedings. CASA volunteers establish the child's best interest by gathering information and monitoring the circumstances surrounding the child(ren) in question. Currently, the program has approximately 270 volunteers serving over 700 children and has been a model used by the National CASA Association to share with other CASA programs across the country in reference to Family Court's volunteer recruitment and training efforts.

#### Human Resources

Over the past year, Family Court's Human Resources partnered with the Administrative Leadership team and focused on employee engagement, effective leadership and developing best practices. Through various trainings, such as Coaching for Success, Performance Management, and Sexual Harassment, Family Court was able to sharpen the skills and knowledge of its current supervisors to help them become more effective and strategic leaders.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	19,174.7	19,725.3	20,052.8
ASF	4,016.2	4,283.0	4,417.7
<b>TOTAL</b>	<b>23,190.9</b>	<b>24,008.3</b>	<b>24,470.5</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	270.3	274.3	274.3
ASF	67.7	67.7	67.7
NSF	5.0	--	--
<b>TOTAL</b>	<b>343.0</b>	<b>342.0</b>	<b>342.0</b>

## FAMILY COURT

### 02-08-10

#### ACTIVITIES

- Administrative support includes operations, fiscal, personnel, automation, records management, statistics, planning and research.
- Case management includes intake, file preparation, scheduling, notification, case preparation, judicial proceedings, case adjudication, pre-sentence investigation and ancillary matters.
- Diversion includes intervention, amenability, substance abuse, interviews, evaluations and arbitration/mediation hearings.

- Special programs includes the acquisition, implementation, maintenance and evaluation of special programs.

#### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of adult and juvenile criminal cases disposed of within 45 days of the filing	51	90	90
% of adult and juvenile criminal cases disposed of within 90 days of the filing	75	100	100
% of protection from abuse petitions disposed of within 90 days of filing	100	99	99
% of child support matters disposed of within 90 days	72	80	80
% of civil decisions rendered within 90 days of taking the matter under advisement	90	90	90
Average number of days from adjudication decision date to permanency decision date for proceedings involving dependent, neglected or abused children in the custody of the DSCYF (Federal guideline is 365 days)	296	290	290
Average number of days from ex-parte date to adjudicatory decision date (Federal guideline is 40 days)	33	30	30

#### Adult Criminal Case Filings

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
New Castle	3,176	3,240	3,304
Kent	800	816	832
Sussex	722	736	751

#### Juvenile Delinquency Case Filings

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
New Castle	3,945	4,024	4,104
Kent	1,648	1,681	1,715
Sussex	1,335	1,362	1,389

#### Civil Case Filings by County

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
New Castle	21,435	21,864	29,710
Kent	10,872	11,089	11,311
Sussex	12,761	13,016	13,277

#### Mediation Filings by County

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
New Castle	7,549	7,700	7,854
Kent	2,820	2,876	2,934
Sussex	3,628	3,701	3,775

## JUDICIAL

### 02-00-00

#### JUSTICE OF THE PEACE COURT

##### 02-13-00

#### MISSION

As the place where justice starts, the following is the mission of the Justice of the Peace (JP) Court:

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

#### KEY OBJECTIVES

- Provide exemplary customer service.
- Improve the infrastructure of the court.
- Provide reasonable court access and locations.
- Provide convenient, safe and secure facilities for the public and court employees.
- Improve efficiency and the quality of justice.
- Improve security for all court facilities.
- Work in conjunction with the Division of Motor Vehicles, law enforcement agencies, other courts and the Department of Safety and Homeland Security to reduce the flow of paperwork between the courts and other agencies.

#### BACKGROUND AND ACCOMPLISHMENTS

JP Court is authorized by Article IV, Section 1 of the Delaware Constitution. JP Court is Delaware's entry-level court through which the great majority of all criminal cases pass. JP Court has criminal jurisdiction to hear:

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

JP Court has civil jurisdiction over:

- Contractual disputes in which the amount in controversy does not exceed \$15,000;
- Replevin actions (actions brought to recover possession of personal property unlawfully taken) in

which the amount in controversy does not exceed \$15,000;

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

JP Court also has jurisdiction to:

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

There are 15 Justice of the Peace trial court sites located in 13 court facilities. Two courts in New Castle County and one court in both Kent and Sussex counties are open 24 hours a day, 365 days a year. The Delaware Code authorizes 60 Justices of the Peace and one Chief Magistrate to serve as the administrative head of the court. Justices of the Peace are appointed by the Governor and confirmed by the Senate for a first term of four years and for second and subsequent terms of six years.

JP Court is unique in it is the only Delaware court that employs constables, a quasi-police force charged with carrying out its judicial orders.

#### Truancy Court

The statewide Truancy Court operates in cooperation with schools and social service agencies to reduce truancy. In 2011, a report from the Truancy subcommittee of the Juvenile Justice Collaborative will provide recommendations for improving the truancy process.

#### Statewide Videophone Court

The statewide Videophone Court at JP Court 2 in Rehoboth Beach creates time and staffing efficiencies by providing specialized one-stop videophone proceedings for law enforcement. Videophone arraignments, initial presentments, capias returns and warrant requests by police throughout the state are processed through JP Court 2. The Statewide Videophone Court currently handles over 2,000 videophone cases each month.

## JUDICIAL

### 02-00-00

#### Capias Processing

The court continues its capias reduction plan to eliminate stale capias in which there is no real likelihood of bringing to justice those who failed to appear in court or failed to pay fines while providing for a clear understanding of capias that are still viable. JP Court has the policy to permit any JP site to handle another JP Court's capias. This has resulted in time and transport savings for law enforcement, correctional officers and defendants. The court has also implemented an enhanced collection program, with the assistance of the Office of State Court Collections Enforcement, to further reduce outstanding capias.

#### Pro Se

The *Pro Se* program provides self-represented litigants with the information necessary for them to have a meaningful voice in court.

In the Civil Division of the JP Court, nearly every case has at least one self-represented litigant. With over 34,000 civil cases filed annually in the court, there is a tremendous need for assistance to these litigants. This is particularly true for landlord/tenant cases, which represent about one-half of all civil cases and in which the stakes may include the displacement of a person from their home.

To help these self-represented landlords and tenants, JP Court continued with the pilot monthly outreach program: Seminars for the Self-Represented in Landlord/Tenant Issues. Members of the private bar, nonprofit legal assistance providers, AOC, JP Court and others volunteer to plan, prepare and conduct the seminars. Apartment complex managers cooperate to provide a meeting room and distribute invitations to each tenant. AOC staffers prepare flyers and service the event, and the court organizes the event. The program is conducted by a judge with two attorneys, one presenting a landlord perspective, the other the tenants', to review the landlord/tenant code and impress upon the attendees the obligation of good faith dealing.

#### Technology

The Contexte system continues to provide a case management tool to process civil cases. This system includes an e-filing component that has allowed for electronic court records.

JP Court has also implemented, through Delaware Justice Information System (DELJIS), an ePayment system for electronic payment of traffic tickets and payment plan agreements.

Efforts are underway to further automate criminal cases by developing plans to add e-filing components and other processing enhancements through automated tools.

#### Court Security Assessment

In June 2007, the 144<sup>th</sup> General Assembly passed Senate Bill 75, which provides for a court security assessment on most civil fines and all criminal/traffic pleas of guilt or adjudications of guilt. In Fiscal Years 2008 through 2011, JP Court collected significant funds, which will allow for better secured facilities. The objective of this assessment is to provide security during all times court business is conducted, ensuring the safety of court personnel, case participants and the public.

#### Police Prosecution

JP Court established the Police Prosecution Process to facilitate the goal of speedy resolution of traffic and minor criminal cases. The Police Prosecution Process was initiated at JP Court 6 in Harrington and has since expanded to JP Courts throughout New Castle, Kent and Sussex counties. Speedy resolution provides significant cost savings, convenience and procedural benefits to the court, law enforcement agencies, attorneys, Department of Correction (DOC), victims, defendants and the public in general.

#### Facilities

In an effort to reduce operating expenses and increase operational efficiency, JP Court has developed and implemented plans to consolidate facilities over the past several years. In Fiscal Year 2010, for example, JP Court consolidated the location of JP Court 11, JP Court 15, JP Court Administrative Office and Constable Central to one location. Efforts are still under way to continue to consolidate and find more effective and efficient locations for JP Courts statewide.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	16,725.7	17,413.8	17,682.5
ASF	--	--	--
<b>TOTAL</b>	<b>16,725.7</b>	<b>17,413.8</b>	<b>17,682.5</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	247.5	246.5	246.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>247.5</b>	<b>246.5</b>	<b>246.5</b>

## JUDICIAL

### 02-00-00

#### **JUSTICE OF THE PEACE COURT**

##### **02-13-10**

#### **ACTIVITIES**

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

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of shifts per week with security coverage	75	90	95
% of videophone proceedings that take place within 45 minutes of receipt	100	100	100

#### **Criminal and Traffic Filings**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
New Castle	61,865	62,484	63,734
Kent	27,273	27,546	28,097
Sussex	40,329	40,732	41,547
Voluntary Assessment Center	141,905	143,324	146,190

#### **Civil Case Filings**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
New Castle	20,179	20,381	20,789
Kent	6,751	6,819	6,955
Sussex	7,197	7,269	7,414

#### **CENTRAL SERVICES ACCOUNT**

##### **02-15-00**

#### **BACKGROUND AND ACCOMPLISHMENTS**

The 144<sup>th</sup> General Assembly enacted Senate Bill 75, establishing a separate fund to provide supplemental funding for court security personnel, equipment and training based upon a plan submitted by the Chief Justice and approved by the Office of Management and Budget (OMB), Controller General and Joint Finance Committee. Monies for this fund shall come from court security assessments imposed as a part of court costs for civil initial filings and criminal and traffic convictions.

Fiscal Year 2009 was the first year the security assessment funds were accessible to the courts through the implementation of a security plan that enhanced physical security structures in several courthouses, as well as established new court security positions to cover additional shifts of operation.

#### **FUNDING**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	1,570.9	2,277.4	2,696.4
<b>TOTAL</b>	<b>1,570.9</b>	<b>2,277.4</b>	<b>2,696.4</b>

#### **POSITIONS**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	9.0	10.0	10.0
NSF	--	--	--
<b>TOTAL</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>

#### **CENTRAL SERVICES ACCOUNT**

##### **02-15-10**

#### **ACTIVITIES**

- Administer the Court Security Fund as set forth in 10 Del. C. § 8505.
- Deposit court security assessment funding in a Court Security Fund.
- Distribute funds based upon the Court Security plan as approved by OMB and the Controller General.

## JUDICIAL

### 02-00-00

#### ADMINISTRATIVE OFFICE OF THE COURTS - COURT SERVICES

#### 02-17-00

#### MISSION

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

#### BACKGROUND AND ACCOMPLISHMENTS

AOC was established in 1971 pursuant to 10 Del. C. § 128. The office assists the Chief Justice in carrying out the responsibilities as administrative head of all courts in the State.

Since 1971, several administrative directives promulgated by the Chief Justice and Supreme Court Rule 87 have expanded and clarified the role and responsibilities of the AOC. The role described in these documents includes delivering services to courts, judicial organizations and external customers in the areas of budget development, personnel policies, fiscal policies, collections, technology policies and services, records management, interpreters, planning and research, facilities, education and law libraries.

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

FUNDING			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	14,297.8	13,717.0	11,318.5
ASF	--	33.4	33.4
<b>TOTAL</b>	<b>14,297.8</b>	<b>13,750.4</b>	<b>11,351.9</b>

POSITIONS			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	78.5	77.5	78.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>78.5</b>	<b>77.5</b>	<b>78.5</b>

#### OFFICE OF THE STATE COURT ADMINISTRATOR

#### 02-17-01

#### MISSION

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

#### KEY OBJECTIVES

- Enhance public trust and confidence in the courts through the provision of information to the public about the court system and initiatives to promote fairness and the perception of fairness.
- Increase public access to the courts through provision of interpreters and assistance to unrepresented litigants.
- Ensure continuity of operations in the event of an emergency.
- Enhance service to the public by providing staff support for judicial education and staff training programs.
- Promote safety and security of courthouses.
- Assist courts in developing and reporting statistical measurements.
- Support efforts to recruit, hire and retain the most qualified candidates and provide promotional opportunities.
- Provide administrative support for judicial branch agencies.

## JUDICIAL

### 02-00-00

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of the State Court Administrator provides a variety of support services to the courts, as well as limited fiscal and administrative assistance to judicial branch agencies.

Several accomplishments during the past fiscal year included:

- Assisting in developing a Spanish version of a video for self-represented litigants explaining the various aspects of preparing a case and appearing in court;
- Staffing a Bench Bar Committee on Limited Scope Representation, which reviewed proposed rule changes to clarify the parameters of limited scope representation;
- Supporting the expansion of the Supreme Court's "From Classroom to Courtroom" project, which provides an opportunity for students to learn about the court;
- Staffing the Delaware Supreme Court Task Force on Criminal Justice and Mental Health, which released a strategic plan with long- and short-term objectives for intercepting and diverting persons from the criminal justice system;
- Expanding the Limited Pro Bono Legal Assistance program, which offers consultation services by volunteer attorneys to self-represented litigants in Family Court;
- Enhancing the court interpreter program through increased recruiting and training to expand the number of languages for which interpreters are available; and
- Staffing the Racial Justice Improvement Project Task Force, which provided training to Probation and Parole Officers on bias-free decision making.

#### ACTIVITIES

- Provide centralized services to New Castle County Courthouse, including safety and security planning and coordination, operating the information desk, filing and payment center, self-help center and mail room.
- Provide judicial education and staff training services for the court system.
- Administer the statewide Court Interpreter program.
- Conduct research and analysis related to justice and speedy trial issues.
- Coordinate and prepare the Annual Report of the Judiciary.

- Administer the judicial branch public information program, including a newsletter highlighting its accomplishments.
- Assist in policy coordination and development for issues affecting all courts.
- Coordinate preparation, review and submission of the judicial branch budgets.
- Serve as liaison to the legislative and executive branches.
- Provide staff support to judicial branch committees.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of prospective interpreters attending orientation programs	75	110	120
# of pro bono attorney volunteers	10	12	14
# of pro bono attorney volunteer hours	102	102	102

#### OFFICE OF STATE COURT COLLECTIONS ENFORCEMENT

### 02-17-03

#### MISSION

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

#### KEY OBJECTIVES

- Assist in the collection of court-ordered financial assessments, which may include victim restitution, Victim Compensation Fund, Drug Education Fund, DELJIS fees, court security fees, court fees and DOC supervision fees.
- Develop policies and procedures to support one-stop judicial payment centers.
- Develop and implement new initiatives to assist in the collection of delinquent receivables.
- Participate in efforts to develop and implement standard financial policies and procedures related to DCAP.
- Improve the operational efficiency and effectiveness of OSCCE offices.

#### BACKGROUND AND ACCOMPLISHMENTS

OSCCE continues to evolve and increase opportunities to function as a one-stop judicial financial center. There are six judicial payment centers that provide cashiering

## JUDICIAL

### 02-00-00

services for Superior Court, Family Court (pre-2002 receivables), JP Court and DOC receivables.

In an effort to provide efficient services to state residents, OSCCE continues to build positive working relationships with all branches of state government. Currently, OSCCE assists the Department of Elections with voting restoration rights, works with the Division of Revenue to offset state tax refunds and lottery winnings against delinquent state receivables, accesses Department of Labor employment records allowing for verification of financial resources when establishing payment agreements, coordinates with the Department of Technology and Information for the printing of dunning letters and accesses Department of Health and Social Services' (DHSS) Vital Statistics records to manage outstanding receivables.

OSCCE continues to implement and/or expand several new programs to improve collection efforts. These include:

- Expanding the State Tax Refund/Lottery Winning intercept program on DOC supervision fees to include accounts pre-2003;
- Expanding payment acceptance for JP Court, including the implementation of a specialized collection program on older delinquent accounts. The overall implementation and expansion of these programs has helped sustain average annual collections of \$148,436 between fiscal years 2009 and 2011; and
- Including Automated Clearinghouse payments to all OSCCE locations.

OSCCE continues to research, develop and implement new technologies to assist the Judiciary and State with the handling of delinquent receivables. These include:

- OSCCE is currently in the Request for Proposal stage of an initiative to implement a payment kiosk program that will expand its payment locations to include the Division of Motor Vehicles and DHSS facilities; and
- OSCCE is working with DELJIS and DOC to automate the data entry and payment processing functions for the collection of supervision fees.

#### ACTIVITIES

- Accept payment of court-ordered financial assessments.
- Document and record all financial transactions promptly and accurately.
- Explore alternative forms of payment processing.
- Pursue the collection of financial obligations referred as by the courts.

- Refer offenders to programs administered by DOC to address court-ordered financial sanctions (excluding restitution).
- Work with statewide criminal justice agencies to promote cooperation and share automated data.
- Assist staff in the issuance of restitution funds collected against referred delinquent Family Court receivables.
- Provide financial reports as requested.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of contacts made to administer accounts:			
verbal	15,709	14,500	14,500
written	45,550	45,000	45,000
\$ collected on behalf of:			
Superior Court	2,511,598	2,550,000	2,600,000
Family Court	87,430	80,000	80,000
JP Court	152,036	160,000	165,000
DOC	914,770	925,000	925,000
% increase in \$ collected	(6.53)	1.34	1.48

## INFORMATION TECHNOLOGY

### 02-17-04

#### MISSION

The Information Technology Division develops and maintains computerized information systems and provides technology support services to the judicial branch.

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Information Technology Division is responsible for the development and support of computer information systems and the infrastructure necessary to access those systems.

## JUDICIAL

### 02-00-00

Recent accomplishments include:

- Completed the Courts Organized to Serve project;
- Continued to enhance our web presence for the judicial branch including monitoring for Americans with Disabilities Act compliance and increasing judicial involvement in social networking to communicate to the public;
- Interacted with regional and national courts and technology groups to exchange ideas;
- Continued support of courthouse technology planning and participation in facility renovation activities;
- Continued to partner with the Government Information Center to provide resident access to data and social networking services;
- Enhanced the Public Assistant program for public access to court information; and
- Addressed the conversion of critical desktop database applications to server-based database applications.

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of high priority software problems resolved within four business hours (not requiring procurement)	100	100	100
% of high priority hardware problems resolved within 7.5 business hours (not requiring procurement)	100	100	100
# of problem calls initiated with Help Desk	7,984	8,143	8,302
# of problem calls resolved	7,979	8,138	8,297

## LAW LIBRARIES

### 02-17-05

#### MISSION

The law libraries provide legal information resources for the judicial branch, Attorney General, Public Defender, other state agencies, members and prospective members of the Delaware Bar Association and *pro se* litigants and function as the official depository of state laws, agency

rules and regulations, administrative and board regulations, court opinions, advisory memoranda and policy directives.

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

A law library is maintained in each county in Delaware as outlined in 10 Del. C. § 1941. The New Castle County Law Library maintains a collection of 25,000 volumes and is staffed by one law librarian. The library has computer terminals that offer online legal research services. Due to the number of judicial officials in Wilmington, the number of cases filed and the proximity of the *Pro Se* Center, the New Castle County Law Library is the busiest of the three libraries.

The Kent County Law Library is designated as the State Law Library as per 10 Del. C. § 1942. It maintains a legal reference collection of approximately 30,000 volumes; some historically date back to the early 1800s. The library offers computer-assisted legal research and wireless access services. The library is staffed by one law librarian and one part-time assistant.

The Sussex County Law Library in Georgetown maintains approximately 20,000 legal resources in both print and electronic form. The library has three computer terminals that offer online legal research services to the judiciary, attorneys and the public. The Sussex County Law Library works with other legal and non-legal libraries across the country to procure legal information for the judiciary via the inter-library loan program. The library is staffed by one law librarian.

#### ACTIVITIES

- Offer reference assistance and guidance to the Judiciary, state agencies, legal community and *pro se* litigants.
- Maintain and review the collection of legal materials and consider legal titles that should be acquired or cancelled.
- Participate in professional organizations and networks to benefit from resource sharing.

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- Review and advise the judiciary and court staff of changing technology and new trends in legal research.
- Coordinate legal research training for court staff, as applicable.
- Research and retrieve information from books, periodicals, reference materials, other law libraries or commercial databases in response to judicial requests.
- Assist resource sharing among the three judicial libraries by collecting shelf list holdings for the creation of a union list of the libraries that is available to the Judiciary through the state intranet.

## ADMINISTRATIVE OFFICE OF THE COURTS - NON-JUDICIAL SERVICES

### 02-18-00

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	2,440.0	2,368.3	2,399.1
ASF	--	--	--
<b>TOTAL</b>	<b>2,440.0</b>	<b>2,368.3</b>	<b>2,399.1</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	28.5	28.5	28.5
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>28.5</b>	<b>28.5</b>	<b>28.5</b>

## OFFICE OF THE PUBLIC GUARDIAN

### 02-18-01

#### MISSION

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

#### KEY OBJECTIVES

- Advocate for the agency, its mission and its service to individuals through education and networking with the public and other professional communities.
- Implement 12 Del. C. § 3991 et seq. by seeking the designees for the Delaware Guardianship Commission, establishing a meeting schedule and developing an agenda. As of September 2011, establishing the Delaware Guardianship Commission is in progress.
- Develop and implement, in conjunction with the Delaware Guardianship Commission, the following: priorities for case acceptance for the Office of the Public Guardian; private and public sector options for guardianship services in Delaware and development of a strategic plan to bring additional guardianship services to Delaware; and feasibility and desirability of fee collection options to increase resources available for guardianship.

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- Establish Community Education and Outreach pursuant to 12 Del. C. § 3981 et seq. to provide information to the public on guardianship and alternatives to guardianship with the goal of reducing the need for public guardianship and increasing the preparedness of individuals and families for the care of the elderly and individuals with disabilities.

#### BACKGROUND AND ACCOMPLISHMENTS

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

In 2011, legislation was introduced and passed which requires the Public Guardian to be an attorney, changed the appointing authority of the Public Guardian from the Chancellor to the Governor and created the Delaware Guardianship Commission. The Public Guardian is now responsible for legal representation of the office and filing all pleadings and reports necessary on behalf of the wards.

#### ACTIVITIES

Pursuant to the new statute, 12 Del. C. § 3981 et seq., the duties of the Public Guardian include:

- Representing OPG in matters in which the appointment of the Public Guardian is sought;
- Maintaining a license to practice law in the State of Delaware and maintaining good standing in the Bar;
- Acting as Executive Director for the Delaware Guardianship Commission; and
- Coordinating volunteer representation and community education for public outreach.

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

- Addressing all issues of the individual that require immediate action and ensuring provision is made for the support, care, comfort, health and maintenance of the ward;
- Assessing the ward's situation, needs, preference and support system;
- Ensuring the individual is living in the most appropriate and least restrictive setting possible;

- Securing medical, psychological, therapeutic and social services that are appropriate and necessary to support the ward's wellbeing and quality of life;
- Maintaining communication with the ward and his/her caregivers; and
- Developing and monitoring a written guardianship plan.

Duties of a guardian of property include:

- Addressing all issues of the estate that require immediate action;
- Preparing real estate and personal belongings for sale and obtaining services of an appraiser, realtor, auctioneer and others as needed;
- Providing competent management, for the benefit of the ward, of all property and supervising all income and disbursements of the estate;
- Conducting all financial matters for the ward;
- Maintaining accurate records of all transactions and submitting final accounting to the court upon the death of a ward; and
- Obtaining all public benefits for which the ward is eligible.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of referrals received	142	150	150
# of referrals accepted for public guardianship	57	60	60
# of current guardianships	215	230	230

#### Legal Case Management

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of petitions/other filed	192	200	225
# of reports filed	335	350	350
# of accountings prepared	62	65	65
# of inventories performed	10	20	20

#### Financial Case Management

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of individuals to whom OPG has been appointed guardian of property	70	80	80
# of checks written	1,475	1,750	1,750
# of bank accounts managed	100	115	115

## CHILD PLACEMENT REVIEW BOARD

### 02-18-03

#### MISSION

To provide and administer a volunteer-based board that acts as an independent monitoring system charged with identification and periodic review of all children in out-of-home placements. The purpose of these reviews is to

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ensure every child in care has effective plans for permanency, receives adequate care for both physical and emotional needs and participates, at an appropriate age, in educational programs to increase independent living skills.

#### KEY OBJECTIVES

- Perform the tasks and functions defined in 31 Del. C. c. 38 in a professional, informed and efficient manner to have a positive impact on the State's effort to promptly provide quality services to children in out-of-home placements.
- Collect, record and distribute statistical information regarding children in out-of-home placements with the goal of advocating for their unmet needs.
- Administer the Ivyane Davis Memorial Scholarship and, in partnership with the Division of Family Services, Delaware's Educational and Training Voucher (ETV) program to support the higher education and training goals of eligible young adults who have been in or aged out of Delaware's foster care system.
- Perform functions as defined in 10 Del. C. § 1009(j)(4) to assure the safety and wellbeing of children when adjudicated and non-adjudicated youth are placed together.

#### BACKGROUND AND ACCOMPLISHMENTS

The Child Placement Review Board (CPRB) is a statewide child advocacy agency. It is chartered by Delaware's General Assembly with three main tasks:

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

In carrying out these directives, the CPRB:

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

Since 1979, CPRB has been serving Delaware's child welfare system by holding regular, independent reviews of the status of individual children in foster care. The board was chartered to advocate for a permanent home or placement for each child in foster care and monitor provision of services to children in foster care to avoid "foster care drift," in which children remain in care year after year without plans or progress toward adoption or other permanent placement.

In Fiscal Year 2011, CPRB conducted 708 reviews of 599 children in foster care. Most of these children are in the care of the Division of Family Services (DFS) and also receive services through the Division of Prevention and Behavioral Health Services.

CPRB continues to be responsible for completing the two-month review of placements that mix adjudicated and non-adjudicated youth in the same residential facility or foster home, as defined in 10 Del. C. § 1009 (j)(4). The purpose of these reviews is to ensure that non-adjudicated youth are not put at risk by the presence of adjudicated youth in the same setting. In Fiscal Year 2011, the CPRB completed 21 mixing reviews. Following these reviews, the CPRB submits any identified concerns to the appropriate division director for resolution.

CPRB administers the Ivyane Davis Memorial Scholarship and partners with DFS to administer the federal ETV program, both of which support post-secondary education for Delaware's former foster children. These programs can be used to motivate children in foster care to embrace the opportunity for post-secondary education. In Fiscal Year 2011, 58 recipients received scholarships and grants with a value of \$160,415. Thirty-one students used their grants at two-year colleges, and 23 attended four-year colleges. Four award recipients attended vocational schools.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of volunteer hours generated	3,450	3,500	3,500
# of volunteer training hours	245	300	300
# of children being served	653	725	675

## OFFICE OF THE CHILD ADVOCATE

### 02-18-05

#### MISSION

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

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#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Child Advocate (OCA) was created in 1999 in response to numerous child abuse related deaths in Delaware. These cases pointed to deficiencies in the child protection system that could not be remedied solely by one entity. The General Assembly determined that an office to oversee these efforts, staff CPAC and provide legal representation on behalf of children was necessary.

During Fiscal Year 2011, OCA received 701 appropriate referrals on children, a 20 percent increase from Fiscal Year 2010. OCA made 322 attorney appointments during Fiscal Year 2011 and completed 91 case reviews to ensure the child welfare system was adequately protecting those children. Throughout Fiscal Year 2011, OCA represented a total of 797 children.

On June 30, 2011, 828 children were in the legal custody of DSCYF, a 9 percent increase from the prior fiscal year. OCA represented 485 of those children, the CASA program represented 322 children, and the remaining 21 were unrepresented on the last day of the fiscal year, although most secured representation shortly thereafter.

During Fiscal Year 2011, 381 volunteer attorneys represented children for OCA, with 52 new attorneys trained in six sessions. By the end of Fiscal Year 2011, OCA boasted over 180 volunteer attorneys with at least five years experience representing children through OCA.

In addition to coordinating the legal representation of children, OCA took over the responsibility of coordinating activities funded by the federal Children's Justice Act grant, worked diligently to deliver training on mandatory reporting of child abuse to professionals throughout Delaware and continued to support efforts at improving the delivery of independent living, mental health, and educational services to children in foster care. OCA also partnered with other legal advocacy organizations to improve the availability of legal resources to vulnerable

populations by training attorneys to represent children and families in a variety of areas, including special education and immigration.

Throughout Fiscal Year 2011, CPAC continued to hold quarterly meetings to identify system problems and advocate for system reform. CPAC focused its resources on enhancing training programs, including planning the third Protecting Delaware's Children Conference, as well as developing a mandatory reporting media campaign, researching a more effective risk assessment tool, evaluating the delivery of physical and mental health services to children in foster care and improving educational outcomes for children in foster care.

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of appropriate referrals	701	600	700
# of DSCYF children represented by OCA			
New Castle	301	309	284
Kent	102	86	103
Sussex	82	75	69
# of DSCYF children unrepresented			
New Castle	8	8	6
Kent	3	5	6
Sussex	10	4	5
# of children represented by OCA	797	824	748
# of volunteer attorneys	381	400	379
# of volunteer attorneys with over five years of OCA service	177	200	227

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### CHILD DEATH, NEAR DEATH AND STILLBIRTH COMMISSION 02-18-06

#### MISSION

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

#### KEY OBJECTIVES

- Review in a confidential manner, the deaths of children under the age of 18, near-deaths of abused and/or neglected children and stillbirths occurring after at least 20 weeks of gestation.
- Provide the Governor, General Assembly and CPAC with recommendations to alleviate those practices or conditions that impact the mortality of children.
- Assist in facilitating appropriate action in response to recommendations.

#### BACKGROUND AND ACCOMPLISHMENTS

Delaware's child death review process was established by legislation on July 19, 1995, after a pilot project showed the effectiveness of such a review process for preventing future child deaths. The Child Death, Near Death and Stillbirth Commission (CDNDSC) provides meaningful system-wide recommendations to prevent the deaths and/or near-deaths of children and improve services to children. The process brings professionals and experts from a variety of disciplines together to conduct retrospective case reviews, create multi-faceted recommendations to improve systems and encourage interagency collaboration to end the mortality of children in Delaware.

In Fiscal Year 2011, reviews were conducted by each of the three panels (consisting of New Castle County, Kent/Sussex counties, and Abuse/Neglect) to determine whether reasonable standards of practice were met by the systems involved. The Fetal and Infant Mortality Review (FIMR) teams (New Castle County, Kent/Sussex counties and Wilmington) continue to meet monthly to review cases of any fetus over 20 weeks gestation or infant through one year of age.

The commission meets quarterly to review and approve the work of the panels. Recommendations from expedited reviews of abuse/neglect cases are distributed to the Governor, General Assembly, CDNDSC and CPAC.

Statistics for Fiscal Year 2011 include:

- 66 deaths were reviewed by the child death panels;

- 27 cases were reviewed by the child abuse/neglect panel. Of those cases, one case was an initial review, and 19 were final reviews;
- Seven cases were initial and final reviews of child abuse/neglect (completed simultaneously);
- 131 (64 fetal and 67 infant) fetal and infant deaths were referred to CDNDSC;
- 93 cases were reviewed by the FIMR case review teams;
- 20 maternal interviews were conducted with mothers who have had a fetal/infant loss; and
- Two of the maternal interviews were conducted jointly with a Division of Public Health Spanish speaking interpreter.

#### ACTIVITIES

- Identify and triage cases for review.
- Prepare and review child death and near-death cases that meet the criteria for review.
- Make recommendations to decrease child mortality.
- Collect and analyze data related to child deaths, near-deaths and fetal deaths.
- Issue annual reports and expedited review reports on recommendations and data.
- Engage community partners for prevention programs, such as Cribs for Kids, Bike Helmet Safety and Mandatory Reporting for Medical Professionals.
- Collaborate with CPAC and the Delaware Healthy Mother Infant Consortium.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of Child Death Panel recommendations turned into action steps by CDNDSC or other entities	91	100	100
% of Infant Unsafe Sleeping Deaths provided with a maternal interview	*	80	80
% of eligible FIMR cases reviewed by case review teams	71	80	80
% of FIMR cases with a completed maternal interview	15	35	35

\*New performance measure.

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

#### MISSION

To monitor Delaware's quality assurance system for nursing home residents and assisted living facilities in

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both privately-operated and state-operated facilities, so complaints of abuse, neglect, mistreatment, financial exploitation and other complaints are responded to in a timely manner to ensure the health and safety of nursing home residents.

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

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

#### ACTIVITIES

- Review relevant policies, procedures and laws and make recommendations for change with a view toward the rights of the long-term care residents.
- Review the performance of various agencies charged with protecting long-term care residents and provide recommendations for change and improvement.
- Visit long-term care and assisted living facilities to aid in promoting the quality of care for residents.
- Analyze trends to assess the value and efficacy of current procedures intended to improve the quality of care and life of individuals receiving long-term care in Delaware.
- Prepare and publish an annual report, including aggregate data with comprehensive analysis and

monitoring of trends in the quality of care and quality of life of nursing home residents.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of reviews performed	16	11	12
# of legislative recommendations made	2	3	3
# of long-term care facility visits	41	40	40
# of assisted living facility visits	22	20	20

# EXECUTIVE

## 10-00-00

### Executive

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

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

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

#### **Criminal Justice**

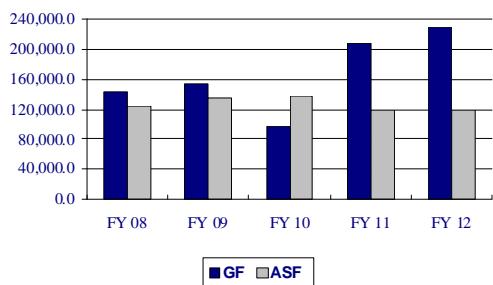
#### **Delaware State Housing Authority**

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

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

- Criminal Justice Council
- Delaware Justice Information System
- Statistical Analysis Center

#### **Five-Year Appropriation History**



#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. REC.</b>
GF	124,161.2	228,176.9	128,235.3
ASF	64,563.9	118,492.9	112,432.3
<b>TOTAL</b>	<b>188,725.1</b>	<b>346,669.8</b>	<b>240,667.6</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	298.9	306.0	308.0
ASF	183.1	173.1	172.1
NSF	57.8	55.7	50.7
<b>TOTAL</b>	<b>539.8</b>	<b>534.8</b>	<b>530.8</b>

#### **FY 2013 STATEWIDE HIGHLIGHTS**

- ◆ Recommend \$14,000.0 and \$1,784.6 ASF in Salary/OEC Contingency to annualize the Fiscal Year 2012 salary increase for state employees.
- ◆ Recommend an increase in the regular employees' pension rate from 18.76 percent to 18.86 percent. This change includes an increase in the basic pension rate from 9.27 percent to 9.80 percent,

which will result in an increase in pension funding of \$6,102.2, an increase in the Post Retirement Increase rate from 0.50 percent to 0.97 percent, which will result in an increase of \$5,937.2, and a reduction in the Other Post Employment Benefits Fund from 0.90 percent to 0.00 percent, which will result in a decrease of (\$10,000.0).

- ◆ Recommend an increase in the judicial basic pension rate from 27.49 percent to 27.69 percent, which will result in an increase in funding of \$13.1.
- ◆ Recommend an increase in the state police basic pension rate from 16.43 percent to 17.35 percent, which will result in an increase in funding of \$356.1.
- ◆ Recommend a decrease in the statewide worker's compensation rate from 1.95 percent to 1.75 percent, which will result in a decrease in funding of (\$2,939.4).
- ◆ Recommend \$8,808.4 to fund salary steps for school and Delaware Technical and Community College employees and \$750.0 to fund a salary increase for paraprofessionals.
- ◆ Recommend an increase in statewide debt service of \$1,008.2 ASF.

#### **FY 2013 BUDGET HIGHLIGHTS**

##### **OPERATING BUDGET:**

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

- ◆ Recommend (\$0.3) in Contractual Services to reflect a reduction in operating expenditures.

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

- ◆ Recommend (\$1,603.0) in ERP Operational Funds to reflect a reduction in operating expenditures.

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- ◆ Recommend \$800.0 ASF in CRIS Upgrade to purchase hardware for an upgrade to the pension information system.

### **Delaware Economic Development Office**

- ◆ Recommend \$100.0 ASF in Contractual Services and \$300.0 ASF in Tourism Marketing to increase sales and support tourism marketing.

### **Criminal Justice**

- ◆ Recommend (\$0.1) in Domestic Violence Coordinating Council to reflect a reduction in operating expenditures.

### **Delaware State Housing Authority**

- ◆ Recommend \$3,000.0 in Housing Development Fund for the State Rental Assistance program to meet increasing demand.
- ◆ Recommend (\$91.9) ASF in Personnel Costs and (1.0) ASF FTE to reflect a complement reduction.

### **CAPITAL BUDGET:**

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

- ◆ Recommend \$2,949.4 for the Minor Capital Improvement and Equipment program to maintain state-owned facilities in a safe and efficient condition and improve the safety and function of buildings, building systems and grounds.
- ◆ Recommend \$340.3 for Environmental Compliance to remove underground storage tanks, asbestos and other hazardous materials.
- ◆ Recommend \$150.0 for the Architectural Barrier Removal program to continue making public facilities more accessible to all individuals.
- ◆ Recommend \$6,594.6 for the construction of a new State Police Troop 3 facility in Camden.
- ◆ Recommend \$3,344.0 for the completion of the Townsend Building Mechanical Repair and Renovation Project.
- ◆ Recommend \$1,600.0 for the purchase of property and completion of design work for a new State Police Troop 7 facility in Lewes.
- ◆ Recommend \$333.0 for the lease of mobile computers in Local Law Enforcement patrol cars.

### **Delaware Economic Development Office**

- ◆ Recommend \$30,032.1 to recapitalize the Strategic Fund, an important tool for attracting and retaining jobs and industry in Delaware.

- ◆ Recommend \$1,000.0 in state match for the Experimental Program to Stimulate Competitive Research program, which leverages \$3,000.0 in federal funds.

- ◆ Recommend \$1,000.0 in state match for the IDeA Network of Biomedical Research Excellence program, which is designed to build a statewide infrastructure in facilities for research into cancer, neuroscience and cardiovascular diseases.

- ◆ Recommend \$1,000.0 for the second year of a six-year commitment to the Fraunhofer Vaccine Development project, which will help Delaware maintain its competitive edge in the field of applied biotechnology.

- ◆ Recommend \$2,350.0 for the Riverfront Development Corporation.

### **Delaware State Housing Authority**

- ◆ Recommend \$4,000.0 for the Housing Preservation Program to preserve the existing stock of housing and leverage federal dollars for this program.

# EXECUTIVE

## 10-00-00

### OFFICE OF THE GOVERNOR

#### 10-01-01

#### MISSION

To expand economic opportunity, improve the quality of life and protect the health, rights and safety of Delawareans.

#### KEY OBJECTIVES

- Getting people back to work and expanding economic opportunity.
- Ensuring our public education system lays the proper foundation for our future.
- Improving public safety, health and quality of life.
- Meeting budget challenges while maintaining fiscal discipline and responsibility.

#### BACKGROUND AND ACCOMPLISHMENTS

Governor Markell is committed to bringing people together to create jobs, leading responsibly and moving Delaware forward. As such, Delaware has launched many initiatives, signed a number of significant bills into law and made important investments to advance these goals. The highlights from this legislative session so far include:

#### ***GETTING PEOPLE BACK TO WORK AND EXPANDING ECONOMIC OPPORTUNITY***

- Creating the New Jobs Infrastructure Fund, which ensures Delaware has the tools and flexibility to seize opportunities for job creation. The \$55 million fund enables the State to make significant investments in public infrastructure to accommodate the relocation or expansion of large-scale employers.
- The New Job Creation Credit, Senate Bill (SB) 40, which builds on the success of the Blue Collar Tax Credit by increasing the credit by 25 percent to support job growth for businesses that will put Delawareans to work in a new or expanded manufacturing facility.
- Supporting the State Strategic Fund to offer targeted investments in economic growth, which helps attract and keep jobs in Delaware by supporting projects like Bloom Energy, Mountaire's state-of-the-art Resource Recovery Center in Millsboro; Pioneer's biotech research and development investment; Miller Metal's expansion in Bridgeville; Johnson

Controls' new 400,000 square-foot facility in Middletown; Pinnacle Foods' expansion of Vlasic pickle processing in Millsboro; and several others.

- Investments in the Transportation Trust Fund to put Delawareans back to work maintaining roads, train stations, bike routes and air and water transportation. Quality multimodal transportation infrastructure is fundamentally important to all Delawareans and employers looking to grow.
- Supporting the Port of Wilmington, which has helped attract manufacturers such as Fisker and Bloom. Ten million dollars will be allocated for capital improvement projects designed to retain existing customers and attract new businesses.
- Launching the innovative Delaware Young Farmers Program (SB 117), which will assist young and beginning farmers to acquire land on their own while at the same time providing for the permanent preservation of the land.
- Preserving state assets to create hundreds of jobs, while repairing and extending the functional life of state buildings and properties, saving historic properties for residents and tourists to enjoy for generations and ensuring our parks infrastructure is adequately maintained.
- Investing in the Housing Development Fund, which will further leverage federal funds to rehabilitate housing for low-income families. This work will employ hundreds of Delawareans.

#### ***ENSURING THAT OUR EDUCATION SYSTEM LAYS THE FOUNDATION FOR OUR FUTURE***

- Supporting the hiring of additional teachers, funding for full-day kindergarten in the Milford and Christina school districts, ongoing efforts to develop the Delaware Comprehensive Assessment System, public library investments and expanded language education, so our children can meet the challenge of communicating and competing with workers around the world.
- Helping Delaware school districts attract the best teachers (SB 16) by enabling them to make offers of employment earlier in the year. This is an important step to keep Delaware's districts competitive in the market for qualified and committed teachers and to ensure vacancies can be filled appropriately.
- Improving the Charter School system, House Bill (HB) 205, by instituting background checks prior to approving new charters; providing new options for dealing with failing schools, including shortening

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the timeframe for highly successful schools to obtain a charter to serve students who would otherwise be displaced by the closing of their school; mandating annual external audits; improving the timeline for making decisions about closing schools; and allowing the Office of Management and Budget to take steps to intervene to assist a struggling school with managing its finances.

- Allowing for services for children with disabilities to be funded based on identified individual needs (HB 1) rather than on their classification or placement. The needs-based funding system provides more flexibility to schools and ensures resources are more equitably and effectively distributed.
- Complimenting Delaware's K-12 education reform efforts by improving the quality of early childhood education to ensure our next generation enters school ready to succeed.
- Building new jobs skills that will keep our workforce competitive in a global economy by expanding research and job training facilities at our three major institutions of higher learning. The projects include an Optics Center Research Lab at Delaware State University, expanded Research Lab Capacity at the University of Delaware and several projects at Delaware Technical and Community College.
- To improve our ability to assess the long-term efficacy of educational programs, HB 213 allows for the sharing of educational data from early childhood through higher education.

### ***IMPROVING PUBLIC SAFETY, HEATH AND QUALITY OF LIFE***

- In response to requests from community members, local governments and legislators, the Governor tasked state law enforcement to work with local counterparts to reduce gun crimes and make our streets safer through Operation Pressure Point.
- Creating the Fund to Combat Violent Crimes, providing state and local law enforcement agencies with additional resources to fight violent crime.
- Passing three responsible gun safety bills proposed by the Governor:
  - HB 48, which ensures Delaware complies with federal requirements to submit information to the National Instant Criminal Background Check System database to make sure background checks nationwide will prevent mentally ill

people who are not legally eligible to purchase a gun from doing so;

- HB 46, which enables law enforcement agencies to dispose of thousands of firearms that are taking up space in evidence lockers statewide;
- Senate Substitute 1 for SB 29, which makes it illegal for individuals to possess firearms in public places while under the influence of alcohol or drugs.
- Revamping DUI laws (HB 168) to provide enhanced prison sentences, 24-hour monitoring and intensive counseling for individuals convicted of multiple DUI offenses.
- Signing landmark legislation making Delaware one of only a handful of states to allow same-sex civil unions and fully recognize same-sex relationships. Couples who enter into a civil union will enjoy the same rights, protections and obligations that exist for married spouses.
- Supporting Brownfield redevelopment to create shovel-ready opportunities for work while making our communities safer and healthier.

### ***PROTECTING THE MOST VULNERABLE***

- Passing HB 68 (social workers), HB 67 (mental health and chemical dependency professionals), HB 45 (nurses), SB 31 (dentists and dental hygienists), SB 32 (psychologists) and SB 33 (physician's assistants), which clarify that licenses to practice these professions must be revoked if the person is convicted of a felony sexual offense and makes failure to report child abuse grounds for discipline.
- Providing important safeguards against sexual predators for vulnerable patients (HB 63) and residents who are treated in or reside in health care, residential or treatment facilities.
- Enhancing the position of Public Guardian through SB 24 to provide better protections for the elderly and persons who may have no one else to care for them by requiring the office to be held by an attorney appointed by the Governor, expanding the mission to include advocacy and establishing a Delaware Guardianship Commission to identify solutions to issues facing those in need.

# EXECUTIVE

## 10-00-00

### ***MEETING BUDGET CHALLENGES AND ENSURING FISCAL RESPONSIBILITY***

- Limiting our dependence on less reliable sources of revenue by capping the amount of such revenue being used to fund the State's operating budget and using additional collections for one-time, high-impact investments.
- Limiting budget growth, in recognition of both the volatility of some revenue streams and the ongoing financial pressures from Medicaid and other entitlement programs.
- Paying off debt responsibly and allocating resources for that purpose. The three major bond rating agencies, all of which have given Delaware the highest rating, closely monitor each state's debt management. By dedicating revenue to debt reduction, Delaware continues its adherence to fiscal responsibility to safeguard our future.

Like many states, the cost of state employee health insurance and pensions had been growing rapidly. Reigning in these costs is critical to our long-term fiscal health, so the Governor and the General Assembly worked together with state employees and legislators to negotiate and pass a bipartisan bill (HB 81) that saves taxpayers over \$130 million in the next five years and over \$480 million in the next 15 years.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,570.3	2,634.7	2,675.6
ASF	--	--	--
<b>TOTAL</b>	<b>2,570.3</b>	<b>2,634.7</b>	<b>2,675.6</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	23.0	24.0	25.0
ASF	1.0	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>24.0</b>	<b>24.0</b>	<b>25.0</b>

#### **ACTIVITIES**

- Cultivate greater economic opportunity for Delawareans.
- Facilitate the sound and responsible management of state government and its resources.
- Propose, enact and implement policy and regulatory changes to improve our State's quality of life.
- Ensure state agencies are well led and focused on their core mission.

- Protecting and expanding opportunities for Delaware's children by focusing on making our public schools stronger.

#### **PERFORMANCE MEASURE**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of constituent inquiries responded to within 30 days	100	100	100

# EXECUTIVE

## 10-00-00

### OFFICE OF MANAGEMENT AND BUDGET

#### 10-02-00

#### MISSION

The Office of Management and Budget (OMB) provides leadership, partnerships, policy development, planning and objective analysis to maximize the value of state assets, including people, facilities, land and financial resources.

#### VISION

Working together to create excellence in state government.

#### KEY OBJECTIVES

- Provide strong fiscal and principled management of state government resources and assets.
- Ensure accountability to taxpayers, residents and other stakeholders.
- Lead long-term planning in key strategic areas of state government.
- Communicate accurately, clearly and in a timely manner to all OMB customers, constituencies and stakeholders.
- Enhance service delivery and streamline processes by using quality improvement techniques.
- Earn and maintain the respect and trust of each other and customers.
- Provide an organizational environment that builds and recognizes performance excellence through diversity, trust, cooperation, innovation, empowerment, learning and employee recognition.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	75,215.8	215,761.6	112,708.2
ASF	29,495.4	80,855.5	74,425.9
<b>TOTAL</b>	<b>104,711.2</b>	<b>296,617.1</b>	<b>187,134.1</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	227.9	227.8	226.8
ASF	151.1	143.1	143.1
NSF	37.8	35.1	35.1
<b>TOTAL</b>	<b>416.8</b>	<b>406.0</b>	<b>405.0</b>

### ADMINISTRATION

#### 10-02-05

### OFFICE OF THE DIRECTOR

#### MISSION

Provide leadership, communication and expert knowledge to resolve operational and policy issues in the areas of Human and Financial Resources, Facilities Management, Government Support Services, Pension and Health Benefits and Payroll Human Resource Statewide Technology (PHRST) issues as they relate to the Enterprise Resource Planning (ERP) system.

#### KEY OBJECTIVES

- Provide leadership in the management of the State's financial resources.
- Enhance communication related to the State's budget and finances, benefits and human resource programs and policies and other government support services made available through OMB.
- Increase timeliness, efficiency and accuracy of OMB services.

#### ACTIVITIES

- Maintain timely and accurate communication with all media outlets, members of the public and other branches of state government.
- Maintain financial stability and accurately project the State's financial situation, including providing information to Delaware Economic and Financial Advisory Council.
- Provide internal legal services.
- Track and coordinate legislation for fiscal and operational impact.
- Receive, track and respond to OMB Freedom of Information Act requests.
- In partnership with the Governor's and Lieutenant Governor's Offices, provide statewide coordination for the application, tracking and reporting of funds resulting from the enactment of the American Recovery and Reinvestment Act of 2009 (ARRA).
- Support ongoing implementation of First State Financials (FSF), the State's accounting system.

# EXECUTIVE

## 10-00-00

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days until constituent relations requests are resolved (average)	5.3	10.0	10.0

### BUDGET COMMISSION 10-02-06

#### ACTIVITY

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

### BUDGET DEVELOPMENT, PLANNING AND ADMINISTRATION

#### MISSION

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

To provide leadership with sound financial and technological support to the operations of OMB through collaborative relations with all sections.

#### KEY OBJECTIVES

- Serve as state government's primary resource for information and expertise regarding the budget, financial management and grant review.
- Support a diverse workforce of well-trained and motivated employees by maintaining an environment that fosters professional development, promotional opportunities and performance recognition.
- Improve decision making through the efficient use of state resources by integrating budgeting, planning and grant review and analysis processes.
- Improve employee awareness and cross-training of section functions to minimize disruptions in the budgeting, planning, financial management and grant review and analysis processes.
- Maximize interagency and intergovernmental cooperation and coordination regarding statewide budgeting issues.

- Streamline work processes using available resources.
- Maintain consistent document processing through internal policies and procedures.
- Continue building and strengthening collaborative relationships with customers/stakeholders.

#### BACKGROUND AND ACCOMPLISHMENTS

The Budget Development, Planning and Administration (BDPA) unit consists of three core functions: budget development and administration, support for departmental financials and information technology needs. This unit seeks to promote sound decision-making practices throughout state government.

BDPA assists agencies in the planning and implementation of operational programs and capital projects affecting all Delawareans. In addition to managing the State's budget process, the unit manages the statewide Clearinghouse function for the application of federal grants, works in coordination with the Division of Accounting on statewide accounting policies and provides support and guidance to operating agencies through the strategic planning process. During Fiscal Year 2011, BDPA focused on maximizing efficiencies within the State and working in collaboration with state agencies on budget reductions and cost containment. This included negotiation and renegotiation of state leases to generate both current and future savings.

OMB Financial Operations is responsible for the preparation and management of payroll, accounts payable and receivable, grants, budget preparation, fiscal year close-out and start-up and financial reporting. During Fiscal Year 2011, OMB Financial Operations successfully transitioned to the State's new accounting system, FSF. Many agencies, as well as the FSF team, have looked to OMB's Financial Operations staff throughout the fiscal year as a leader in module functionality. They are often called upon as a resource for testing new functionality and guidance in defining processes. The Division of Accounting used their reconciliation procedures as a basis for developing the statewide reconciliation procedures. The team attended additional FSF training after the implementation as new features were implemented. The team closed out the accounting fiscal year successfully and met all reconciliation and transaction deadlines.

OMB Information Technology (IT) provides support of a local area network comprised of desktops and servers serving multiple physical work locations and a workforce of 400+ users, as well as website and application development and maintenance. Fiscal Year 2011 saw the first year of production with the new Delaware Budget

## EXECUTIVE 10-00-00

System (DBS) being used in formulating the Governor's Recommended Budget. DBS also interfaced with the State's new financial management application for a full fiscal year cycle. The other key development item was the improvement of the State's central procurement website, [www.bids.delaware.gov](http://www.bids.delaware.gov), to house contracts from the bid through award phases.

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

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#### **ACTIVITIES**

- Prepare Governor's Recommended Operating and Capital budgets.
- Conduct fiscal and policy analysis in support of the annual budget process and ongoing state operations.
- Develop and promulgate accounting policy through the Budget and Accounting Policy Manual.
- Develop policies and procedures for the annual budget process.
- Serve as single point of contact and provide staff support to the Delaware State Clearinghouse Committee.
- Manage and provide staff support for the contract for Statewide Cost Allocation Plans.
- Provide financial management assistance to agencies statewide.
- Prepare, process, reconcile, maintain and submit the agency budget, Generally Accepted Accounting Principles report and special request reports of a budgetary or fiscal nature.
- Prepare and process fiscal documents for receipt obligations, transfers and disbursements of state and federal funds.
- Review internal controls, establish fiscal policies and procedures and educate personnel regarding fiscal policies and systems.
- Serve as a repository for technical assistance and functional information for employees and program managers.
- Provide customer service through web technology to improve the quality and quantity of information available.
- Maintain and administer a state-of-the-art IT system that links all units.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of Clearinghouse requests reviewed	580	600	620
% of system availability	98	99	99
# of vendors who received payment via check:			
Received outreach about Automated Clearinghouse (ACH) payments	*	50	50
Converted to ACH payments	*	25	35

\* New performance measure.

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

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#### **ACTIVITIES**

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

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### **STATEWIDE HUMAN RESOURCE MANAGEMENT**

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#### **MISSION**

Leadership and service for a quality workforce.

#### **KEY OBJECTIVES**

- Attract and hire the best candidates ensuring a quality workforce.
- Continuously train and develop the State's workforce through classroom and online courses, organizational development facilitation and conflict resolution.
- Develop and implement new statewide executive leadership programs.
- Implement a statewide learning management system.
- Manage statewide employee performance.
- Measure, analyze and manage human resource trends affecting state government.
- Enhance Human Resource Management's (HRM) role as a strategic business partner across state government.

## EXECUTIVE

### 10-00-00

- Lead comprehensive and integrated strategic workforce planning efforts across state agencies.
- Implement activities and agency outreach efforts statewide to achieve positive outcomes in the administration of collective bargaining agreements; lead compensation and non-compensation bargaining affecting merit and non-merit employees.
- Retain a highly skilled, diverse workforce for the State.
- Maintain central managerial role over all diversity and Equal Employment Opportunity (EEO) matters in the Executive Branch.
- Provide advice and guidance to executive agencies on human resources issues.
- Establish a list of vendors for training and facilitation services.

#### **BACKGROUND AND ACCOMPLISHMENTS**

During the past year, HRM had several major accomplishments with direct benefits to the State, its employees, applicants and residents. Key accomplishments include:

- Processed 58,284 applications, 1,687 recruitments and conducted online testing of 1,311 applicants;
- Centrally managed a formalized internship program with interns logging 2,423 hours and centrally managed the Selective Placement program, the Agency Aide program and career development classes for state employees;
- Provided state agencies with quarterly entrance and exit surveys data;
- Increased the number of graduates in the State's Supervisory, Management and Human Resource Development Certificate programs by over 10 percent;
- Assisted state agencies with workforce planning and succession planning needs;
- Developed key statewide policies, guidelines and training for agencies on statutory changes in compensation bargaining, bargaining unit determination and union organizing efforts;
- Centrally managed representation and compensation bargaining processes for both Merit (Senate Bill 36) and non-Merit employees;
- Provided training to agencies on performance and employee conduct accountability and managing the investigation and grievance processes;
- Maintained effective representation of agencies in discrimination cases filed with the Delaware Department of Labor and EEO Commission;

- Implemented uniform EEO/Affirmative Action (AA) report template and guidelines consistent with Governor's Executive Order No. 8;
- Conducted 11 facilitated conflict resolution meetings for 28 employees and trained another 211 employees in conflict resolution techniques;
- Facilitated 37 agency strategic planning meetings involving 724 managers and supervisors;
- Implemented enhancements to recruitment and marketing strategies by using social media, such as Twitter, Facebook, YouTube and LinkedIn;
- Developed and implemented an online New Employee Orientation, which provides consistent information for new employees and reduces the amount of time and travel needed to go to off site locations;
- Provided management support for the Governor's EEO Council, consistent with Executive Order No. 8, and to state agencies through guidance, affirmative action report assistance, information sharing, training, agency accountability reviews and the preparation of the annual report;
- Developed EEO/AA dedicated website;
- Implemented policies and procedures to review agency purchase orders for training; and
- Provided Mauritius diversity training for 302 employees.

#### **HUMAN RESOURCE OPERATIONS**

### **10-02-20**

#### **ACTIVITIES**

- Communicate with agencies on compensation bargaining, outreach and training.
- Conduct advanced salary analysis.
- Support and encourage a diversified workforce.
- Perform critical reclassifications, maintenance reviews, position establishments and career ladder development.
- Provide employment test development, validation and administration.
- Provide Merit rule and policy interpretations.
- Participate in Public Employment Relations Board proceedings, including bargaining unit determinations, mediation, interest arbitration and unfair labor practice hearings.
- Represent agencies in fair employment practices, complaints and resolution review.
- Consolidate job classifications.
- Provide selective market variation program.
- Oversee statewide employee recognition.
- Coordinate State Employees' Charitable Campaign.

## EXECUTIVE 10-00-00

- Oversee statewide recruitment and hiring.
- Manage union contract and Merit grievance hearings.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days from requisition to posting	4	4	4
% of successful conflict resolutions	89	90	90
% of statewide minority representation	31	31	31
# of internship hours	2,423	2,500	2,600

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

#### ACTIVITIES

- Provide and oversee:
  - Blue Collar Jobs Training program;
  - Career Enrichment program;
  - Computer training;
  - Conflict resolution;
  - Continuous quality improvement;
  - Customized agency training;
  - Executive training program;
  - Governor's Team Excellence award;
  - Management Development Institute;
  - Organizational development services;
  - Statewide training conferences;
  - Strategic workforce planning;
  - Supervisory/Management/Human Resource Certificate programs;
  - Delaware Quality Partnership;
  - First State Quality Improvement Fund;
  - National Association of Government Training and Development;
  - Statewide Training Advisory Network of Delaware; and
  - State Employees' Charitable Campaign.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of participants in certificate programs	733	765	795
# of graduates in certificate programs	140	155	170

## STATEWIDE BENEFITS, INSURANCE COVERAGE AND PENSIONS

### STATEWIDE BENEFITS 10-02-30

#### MISSION

The Statewide Benefits Office supports the health of employees and pensioners by providing progressive comprehensive benefits, quality customer service, ongoing employee education and efficient management to ensure the best interests of program participants.

#### KEY OBJECTIVES

- Provide comprehensive education on statewide benefit programs for employees, pensioners and benefits representatives.
- Provide ongoing cost effective communication regarding changes and updates to statewide benefit programs to employees and pensioners.
- Update benefit plan design and cost to satisfy changing needs of employees and pensioners while remaining within budgetary constraints.
- Provide quality and efficient customer service.
- Responsibly manage financial aspects of all statewide benefit programs.
- Provide Return to Work assistance for disability program participants to safely return individuals to work in a timely manner.
- Provide an integrated health management program with incentives for maintaining or achieving a healthy lifestyle and optimal use of health benefits and resources.

#### BACKGROUND AND ACCOMPLISHMENTS

The Statewide Benefits Office is charged with the strategic planning, daily administration and financial management of all benefit programs for active employees, pensioners and their dependents, with the exception of the State Employee Pension plan and Deferred Compensation. This includes oversight and review of 14 separate contracts associated with the various benefit programs. Ongoing research and analysis of health-related products and services is conducted to ensure the benefit programs available to state employees are comprehensive and cost effective.

## EXECUTIVE 10-00-00

During the past year, the Statewide Benefits Office:

- Worked collaboratively with other divisions within OMB on House Bill 81, the Health and Pension Bill, to garner savings for the State;
- Implemented Consumer-Directed Health Gold plans administered by Blue Cross and Aetna to offer options to state employees and non-Medicare eligible pensioners to enhance member engagement in health care spending;
- Provided Smart Enrollment Analyzer communication tool to all active employees enrolled in a health care plan prior to Open Enrollment to assist them in making an informed decision on their health plan selection;
- Received approval to participate in the Early Retiree Reinsurance program established by the Patient Protection and Affordable Care Act to receive reimbursement for a subset of claims for non-Medicare eligible retirees and received \$4.7 million to date;
- Managed a health management program with consolidated disease management and wellness, including an incentive strategy to encourage participation by active employees and non-Medicare eligible retirees;
- Posted a request for proposal for dental benefit services to extend the existing benefit design and effectively manage rate increases over a five year period;
- Posted a request for proposal for prescription benefit services to continue existing services and gain cost savings through reduced administrative fees and increased average wholesale pricing discounts;
- Posted a request for proposal for a new state vision plan to ensure robust vision benefits at competitive rates with a strong independent and retail provider network;
- Revised eligibility and enrollment rules to include expansion of dependent child age range, requirement to enroll in Medicare Parts A and B when eligible as a pensioner and additional methods to collect premiums and claims paid by the State; and
- Researched options within Medicare retiree prescription services to capture savings and reduce other post employment benefits liability.

### ACTIVITIES

- Administer:
  - Group health plans - medical and dental;
  - Prescription coverage;
  - Vision coverage;
  - DelaWELL/Integrated Health Management;
  - Employee Assistance program;

- Consolidated Omnibus Budget Reconciliation Act/Health Insurance Portability and Accountability Act;
- Blood Bank;
- Disability insurance;
- Life insurance;
- Flexible Spending Accounts; and
- Pre-tax commuter benefits.
- Provide communication and training to benefit representatives, employees, pensioners and non-state group employees.
- Respond to all customer and stakeholder questions and concerns.
- Conduct open enrollment for plans annually.
- Interpret and comply with all federal and state laws and regulations for all programs.
- Apply and enforce eligibility requirements and coordination of benefits policies.
- Conduct monthly reconciliations for all programs with fiscal impact to the State.
- Research and provide recommendations for enhancements and/or additions to existing benefits programs.
- Coordinate Return to Work efforts with the disability insurance vendor, state employers and employees.
- Provide administrative support to the State Employee Benefits Committee, as well as to the State Employees Benefit Advisory Council.
- Collaborate with various public and private organizations to offer health and wellness education and activities to state employees.
- Administer a comprehensive integrated health management program to include condition care services, a biometric screening, annual health risk assessment, health coaching programs, wellness campaigns, on-site health seminars and online health information.
- Administer Retiree Drug Subsidy program through the Centers for Medicare and Medicaid Services to receive federal subsidy for the state Medicare eligible retiree population.

## EXECUTIVE 10-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of benefit trainings or briefings	29	4	12
# of benefit communications	22	18	22
# of contracts renegotiated or request for proposals released	7	5	5
% of all inquiries resolved within 5 days	98	98	98
% of reconciliations performed within 30 days	100	98	98
% of disability beneficiaries returned to work	81	81	82
% of targeted health risk assessment participants to register for health coaching programs	33	30	36

### INSURANCE COVERAGE OFFICE 10-02-31

#### MISSION

The Insurance Coverage Office protects the State's physical assets through fiscally responsible, effective, timely and comprehensive insurance management and safety/risk management strategies, policies and services. The Insurance Coverage Office also assists state employees who have job related injuries through the effective management of the State's workers' compensation program.

#### KEY OBJECTIVES

- Provide safety/risk management services statewide.
- Reduce the average length of lost time and total incurred costs from workers' compensation injuries.
- Develop and conduct safety and risk management training programs for state employees at all levels to increase safety awareness and offer risk management strategies for location implementation.
- Reduce the liability exposure to the State from unlicensed employee drivers.
- Update Insurance Coverage Office property schedules each year to adequately reflect the physical assets held by the State and ensure adequate insurance coverage is maintained.
- Reduce the delay in reporting auto incidents to ensure all claims are reported within the business day the incident occurred.

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days of lost time claims (average)	60	40	40
# of days for workers' compensation incident reporting (average)	4	3	3
# of property inspections performed	40	40	40

### PENSIONS 10-02-32

#### MISSION

Provide accurate and supportive retirement services and fund management, ensuring peace of mind to customers.

#### KEY OBJECTIVES

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

#### BACKGROUND AND ACCOMPLISHMENTS

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

## EXECUTIVE 10-00-00

Accomplishments for Fiscal Year 2011 include:

- The board, with the help of its legal counsel and committee members, continued its “Best Practices Review” during Fiscal Year 2011. Now in its seventh year, the process annually compares reviews of the system’s operations and efficiency with similar public pension funds. Those reviews indicate the system compares favorably or very favorably among its peers. The board promoted trustee training opportunities, including special presentations by a leading economist and the investment advisor. The board is also reviewing the structure of the system and each of its nine plans/funds as established in the Delaware Code for compliance with the Internal Revenue Code and its rules, regulations and interpretive opinions.
- The board continues to identify growth opportunities while managing risks and continues to outperform the benchmark for Fiscal Year 2011. The largest single contributor to benchmark-relative returns during the year was the fund’s underweighted exposure to fixed income investments, followed by an overall overweight (including partnership investments) and net outperformance by the equity managers.
- During Fiscal Year 2011, the Pensions Office continued working on implementing a new general ledger system. The office also began implementation of an online pension application process to streamline the activities of the participating employers.

### ACTIVITIES

- Administer nine state pension plans.
- Provide individual counseling sessions and member workshops.
- Process pension plan applications.
- Maintain pensioner and statewide employee records.
- Maintain accounting records for trust fund assets.
- Manage the state pension payroll.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of pensioners	24,648	25,264	25,895
# of active members	42,904	43,333	43,766
# of education and outreach events	152	205	180

## GOVERNMENT SUPPORT SERVICES

### MISSION

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

### KEY OBJECTIVES

- Provide statewide mail courier service for all state agencies.
- Provide statewide interdepartmental mail tracking service for qualifying mail to all state agencies upon request.
- Provide educational training and opportunity for all state agencies to decrease postage expenses through elimination of mailings and discount opportunities for pre-sort mail service.
- Provide cost effective copier placement for agencies.
- Establish business centers to reduce costs by eliminating the need to purchase and maintain supplies for desktop printers.
- Operate an efficient fleet to provide the most economical vehicle rentals possible to all agencies.
- Efficiently operate the Fleet Link Commuter Van Pool program for all enrolled state employees and support clean air initiatives.
- Provide public telephone access to government information through the Delaware Helpline center regarding state services, programs and employees.
- Provide a centralized platform for vendors to view bidding opportunities with the State, as well as a centralized point of registration for potential vendors.
- Provide a centralized platform to allow the public and/or vendors the ability to view the State’s existing contracts and contract related documents, as well as provide contract usage information to facilitate more accurate and competitive bid responses.
- Ensure compliance with existing procurement policies, Executive Orders and/or Delaware Code of all solicitations required to be posted on [www.bids.delaware.gov](http://www.bids.delaware.gov).

## EXECUTIVE

### 10-00-00

- Ensure publication of state procurement activities, resources and business intelligence on the State's procurement portal, *mymarketplace.delaware.gov*.
- Assist agencies in administering unique contracts while recommending best practices and guidance regarding contracting and procurement to all state and local agencies and officials.
- Manage and market surplus property and redeployment services to all state agencies, school districts, local governments and nonprofit organizations.
- Administer the Emergency Food Assistance program (TEFAP) and state distribution services of the U.S. Department of Agriculture (USDA) donated commodities.
- Establish supplier diversity initiatives focused on Minority and Women Owned Business Enterprises (MWBE), while increasing transparency in state government to encourage and promote equal access to state procurement opportunities.
- Encourage and promote participation in the state procurement process for MWBE.
- Serve as a central clearinghouse for information and data regarding the current number of certified MWBE participating in the state procurement process.

#### **BACKGROUND AND ACCOMPLISHMENTS**

In Fiscal Year 2011, Mail/Courier Services accommodated six new requests for pick-up and delivery services from state agencies. In Fiscal Year 2011, the mail unit handled 3.4 million pieces of U.S. Postal Service (USPS) mail. The unit handles 1 million pieces of interdepartmental mail annually.

In Fiscal Year 2011, Fleet Management began an extensive update of the management software to provide access to the reservation database to agencies outside the core state network. Updates will also allow direct billing through FSF. Global Positioning System installations continue in vehicles owned by agencies, which are now encouraged to adapt the technology to better control vehicle use and reduce fuel consumption. The Delaware Fleet program was nationally recognized by *Government Fleet* magazine as a Top 100 Best Fleet from among 38,000 eligible government operations. The Delaware Fleet program continues to maintain vehicle service and repair at high levels, ensuring state employees are provided safe and dependable vehicles.

State governments are mandated by both the Federal Clean Air and Energy Policy Acts to purchase vehicles capable of reducing air pollution and reducing dependence on foreign oil. In Fiscal Year 2011, 209 of 378 units purchased qualified as alternative fuel vehicles. Eleven hybrid-electric units, with two additional on order, are being used and evaluated on a life cycle basis. The total fleet alternative fuel capable component increased to 69.3 percent as a secondary benefit of the reduction in fleet size.

In Fiscal Year 2011, Delaware Helpline's call volume was 196,342, averaging approximately 21 calls per hour per operator. Delaware Helpline was activated at the request of the Delaware Emergency Management Association to offset the non-emergency calls from the 911 system during severe weather events.

The Contracting unit continues to use best practices through strategic sourcing and cooperative procurement. The unit is the centralized clearinghouse for all agency solicitations posted on *bids.delaware.gov*, as well as responsible for providing contract resources, vendor usage reports and business intelligence available on *mymarketplace.delaware.gov*, which is the statewide central procurement portal.

Surplus Services functions as a redeployment unit for excess state-owned physical assets in accordance with 29 Del. C. c. 70 and 63A. The unit assists agencies with the process of declaring assets as excess and manages the redeployment of these assets. State agencies can receive these assets at no cost. This service saves property that may otherwise have ended up in landfills and provides financial savings to agencies with limited budgets.

The Food Distribution unit acts as the sole state agency to receive, warehouse and distribute food commodities issued by the federal government for use in the National School Lunch program, non-penal, tax-exempt private or public institutions, state correctional institutions and assistance to other needy persons in accordance with § 416 of the Agricultural Act of 1949.

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#### **MAIL/COURIER SERVICES**

### **10-02-40**

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#### **ACTIVITIES**

- Provide an effective courier system for daily mail pick-up, sorting and delivery service to all agencies and school districts statewide.
- Identify applications for and assist agencies in developing more accurate addressing systems to reduce delays in processing times.

## EXECUTIVE 10-00-00

- Establish a Messenger Services mail processing center and incorporate campus services and needs into Messenger Services on the Herman Holloway Campus and surrounding region.
- Reduce state agency owned postage meters outside of Government Support Services (GSS).
- Incorporate Delaware State Police (DSP) locations statewide within a Messenger Services courier route.
- Incorporate newly established charter schools into Messenger Services courier routes.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of agencies evaluated for addressing system	12	12	13
# of agency training sessions	9	12	10
# of USPS metered mail pieces processed (millions)	3.3	3.6	3.0
# of USPS metered mail pieces qualified for presort discount (millions)	2.7	2.8	2.8
# of interdepartmental mail pieces processed (million)	0.8	1.2	1.0
Total funds spent for postage (millions)*	1.8	2.5	2.5
Total funds paid to presort vendor (thousands)	95	90	95

\*Increase in postage rates in Fiscal Year 2011.

### FLEET MANAGEMENT 10-02-42

#### ACTIVITIES

- Actively use fleet technology to ensure compliance with Executive Order 18 initiatives.
- Acquire more fuel efficient and right-sized vehicles that support agency missions while reducing petroleum dependence.
- Conduct web-based direct marketing to state employees to enable them to recognize and use the Fleet Link program.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of fleet utilization	95	85	85
# of flex fuel vehicles	1,197	1,230	1,375
# of Fleet Link riders	517	512	525
# of commuting vehicles mitigated per day	463	457	470
# of aggregate miles traveled in Fleet assets (millions)	18.2	17.5	18.7*

\*Increase is a result of assumption of management of assets previously owned and operated at the agency level into the centralized fleet.

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

#### ACTIVITIES

- Facilitate public access to accurate information regarding state services, programs and employees.
- Provide the public with accurate information on state services and programs.
- Enhance Delaware Helpline's effectiveness by recognizing and addressing the needs of public and state agencies.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of calls	196,342	200,000	200,000
# of abandoned calls	3,373	4,000	3,500
% of calls answered within three rings	93	90	93
Average answer speed per call (seconds)	7	8	7
Average talk time per call (seconds)	28	30	30

### CONTRACTING 10-02-44

#### ACTIVITIES

- Use strategic sourcing methods, including best and final offers on all central and level III agency contracts where feasible.
- Continue to assist agencies through the solicitation posting process for [www.bids.delaware.gov](http://www.bids.delaware.gov) by responding to questions regarding United Nations Standard Products and Services Code, solicitation type, contract numbering convention, etc.
- Continue to assist vendors with registration questions associated with the vendor subscription service.
- Drive ongoing updates to [mymarketplace.delaware.gov](http://mymarketplace.delaware.gov) regarding agency and vendor resources, contract/procurement transparency and contract unit results.
- Eliminate redundant procurement efforts within agencies and school districts by aggregating needs and soliciting for common use goods and services in centralized procurements.
- Migrate agency procurements that have value to municipalities into central procurements to make them available for use and reduce redundant efforts of municipalities while taking advantage of additional spend volumes in negotiating pricing.

## EXECUTIVE

### 10-00-00

- Work with the Delaware Economic Development Office and related organizations regarding opportunities for Delaware based businesses.
- Document and enhance internal contracting procedures to support the recent implementation of FSF.
- Expand outreach programs to educate MWBE on the state procurement process and report increased success in their winning business from the State.
- Make recommendations to the Governor and all departments and agencies regarding strategies to improve supplier diversity initiatives and drive activities that encourage the participation of MWBE in the state procurement process.
- Maintain and enhance Office of Minority and Women Business Enterprise information system to capture data on certified vendors and the products and services they offer.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of central contracts	136	156	156
# of training programs	3	30	30
# of contracts with environmental policy considerations	38	15	45
# of solicitation requests reviewed	426	375	510
# of MWBE training sessions offered	20	12	40

#### **DELAWARE SURPLUS SERVICES**

### **10-02-45**

#### **ACTIVITIES**

- Educate and market surplus property asset redeployment services to all state agencies, school districts, local governments and nonprofits.
- Market auction items in a timely and accurate manner to state agencies and the public.
- Support the Governor's mandate to reduce the State's fleet inventory by conducting online weekly auctions of vehicles.
- Maximize services to nonprofit organizations and local government agencies.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of state agency marketing visits	22	20	20
# of local government marketing visits	31	27	28
# of sales generated from website	680*	200	200

*\*Significant increase due to sale of vehicles that were identified as part of the 20 percent reduction under the Governor's Performance Review initiative.*

#### **FOOD DISTRIBUTION**

### **10-02-46**

#### **ACTIVITIES**

- Enhance the timely acquisition, proper storage and distribution of USDA food commodities to child nutrition programs, nutrition programs for the elderly, summer feeding programs and needy families.
- Deliver USDA commodities to six different statewide programs:
  - The Child and Adult Care Food program;
  - Charitable Institutions;
  - Nutrition Services Incentive program;
  - National School Lunch program;
  - Summer Food Service program; and
  - TEFAP.
- Administer the Commodity Supplemental Food program in partnership with the Food Bank of Delaware to provide monthly food boxes of donated USDA commodity foods to an approved caseload of 2,500 low income elderly.
- Coordinate Delaware's implementation of the USDA's new commodity ordering system, Web-Based Supply Chain Management.
- Maximize the acceptance of USDA bonus commodities.
- Conduct reviews of agencies that distribute food to needy families and agencies providing congregate meals.
- Review USDA processing program to maximize entitlement dollars and ensure Delaware students are provided the best products available at the most competitive price.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of visits to recipient agencies	46	46	46
# of agreements issued to deliver USDA commodities	81	75	80

# EXECUTIVE

## 10-00-00

**PHRST**  
**10-02-47**

### **MISSION**

To ensure effective integration of a statewide Human Resources, Benefits, Payroll and Time and Labor system with the State's financial system while enhancing delivery of information and services to its customers.

### **KEY OBJECTIVES**

- Provide leadership and integrate partnerships in the long-term planning for the State's ERP.
- Enhance services to federal, state and local organizations and vendors using technology to eliminate paper-based processes.
- Support a multi-agency and cross-functional workforce of well-trained and motivated employees by maintaining an environment that fosters performance excellence through diversity, professional development, innovation, empowerment and employee recognition.
- Strengthen internal controls and enhance operational security of state employee data.
- Assure accurate payments and benefits to all state employees.
- Enhance the availability of system information for use in operations and policy decisions.

### **BACKGROUND AND ACCOMPLISHMENTS**

The PHRST system is the cornerstone of the State's ERP. The system is an integrated software application consisting of four of the Human Capital Management (HCM) modules within Oracle: Human Resources, Benefits, Payroll and Time and Labor. The system has been in production since 2001 with the Human Resources module implemented in 1998. The ownership of this software application was assumed by OMB in July 2005, and OMB is responsible for the operations of the system.

The PHRST team provides leadership and direction to ensure an automated management information system environment in which all state organizations can maintain accurate, timely and complete human resources, benefits, payroll and time and labor data.

An ERP solution is a centralized organization providing software applications that are needed across multiple entities within an organization that share similar data. PHRST seeks to promote an environment of best

practices as they relate to an ERP for the State of Delaware. Additionally, PHRST:

- Completed the upgrade of the PHRST system and integration with the new FSF system;
- Generated 49,236 State of Delaware W-2s for state employees and election workers;
- Conducted quarterly key end user meetings and regular PHRST Strategic Policy Group meetings;
- Provided leadership and key resources to charter school oversight and improvements in charter school processes;
- As part of the Statewide Benefits open enrollment, implemented system changes for the State's new vision plan, new dental providers and dependent coverage to age 26;
- Handled system administration and support to the 19 school districts, 26 charter school districts, Delaware State University and Delaware Technical and Community College;
- Implemented the Electronic Data Interchange payment process for all State of Delaware child support employee deduction payments;
- Developed and delivered confidentiality training on the protection of employee personal data to PHRST system end users statewide;
- Centrally managed employee garnishments statewide, processing over 1,000 new garnishments annually and generating over 6,000 vendor checks; and
- Maintained a website for all state employees for communication.

### **ACTIVITIES**

- Process over 38,000 state employee paychecks bi-weekly.
- Provide leadership and key resources to the Delaware ERP project.
- Administer PHRST system data management, including statewide reporting and development of data files for state organizations, benefit carriers, payroll vendors, unions, ACH direct deposit transmission, etc.
- Continue to reengineer business processes to allow PHRST and FSF to be integrated, taking advantage of a single, integrated database of HCM and financial information.
- Complete a disaster recovery test annually and ensure continuity of operations.
- Increase direct deposit participation and reduce the number of live payroll checks.

## EXECUTIVE 10-00-00

- Decrease the number of vendor checks produced and mailed for garnishment through ACH or direct deposit processing of payments with associated back up documentation provided electronically.
- Provide Help Desk functional and system support services to vendors, PHRST system end users and state employees.
- Provide functional and system support for administration of the various benefit plans for school district local benefits and institutions of higher education.
- Enhance the data integrity plan to ensure the accuracy of data in the PHRST system.
- Partner with the Departments of Technology and Information and Finance to implement an ERP organizational structure to achieve greater efficiencies and better allocate resources in relation to the entire ERP.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of Help Desk calls resolved	11,911	15,000*	15,000
# of correction transactions processed	76,486	65,000	70,000**
# of PHRST end users trained	289	405	400
# of employee password resets	43,827	40,000	35,000
# of Ad Hoc data requests developed	78	93	70

\*The increase in Help Desk calls is due to the addition of the employee self-service help desk.

\*\*Anticipate increase in correction transactions as a result of the upgrade to 9.1.

## FACILITIES MANAGEMENT

### MISSION

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

### KEY OBJECTIVES

- Manage the State's construction and renovation programs.
- Maintain facilities in a good and safe condition.
- Increase energy efficiency in state facilities, including work on energy performance contracts.
- Implement the use of "green" energy and practices in state facilities.

- Achieve compliance with the Americans with Disabilities Act in all facilities.
- Maintain accurate and efficient historical records on all construction and renovation projects.
- Reduce the State's real property footprint through the consolidation and management of leased and owned space.
- Identify and mitigate environmental hazards in/on state facilities and properties.

### BACKGROUND AND ACCOMPLISHMENTS

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

In addition to OMB projects, Facilities Management provides ongoing management of construction and renovation projects for the Departments of Correction, Health and Social Services, State, Services for Children, Youth and their Families and the Judiciary. Projects include the completion of the construction of the new Kent County Courthouse, Delaware Psychiatric Center roof replacements and completion of Phase IV of the Howard R. Young Correctional Institution masonry restoration project. The unit played a key role in the implementation of the \$3 million federal energy stimulus funding. The unit completed numerous Minor Capital Improvement and Equipment projects to maintain and improve the quality of the State's facilities. In addition, the unit developed a registry of contractors for smaller non-public works projects and continued to work on refining and implementing design/build and construction management delivery methodologies.

## FACILITIES MANAGEMENT 10-02-50

### ACTIVITIES

- Review and approve statewide professional services and construction bid documents.
- Provide statewide construction management for major and minor capital projects, including environmental compliance, architectural accessibility and energy efficiency.
- Provide statewide annual prequalification services to contractors, state agencies and school districts that

## EXECUTIVE 10-00-00

elect to use prequalification for large public works contracts.

- Provide construction management accounting and reporting.
- Provide capital budget consulting and review.
- Provide a full range of building maintenance, grounds and custodial services.
- Negotiate leases and real property transactions for state agencies.
- Implement office space standards.
- Manage the following programs for state agencies: Commission on State Surplus Real Property, Asbestos Abatement program, Asbestos Contractor Licensing program, Underground Storage Tank program, Indoor Air Quality program and Architectural Accessibility Board.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of project engineering reviews completed in 4 weeks	*	90	90
% of Minor Capital Improvement funds encumbered within the first year	*	90	95
% of Delaware firms under contract for construction projects under the bidding threshold	*	80	80

\*New performance measure.

## DELWARE ECONOMIC DEVELOPMENT OFFICE 10-03-00

### MISSION

To attract new investors and businesses to the state, promote the expansion of existing industry, assist small and minority-owned businesses, promote and develop tourism and create new and improved employment opportunities for all residents in Delaware.

### KEY OBJECTIVES

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

- Align economic development objectives with the Governor's business vision of retention, expansion and attraction;
- Maintain support of the state's leading industries, while identifying and supporting sectors of growth and placing emphasis on being less specialized and more adept at serving all businesses;
- Continue to look for new opportunities while additionally focusing on the retention and growth of Delaware businesses;
- Collaborate with other state agencies to sustain economic growth and build workforce capacity and availability;
- Assist entrepreneurs, innovators and small businesses, including minority- and women-owned businesses through the Delaware Emerging Technology Center (ETC);
- Coordinate Downtown Delaware by providing technical assistance and training;
- Concentrate on sales of group tours, sports marketing, meetings, conventions and leisure; and
- Focus on continuous improvement in DEDO's administration and management to provide the infrastructure necessary to ensure successful performance.

### BACKGROUND AND ACCOMPLISHMENTS

DEDO continues to position Delaware for greater economic growth and vitality. The department focuses on serving all businesses regardless of industry or size.

# EXECUTIVE

## 10-00-00

### **Administration**

The Administration unit oversees all financial operations, information technology, human resources and supports office-wide initiatives. In Fiscal Year 2011, the unit accomplished the following:

- Transitioned to the new First State Financials (FSF) system; and
- Implemented an internal single stream recycling initiative per Executive Order 18.

### **Tourism**

The mission of the Tourism unit is to increase the economic impact of tourism by marketing and promoting Delaware as a desirable tourist destination.

Recognizing the economic impact of Delaware's tourism industry, the unit emphasizes sales in segments that bring large volumes of visitors to Delaware, which include:

- Leading the Group Tour Coalition, which markets and promotes Group Tours to Delaware through initiatives such as cooperative advertising, sales missions, familiarization tours and attending the American Bus Association Convention;
- Realizing the value of sports as an economic driver by concentrating efforts on attracting sporting events to Delaware;
- Working with industry partners and meeting venues throughout the state to promote Delaware as a first choice destination for meetings and conventions; and
- Enhancing the Geocaching Trail, Wine and Ale Trail and History Trail.

Tourism development efforts contributed to or accomplished the following:

- Booked almost \$6 million in business through sales efforts;
- Earned over \$600,000 in free media through public relation efforts;
- Had over seven million visitors to Delaware;
- Created the Delaware History Trail;
- Promoted Delaware through social media such as Facebook, Twitter, Foursquare, LinkedIn and YouTube; and
- Continued using cost effective online media outlets to promote Delaware.

### **Business**

The Business unit is comprised of the Business Development team and the Business Services and Communications team.

The Business Development team's objectives include:

- Specializing in creating, retaining and expanding jobs within the health care, life sciences and green and material sciences;
- Searching out and following up on attraction opportunities;
- Supporting business outreach and expansion efforts;
- Continuing to support the Downtown Delaware resource center, focusing on downtown revitalization of commercial business districts throughout Delaware, emphasizing business development, vacancy reduction, proactive planning for selection and placement of retail goods and services; and
- Assisting entrepreneurs, innovators and small businesses, including minority- and women-owned businesses through the Delaware ETC.

The Capital Resources team provides analysis, advice and financial assistance through programs such as the Delaware Access program, Delaware Strategic Fund, Small Business Innovation Research (SBIR) grants, Brownfield grants, Limited Investment for Financial Traction (LIFT) program, Business Finder's Fee, Delaware Rural Irrigation Program, State Small Business Credit Initiative and Tax Exempt Bond Financing.

Infrastructure and Intergovernmental Relations serves as the point of contact for professional site selectors and the liaison to other state and local government agencies.

The Workforce Development team manages the Blue Collar Training Fund and works with other public and private partners to develop training, retention and education to address the needs of Delaware businesses.

The Industry Research and Analysis team provides various customized reports.

The Strategic Communications team provides communications and marketing support for business attraction, retention and expansion for new and existing programs.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	39,817.7	2,730.7	2,768.0
ASF	4,597.9	5,288.1	5,714.0
<b>TOTAL</b>	<b>44,415.6</b>	<b>8,018.8</b>	<b>8,482.0</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	28.0	28.0	28.0
ASF	14.0	14.0	14.0
NSF	--	--	--
<b>TOTAL</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>

## EXECUTIVE 10-00-00

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

#### **ACTIVITIES**

- Represent the office before external audiences, including the business community, legislature, state agencies and public forums.
- Improve the recruitment and retention of qualified staff.
- Comply with state laws, policies, regulations and procedures set forth by the legislature and state agencies.
- Provide efficient, effective accounting and reporting of monetary resources and activities.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of businesses visited by the Director's Office	*	60	65

*\*New performance measure.*

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

#### **ACTIVITIES**

- Identify industry trends and programs to leverage other state agencies and partnerships involved in tourism and attract visitors to Delaware.
- Focus the attraction of group tours, sports marketing, meetings and conventions and leisure travel to the State of Delaware.
- Improve the marketing and public relations efforts to positively impact Delaware's tourism industry.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of meetings and conventions booked	54	20	65
# of group tours booked	67	40	75
# of sporting events booked and assisted	13	10	18

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

#### **ACTIVITIES**

- Prioritize efforts and identify programs that maximize the potential for attracting additional investment.
- Nurture businesses in Delaware to enhance and expand business creation and innovation, wealth creation and related job opportunities.
- Effectively leverage the public and private sector to attract new and complementary businesses and investment to Delaware.
- Strengthen and diversify Delaware's economy by developing new opportunities, enhancing programs and relationships markets.
- Use strategic marketing to guide the allocation of resources in business attraction and development.
- Overhaul DEDO's website to serve as a valuable sales tool in attracting businesses to Delaware.
- Partner with state and local government agencies regarding issues impacting economic projects, economic development planning and land uses.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of projected jobs	1,965	7,383	2,200

## EXECUTIVE

### 10-00-00

#### **CRIMINAL JUSTICE**

##### **10-07-00**

###### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,237.4	2,979.9	3,013.5
ASF	434.3	472.5	472.5
<b>TOTAL</b>	<b>2,671.7</b>	<b>3,452.4</b>	<b>3,486.0</b>

###### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	20.0	26.2	28.2
ASF	--	--	--
NSF	15.0	15.6	10.6
<b>TOTAL</b>	<b>35.0</b>	<b>41.8</b>	<b>38.8</b>

#### **CRIMINAL JUSTICE COUNCIL**

##### **10-07-01**

###### **MISSION**

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

###### **KEY OBJECTIVES**

- Develop a strategic plan for the criminal justice system using objective research, analysis and projections to improve understanding and effectiveness within the criminal justice system.
- Identify budget priorities that can be supported by the CJC and presented annually to the Governor and Joint Finance Committee.
- Promote crime reduction through interdisciplinary approaches that emphasize community partnerships and empowerment and encourage community participation through public hearings.
- Use technology to enhance the administration of justice.
- Increase the number of victims made whole through effective restitution and timely restoration, placing increased emphasis on juvenile justice, the elderly and victims of domestic violence.
- Provide knowledge to the criminal justice community and general public through training,

technical assistance, dissemination of information and effective use of technology.

- Provide leadership in preventing disparate treatment of any group by including individuals who reflect the diversity of the community in the decision-making process.
- Promote a full range of sanctions and rehabilitation for offenders, including, but not limited to, job skills, education, counseling and drug and alcohol treatment.

###### **BACKGROUND AND ACCOMPLISHMENTS**

CJC was created by statute in 1984 to develop and implement policies for improving the criminal justice system in the state. The council serves as a liaison between the federal government and state criminal justice agencies. The council consists of 27 members, including representatives from the Judiciary, state and local police departments and state and local government.

In Fiscal Year 2011, CJC awarded funding for more than 116 programs in excess of \$9 million, which supported various types of initiatives to improve the criminal justice system and community. CJC also continued to administer over \$8 million in American Reinvestment and Recovery Act funds bringing the total of federal funds to over \$17 million. These funds supported various initiatives including:

- Community-based drug treatment;
- Juvenile delinquency prevention;
- Anti-crime programming;
- Law enforcement training and equipment;
- Anti-terrorism and gang training;
- Building security;
- Community corrections and re-entry services;
- Victim services; and
- Community empowerment.

CJC administers federal funding from the Department of Justice, including the Edward Byrne Justice Assistance grant, Juvenile Justice and Delinquency Prevention formula grant, Violence Against Women Act formula grant, Victims of Crime Assistance grant, Residential Substance Abuse Treatment grant, Paul Coverdale Forensic Science grant and the Weed and Seed formula grant. CJC also submits additional competitive discretionary grants when appropriate.

CJC staffs and administers working groups that examine priority issues of the criminal justice community. In Fiscal Year 2011, CJC continued to assist the Departments of Health and Social Services, Correction (DOC), Safety and Homeland Security (DHS), Labor and Education (DOE) with the responsibility of

## EXECUTIVE

### 10-00-00

developing and implementing a statewide re-entry plan for the Governor. This plan maximizes resources by creating interdisciplinary approaches to support offenders' successful re-integration into the community and increases availability and access within five identified re-entry pillars:

- Housing;
- Employment;
- Human services;
- Education; and
- Community integration.

Staff also administered a \$540,000 grant to implement components of the re-entry plan.

CJC works with criminal justice agencies to identify and support budget priorities. This includes working with the General Assembly regarding consideration of bills that affect the criminal justice system. During Fiscal Year 2011, CJC reviewed 21 legislative bills related to criminal justice. CJC employs a federally funded, criminal justice coordinator to serve as staff liaison between the Delaware Sentencing Accountability Commission (SENTAC) and CJC to facilitate cooperation enabling both agencies to promote a full range of criminal sanctions and rehabilitation options for offenders.

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

CJC continues to support the statewide videophone system. On June 30, 2011 there were 101 videophone sites and plans for additional sites and upgrades are being developed. CJC provides services through the Policeman's Bill of Rights legislation and monitors implementation of the Victim's Bill of Rights requirements.

Other criminal justice related efforts during Fiscal Year 2011 include:

- Funded the Delaware State Police (DSP) Ballistic Examiner, who handles approximately 500 firearms cases per year;
- Funded a multi-systemic statewide diversionary Gun Court program in Family Court for juveniles with gun charges;
- Continued the implementation of the Racial and Ethnic Fairness: Declaration of Leading Practices;
- Funded an assessment of Disproportionate Minority Contact at the arrest stage of the Juvenile Justice system by Delaware State University;

- Awarded a competitive grant from the American Bar Association to implement the Racial Justice Improvement project;
- Staffed the Sex Offender Management Board to develop guidelines and standards for the evaluation, identification, treatment and classification of adult and juvenile sex offenders;
- Provided Crisis Intervention Training to more than 100 state and local law enforcement officers and Mental Health Specialty Court training to more than 200 criminal justice system practitioners;
- Disbursed \$98,130 collected from certified copies of marriage licenses to support services for domestic violence victims; and
- Continued to support the DSP Annual Law Enforcement Training Conference attended by 121 law enforcement officers.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of federal \$ awarded to criminal justice community (millions)	9.0	8.1	7.5
# of sub-grants: awarded	116	210	185
active	349	236	225
# of videophone sites	101	106	105
# of training hours provided	250	300	250
# of public outreach presentations	54	50	50

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

##### MISSION

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

##### KEY OBJECTIVES

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

## EXECUTIVE

### 10-00-00

#### **BACKGROUND AND ACCOMPLISHMENTS**

DELJIS was established pursuant to 11 Del. C. 86 to maintain an accurate and efficient CJIS database. An independent board of managers was created to establish policy for the management of an information system. The law allows for an executive director and staff to implement and administer the provisions of this chapter under the direction of the board of managers. In June 1982, the statute was amended to create the Office of the Director and delineate the duties of the executive director and the office within CJIS.

In Fiscal Year 2011, DELJIS continued to enhance many of the capabilities in the Law Enforcement Investigation Support Suite (LEISS) by accomplishing the following:

- Additional fields were added in CJIS to allow law enforcement the ability to capture data to identify and track individuals eligible for Veteran's Court;
- Modifications to LEISS were made to identify and track juveniles eligible for Family Court's Gun Court;
- E-ticket was enhanced to capture passengers in the vehicle at the time of a stop; and
- Law enforcement officers can now automatically send inspection notices for vehicles directly to the Division of Motor Vehicles.

The Victim Information Notification Everyday (VINE) program, established three years ago, allows victims and other interested individuals to register to receive real-time notification of the following:

- VINE Watch – notification about individuals in DOC custody;
- VINE Protective Orders – notification about protection from abuse order services; and
- VINE Court – notification to remind individuals scheduled for court hearings.

DELJIS continues to work closely with other state and partner agencies to further define business needs by:

- Streamlining accident data to the Department of Transportation and DSHS;
- Sending notification of juveniles arrested for crimes occurring both in and out of school to DOE and associated school districts; and
- Sending notification of employees arrested to school districts.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of system maintenance requests and adhoc reports	739	725	700
# of reports created	681	525	600
# of criminal justice users	8,166	9,000	8,300
# of unauthorized disseminations and security research	99	100	95
# of users trained	2,587	2,500	2,600
# of help desk calls	8,517	8,690	8,700
# of VINE searches	284,460	290,000	300,000
# of electronically presented documents:			
e-warrants	29,982	20,000	27,500
e-summons	8,098	15,000	15,000
e-tickets	237,275	190,000	200,000
e-crash	19,059	3,500	21,500
e-parking	3,358	15,000	5,000

#### **STATISTICAL ANALYSIS CENTER**

### **10-07-03**

#### **MISSION**

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

#### **KEY OBJECTIVES**

- Prepare and submit crime and criminal justice studies and analyses per the annual work plan.
- Promote the orderly development of criminal justice system information and research database systems within the State.
- Develop and maintain research databases.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Statistical Analysis Center (SAC) produces annual studies relating to youth rehabilitative services, institutional populations and movements, detailed recidivism results and juvenile institution population forecasts. Quarterly reports produced by SAC highlight changes in DOC prison population.

Extensive efforts have also been made to develop accurate and complete indictment and Superior Court sentencing order information. This information is valuable for the Criminal Justice Statistical Review Committee and SENTAC special studies and criminal justice studies.

## **EXECUTIVE**

### **10-00-00**

#### **ACTIVITIES**

- Prepare the annual project plan and publish studies and analyses per the work plan in cooperation with the Criminal Justice Statistical Review Committee, SENTAC and other criminal justice agencies with final review by the Director of CJC.
- Design and maintain research databases necessary to carry out the required studies.

#### **PERFORMANCE MEASURE**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of analysis and reports published per plan	90	85	90

## **DELAWARE STATE HOUSING AUTHORITY**

### **10-08-01**

#### **MISSION**

The mission of the Delaware State Housing Authority (DSHA) is to efficiently provide and assist others to provide quality affordable housing opportunities and appropriate supportive services to low- and moderate-income Delawareans.

#### **KEY OBJECTIVES**

- Create 125 units of newly assisted affordable rental housing.
- Preserve 175 affordable rental units in need of substantial rehabilitation.
- Ensure federal Section 8 subsidy contracts are maintained in 690 units, thereby retaining approximately \$7.2 million in federal subsidies.
- Provide 330 rental housing vouchers for special populations in need of supportive services.
- Support 45 households to transition from assisted to unassisted housing via Moving to Work.
- Coordinate statewide leadership of foreclosure prevention programs and planning to:
  - Bring 111 foreclosed homes back to active use;
  - Assist 1,300 households with foreclosure prevention counseling; and
  - Assist 70 homeowners currently in default to avoid foreclosure with the Delaware Emergency Mortgage Assistance Program (DEMAP).
- Assist 1,000 households to become homeowners with below-market rate mortgage financing.
- Provide down payment and closing cost assistance to 535 households.
- Assist 394 homeowners in making major structural or emergency repairs.
- Generate at least \$1 million in Neighborhood Assistance Act contributions.

#### **BACKGROUND AND ACCOMPLISHMENTS**

DSHA was created in 1968 as a public corporation and in 1998 was established as an independent authority in the Executive Department.

## EXECUTIVE 10-00-00

DSHA is authorized to make mortgage, construction and other loans to not-for-profit and limited-profit housing sponsors, make loans to mortgage lenders, purchase qualified mortgage loans from mortgage lenders, apply for and receive assistance and subsidies under programs from the federal government and issue bonds and notes.

DSHA's accomplishments during Fiscal Year 2011 include:

- Provided over 1,500 families with first and second mortgage assistance to help purchase a home using safe, secure, fixed-rate and affordable mortgage products;
- Provided nearly 1,500 families with foreclosure prevention assistance through housing counseling and DEMAP;
- Launched a new State Rental Assistance Program, an affordable state housing voucher program collaboration with the Departments of Health and Social Services and Services for Children, Youth and Their Families;
- Received a 16<sup>th</sup> consecutive Certificate of Achievement for DSHA's Comprehensive Annual Financial Report from the Government Finance Officers Association;
- Renewed contracts for 692 units at 12 sites to provide long-term affordability;
- Provided homes and emergency shelter for over 14,000 Delawareans and their families; and
- Allocated over \$24.5 million in funding for Rental Development and Preservation, creating 420 new affordable rental units.

### ACTIVITIES

- Preserve affordable rental housing.
- Assist homeownership housing.
- Administer the Neighborhood Assistance Act program.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	4,320.0	4,070.0	7,070.0
ASF	30,036.3	31,876.8	31,819.9
<b>TOTAL</b>	<b>34,356.3</b>	<b>35,946.8</b>	<b>38,889.9</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	17.0	16.0	15.0
NSF	5.0	5.0	5.0
<b>TOTAL</b>	<b>22.0</b>	<b>21.0</b>	<b>20.0</b>

### PERFORMANCE MEASURES

#### Affordable Rental Housing

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of units preserved by rehabilitation	272	200	175
# of units preserved by subsidy	637	541	690
# of new units supported by HDF/Tax Credit/HOME	83	125	125
# of Public Housing Residents to Unassisted Housing	35	45	45
# of State Rental Assistance Program vouchers	*	395	330

\*New performance measure.

#### Homeownership Housing

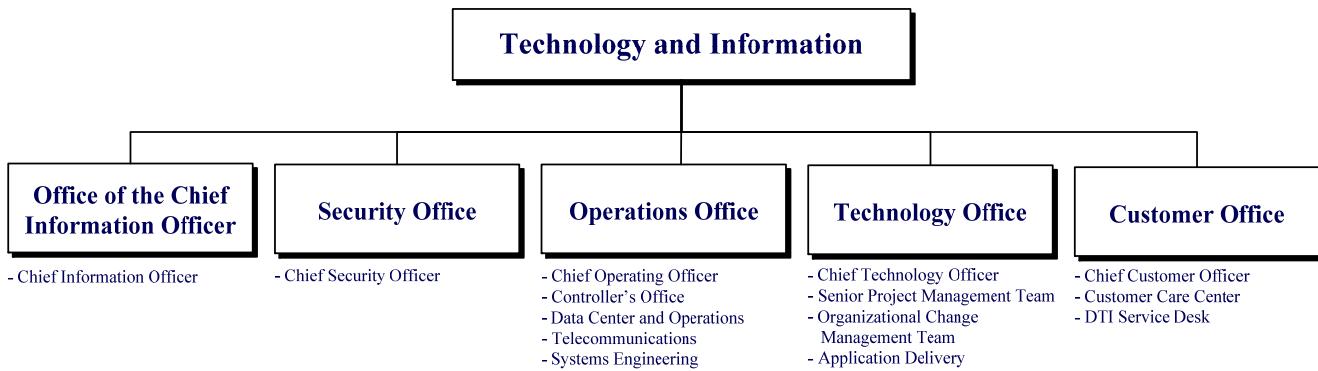
	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of loans assisted by homeownership programs	1,567	1,535	1,535
# of DEMAP mortgages assisted	42	70	70
# of major rehabilitations performed	162	144	144
# of emergency rehabilitations performed	240	250	250

#### Neighborhood Assistance Act

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of organizations	15	15	15
Credit Leverage ratio	1:2	1:2	1:2

# TECHNOLOGY AND INFORMATION

## 11-00-00



### MISSION

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

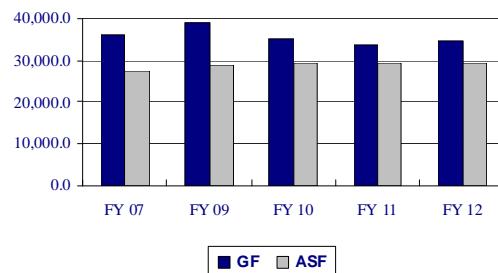
### KEY OBJECTIVES

- Continuously improve IT availability and reliability.
- Provide statewide technology leadership.
- Build strong customer relationships through enhanced customer service.

### BACKGROUND AND ACCOMPLISHMENTS

- Under the direction of Executive Order 20, IT consolidation is underway and is focused on reducing costs, improving efficiency, eliminating redundancy and further centralizing IT resources.
- Successfully implemented new programs to further protect sensitive state data.
- Physically consolidated output management services with the Office of Management and Budget, Government Support Services creating an additional 2,000 square feet of data center space to accommodate the further consolidation of data centers within the William Penn facility.
- Implemented a major project quarterly review process to collectively review large technology projects. The review has resulted in consistency, cost savings and an improvement in the timeliness and quality of project delivery.

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	36,291.7	34,455.8	37,387.4
ASF	17,324.4	29,588.9	29,616.2
<b>TOTAL</b>	<b>53,616.1</b>	<b>64,044.7</b>	<b>67,003.6</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	212.5	212.5	212.5
ASF	16.5	16.5	16.5
NSF	--	--	--
<b>TOTAL</b>	<b>229.0</b>	<b>229.0</b>	<b>229.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend reallocation of \$1,653.9 in Personnel Costs and \$951.8 in Rental from Executive, Office of Management and Budget, Contingencies and One-Time Items.

## TECHNOLOGY AND INFORMATION

### 11-00-00

#### OFFICE OF THE CHIEF INFORMATION OFFICER

##### 11-01-00

##### MISSION

To provide leadership and policy direction for the Department of Technology and Information (DTI) to ensure the department is well-managed.

##### KEY OBJECTIVES

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

##### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	428.4	654.9	659.7
ASF	--	--	--
<b>TOTAL</b>	<b>428.4</b>	<b>654.9</b>	<b>659.7</b>

##### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	2.0	2.0	2.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

#### SECURITY OFFICE

##### 11-02-00

##### MISSION

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

##### KEY OBJECTIVE

- Continue to lead and implement the statewide information security program and the statewide Business Continuity and Disaster Recovery program.

##### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1,013.5	561.8	577.6
ASF	515.8	1,344.7	1,346.5
<b>TOTAL</b>	<b>1,529.3</b>	<b>1,906.5</b>	<b>1,924.1</b>

##### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	10.0	9.0	9.0
ASF	2.0	2.0	2.0
NSF	--	--	--
<b>TOTAL</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>

#### CHIEF SECURITY OFFICER

##### 11-02-01

##### ACTIVITIES

- Ensure continued confidentiality, availability and reliability of the State of Delaware's information assets and resources.
- Maintain a Statewide Business Continuity/Disaster Recovery program to ensure the physical and cyber security of state resources are protected and can be recovered in the event of a disaster.
- Ensure a consistent level of IT security is achieved to protect the State's IT assets, build a security-savvy workforce, communicate IT security alerts and best practices and enable the State to respond to and recover from a cyber attack.
- Sponsor projects that reduce the risk of a security breach.

## TECHNOLOGY AND INFORMATION

### 11-00-00

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

#### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of quarterly security audits conducted	10	12	20

## OPERATIONS OFFICE

### 11-03-00

#### MISSION

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

#### KEY OBJECTIVES

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

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	22,669.2	21,623.6	25,146.8
ASF	15,721.3	24,218.8	25,441.0
<b>TOTAL</b>	<b>38,390.5</b>	<b>45,842.4</b>	<b>50,587.8</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	79.0	80.0	100.5
ASF	8.0	8.0	8.5
NSF	--	--	--
<b>TOTAL</b>	<b>87.0</b>	<b>88.0</b>	<b>109.0</b>

## CHIEF OPERATING OFFICER

### 11-03-01

#### ACTIVITIES

- Work with the Chief Information Officer to ensure the department effectively enables the IT solutions required to carry out the service delivery mandate.
- Ensure the department maintains an appropriate level of staffing with minimum employee turnover through enhanced employee recognition and workforce development programs.
- Provide leadership and support of unit employees in meeting the goals and performance measures established for the department.

## TECHNOLOGY AND INFORMATION

### 11-00-00

- Work collaboratively across all work units to meet customer needs.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% attrition rate	2.8	<4.0	<7.0
% of employees with performance measure plan	100	100	100

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#### **CONTROLLER'S OFFICE**

**11-03-02**

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#### **ACTIVITIES**

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

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#### **DATA CENTER AND OPERATIONS**

**11-03-04**

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#### **ACTIVITIES**

- Oversee the effective operation of systems used to support multiple agency solutions and maintain the integrity and effective operation of the State's data centers.
- Track and monitor computing inventory to ensure proper life cycle replacement schedule and efficiency of usage.
- Ensure the stability of the State's data centers through effective maintenance programs for the complex infrastructure designed to support IT investment.

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#### **TELECOMMUNICATIONS**

**11-03-05**

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#### **ACTIVITIES**

- Maintain the statewide information transport network and e-mail system.

- Provide telecommunication support and assistance to all state agencies, schools and branches of state government.
- Design, implement and maintain a solution to protect the State's networked computing resources from intrusion or malicious activity.
- Maintain existing telecommunication systems being used to meet customer objectives.
- Help customers evaluate solutions proposed by vendors and third parties for customer deployment.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% availability of computing and network resources	99.95	99.95	99.98

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#### **SYSTEMS ENGINEERING**

**11-03-06**

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#### **ACTIVITIES**

- Maintain mission-critical systems used to support customer applications and IT solutions.
- Provide database and systems infrastructure support for customer projects and develop best practices in system deployment and maintenance.
- Maintain existing systems infrastructure used to meet customer objectives.
- Actively pursue and develop methods for consolidation of computing platforms and services that increase efficiency and cost-effectiveness.

## TECHNOLOGY AND INFORMATION 11-00-00

### TECHNOLOGY OFFICE 11-04-00

#### MISSION

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

#### KEY OBJECTIVES

- Provide developmental services that are on time, on budget and on specification.
- Maximize return on investment (ROI) of department resources by focusing on development services.
- Consolidate technologies, infrastructure, IT training initiatives, project management and quality methodologies for use across the statewide enterprise.
- Develop, deploy and enforce IT standards across the statewide enterprise.
- Provide a statewide view of IT, promote collaboration between business and IT and minimize duplication of IT related costs/efforts.
- Provide guidance and oversight on large scale projects undertaken by other state agencies.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	10,127.1	9,799.0	9,037.9
ASF	1,087.3	4,025.4	2,828.7
<b>TOTAL</b>	<b>11,214.4</b>	<b>13,824.4</b>	<b>11,866.6</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	99.5	99.5	77.0
ASF	6.5	6.5	6.0
NSF	--	--	--
<b>TOTAL</b>	<b>106.0</b>	<b>106.0</b>	<b>83.0</b>

### CHIEF TECHNOLOGY OFFICER 11-04-01

#### ACTIVITIES

- Ensure the successful implementation of major projects using project management best practices and standards.
- Provide leadership in the delivery of enterprise applications and related services and infrastructures.
- Provide leadership and support for employees to meet the goals and performance measures established by the department.
- Work collaboratively across all units to meet the needs of our customers.
- Enhance and maintain state technology standards and policies via the Technology and Architecture Standards committee.
- Provide leadership and support of the Architecture Review Board.

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

#### ACTIVITIES

- Provide active project management support for major IT projects initiated by the department or customers.
- Provide governance and collaboration on IT project management in the enterprise.
- Provide full project lifecycle management to include feasibility study, business requirements gathering, testing, vendor management and implementation.
- Provide an enterprise dashboard for IT portfolio management.

#### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of major projects completed within stated budget and on time	84	88	90

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

#### ACTIVITIES

- Assist in the management of major projects undertaken by the department or by customers to

## **TECHNOLOGY AND INFORMATION**

### **11-00-00**

ensure they are prepared for cultural changes inherent in major project implementation.

- Help customers evaluate Organizational Change Management (OCM) solutions proposed by vendors and third parties for customer deployment.
- Develop and help implement best practices in OCM.
- Provide OCM education on all levels of project involvement, both internally and externally.

#### **APPLICATION DELIVERY**

**11-04-04**

#### **ACTIVITIES**

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

#### **CUSTOMER OFFICE**

**11-05-00**

#### **MISSION**

To ensure technology solutions enable state agencies and organizations to meet strategic goals and objectives.

#### **KEY OBJECTIVES**

- Promote innovative best practice IT strategies that align with customer agency requirements.
- Take a leadership role in customer relationship management by ensuring the technological needs and issues of all state agencies are addressed within the framework established by the department.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,053.5	1,816.5	1,965.4
ASF	--	--	--
<b>TOTAL</b>	<b>2,053.5</b>	<b>1,816.5</b>	<b>1,965.4</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	22.0	22.0	24.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>22.0</b>	<b>22.0</b>	<b>24.0</b>

#### **CHIEF CUSTOMER OFFICER**

**11-05-01**

#### **ACTIVITIES**

- Work with the Chief Information Officer and senior team members to ensure DTI understands customer agency business drivers.
- Manage the internal Technology Investment Council (iTIC).
- Support IT consolidation through effective communication and outreach.
- Work collaboratively across all units to meet customer needs.
- Implement new metrics into the DTI operation to improve overall customer satisfaction and quality.

## TECHNOLOGY AND INFORMATION

### 11-00-00

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#### **CUSTOMER CARE CENTER**

##### **11-05-02**

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#### **ACTIVITIES**

- Coordinate customer-related activities to achieve customer satisfaction.
- Execute service level management practices that are timely and effective.
- Develop and report meaningful service level metrics.
- Deliver incident management communications that inform customers and contribute to effective resolutions.
- Oversee strategic planning that identifies customer's short-term and long-term goals.
- Communicate DTI policies, standards and business practices to customers.
- Effectively support the Technology Investment Management System (former Business Case) process through counsel with customers and process improvement recommendations to iTIC.
- Support the Information Resource Manager (IRM) Council for improved customer collaboration.
- Provide request for proposal (RFP) consulting services as requested by customers.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Average customer satisfactory survey rating (out of 5)	4.0	4.0	4.2

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#### **DTI SERVICE DESK**

##### **11-05-03**

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#### **ACTIVITIES**

- Operate a 24/7 service desk in support of enterprise systems.
- Provide support to all branches of government and school districts as needed on supported systems.
- Provide enterprise desktop management and support.
- Use Service Center application to track and monitor the resolution of incidents.

## OTHER ELECTIVE 12-00-00

### Other Elective

**Lieutenant Governor**

**Auditor of Accounts**

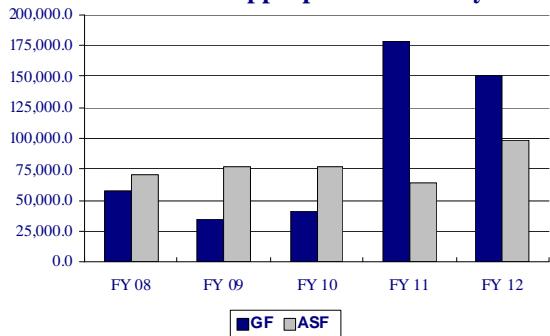
**Insurance Commissioner**

**State Treasurer**

- Regulatory Activities
- Bureau of Examination, Rehabilitation and Guaranty

- Administration
  - Debt Management
  - Refunds and Grants\*
- \* Not a Unit for Budgeting Purposes

#### **Five-Year Appropriation History**



#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	190,261.1	150,808.7	150,851.0
ASF	55,170.5	99,298.7	100,481.4
<b>TOTAL</b>	<b>245,431.6</b>	<b>250,107.4</b>	<b>251,332.4</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	36.5	38.5	38.5
ASF	94.5	93.5	93.5
NSF	2.0	3.0	4.0
<b>TOTAL</b>	<b>133.0</b>	<b>135.0</b>	<b>136.0</b>

#### **FY 2013 BUDGET HIGHLIGHTS**

##### **OPERATING BUDGET:**

##### **Lieutenant Governor**

- ◆ Recommend (\$0.4) in Contractual Services to reflect a reduction in operating expenditures.

##### **Auditor of Accounts**

- ◆ Recommend (\$10.9) in Personnel Costs and (\$0.6) in Contractual Services to reflect reductions in operating expenditures.

##### **Insurance Commissioner**

- ◆ Recommend base funding to maintain Fiscal Year 2012 level of service.

#### **State Treasurer**

- ◆ Recommend \$9.0 and \$5.0 ASF in Contractual Services to reflect increased lease costs.
- ◆ Recommend \$1,008.2 ASF in Debt Service - Local Schools to reflect projected expenditures.

## OTHER ELECTIVE

### 12-00-00

#### LIEUTENANT GOVERNOR

##### 12-01-01

#### MISSION

To fulfill the constitutional duties of the office by effectively presiding over the State Senate, fairly and equitably chairing the Board of Pardons, assisting the Governor when asked and providing complete and efficient services to constituents. The Lieutenant Governor's Office is focused on children's issues, including education, parental involvement and mentoring, healthy children and healthy communities.

#### KEY OBJECTIVES

- Improve Delaware schools by working with districts to direct more funding into the classroom, encourage parental involvement, reward school performance for student achievement and help students with disabilities have a fair and equitable education.
- Develop a mentoring partnership program that matches schools with at-risk youth to Delaware businesses that have provided adult mentors, helping to build better academic success and strong social skills for Delaware's children.
- Improve the health of children by increasing access to health care and reducing exposure to environmental hazards.
- Improve the services the State offers to children with disabilities.
- Improve the services the State offers to children who are abused, neglected or in foster care.
- Build better relationships between nonprofit, faith-based and community organizations that share the same interest in making families, individuals and communities stronger. Serve as a state resource and point of information for these organizations and help them find federal and foundation funding opportunities.
- Make the operations of the Delaware Criminal Justice Council (CJC) more transparent and allow more organizations access to CJC funds.
- Serve residents by having an open door policy for constituents to voice their concerns about issues related to state government and helping them find the answers to their questions and solutions to their problems.

#### BACKGROUND AND ACCOMPLISHMENTS

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

The office has developed a legislative Kids Agenda each legislative session, which focuses on improving the lives of Delaware's children. These legislative packages have passed in the General Assembly and have been signed into law by Governor Markell. Included in the Kids Agenda are laws that:

- Expanded the number of children who are screened for lead paint exposure at their age of maximum vulnerability;
- Banished the serviceable Chevrolet educational standard for children with disabilities from Delaware's schools and required those students receive educational services to help fulfill their potential;
- Set up the first state-run program where schools are evaluated on progress in educating at-risk kids, and winning schools receive \$150,000 in federal Title I funds;
- Established a system to inform taxpayers about which school districts were directing public dollars into the classroom rather than administrative overhead; and
- Required insurance carriers to cover developmental screening for infants and toddlers, which improves early detection of developmental problems in small children and allows more effective treatment.

The Lieutenant Governor's office created a Parental Involvement Award that is given out annually to two schools that demonstrate innovation and success at increasing parental involvement in their schools.

The Lieutenant Governor's office also hosted an annual Art Contest for students K-12.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	490.8	584.0	591.5
ASF	--	--	--
<b>TOTAL</b>	<b>490.8</b>	<b>584.0</b>	<b>591.5</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

## **OTHER ELECTIVE**

### **12-00-00**

#### **ACTIVITIES**

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

- President, Delaware State Senate;
- President, Board of Pardons;
- Chair, CJC;
- Chair, Early Teacher Hiring Task Force;
- Chair, Interagency Council on Adult Literacy;
- Co-Chair, Delaware Early Childhood Policy Matters Commission;
- Honorary Chair, Delaware Safe Kids;
- Honorary Chair, State Employees Charitable Campaign;
- Member, National Lieutenant Governor's Association;
- Chair, Delaware Justice Reinvestment Task Force;
- Chair, House Joint Resolution 7; and
- Chair, Community Partnership Board, Delaware Youth Opportunity Initiative.

#### **AUDITOR OF ACCOUNTS**

##### **12-02-01**

#### **MISSION**

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

#### **KEY OBJECTIVES**

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

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

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

## OTHER ELECTIVE

### 12-00-00

- direct and material effect on each major program; and
- To ensure prior audit recommendations, questioned costs and disallowances reported in the Single Audit Report for the fiscal year ending June 30 have been resolved.

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

The Special Investigations section conducts investigations that may involve activities of waste, fraud or abuse of state and/or federal resources and ensures the Auditor's Hotline program is a viable service to Delaware residents.

#### **BACKGROUND AND ACCOMPLISHMENTS**

AOA issued 69 audits and investigations in Fiscal Year 2011. These engagements identified millions of dollars in findings, numerous control weaknesses, criminal convictions and agency-wide failure to comply with state procurement requirements. The State Comprehensive Annual Financial Report alone identified \$306 million in financial reporting errors.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	1,940.5	2,711.9	2,721.7
ASF	776.5	1,216.0	1,228.6
<b>TOTAL</b>	<b>2,717.0</b>	<b>3,927.9</b>	<b>3,950.3</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	18.0	20.0	20.0
ASF	7.0	7.0	7.0
NSF	--	--	--
<b>TOTAL</b>	<b>25.0</b>	<b>27.0</b>	<b>27.0</b>

#### **ACTIVITIES**

During Fiscal Year 2011, AOA's professional staff was highly credentialed, holding 20 certifications for 16 professional positions. Over the past year, AOA staff has presented at various conferences, including the Salisbury University Shore Fraud Conference and Association of Government Accountants' National Professional Development Conference, and assisted with updating the State Auditor's Peer Review Program. AOA and staff are also members of the following professional organizations:

- National Association of State Auditors, Comptrollers, and Treasurers;
- National State Auditors Association (NSAA);
- NSAA Auditor Training Committee;
- NSAA Human Resource Committee;
- NSAA Performance Audit Committee;
- NSAA Peer Review Committee;
- State Board of Pardons;
- State Insurance Determination Committee;
- Association of Government Accountants;
- Dover Chapter of Association of Government Accountants;
- Association of Certified Fraud Examiners;
- Information Systems Audit Control Association;
- National Audit Forum;
- Mid-Atlantic Intergovernmental Audit Forum;
- State Representative and Program Committee Chair, Mid-Atlantic Intergovernmental Audit Forum;
- American Institute of Certified Public Accountants;
- Delaware Society of Certified Public Accountants;
- Institute for Internal Control;
- Delaware League of Local Governments;
- Government Finance Officers Association; and
- Association of Local Government Auditors.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of AOA audit reports issued within 45 business days of report date	78	100	100
% of non-criminal investigation reports issued to the organization within 45 days after completion of investigation	33	100	100
% of CPE compliance for active licenses/certifications	100	100	100
# of licenses/certifications held by audit staff	20	14	15

## OTHER ELECTIVE

### 12-00-00

#### **INSURANCE COMMISSIONER**

##### **12-03-00**

#### **MISSION**

In accordance with Title 18 of the Delaware Code, the Insurance Commissioner of the State of Delaware will:

- Investigate consumer complaints and inquiries and advocate for Delawareans;
- Ensure Delaware companies are in good financial health;
- Communicate timely and relevant insurance related information to Delawareans;
- Prosecute insurance fraud;
- License agents and brokers;
- Fund volunteer fire departments and other first responders;
- Police the conduct of carriers, agents and brokers doing business in Delaware;
- Save money for small businesses while increasing safety at work sites; and
- Foster economic development in Delaware as more companies domicile here.

#### **KEY OBJECTIVES**

- Responding to consumer inquiries;
- Requiring insurance companies to respond to inquiries made on behalf of Delaware consumers; and
- Introducing legislation designed to protect the health and welfare of Delawareans, ensure the solvency of Delaware companies and maintain Delaware's advantage as a preferred domicile for insurance companies.

#### **BACKGROUND AND ACCOMPLISHMENTS**

With a continued focus on consumers, the Commissioner and the department achieved the following during Fiscal Year 2011:

- Saved Delaware businesses \$7.4 million in workers' compensation premium expenses;
- Licensed 47 new captive insurance companies and 60 series business units during the year;
- Worked with the General Assembly to secure passage of the new Delaware Non-admitted Insurance Act, which amends Delaware's prior surplus lines law in its entirety to accommodate the mandates of the federal Non-admitted and Reinsurance Reform Act of 2010;

- Provided additional investment flexibility to well capitalized domestic insurers and required property and casualty insurers to annually submit a statement of actuarial opinion and other identified documentation;
- Made Delaware compliant with the Patient Protection and Affordable Care Act (PPACA) which prevents insurance carriers from excluding a child under the age of 19 from a health insurance policy or denying benefits for pre-existing conditions; and
- Secured the passage of Senate Bill 98, which brings Delaware in line with the requirements of PPACA and provides the department with regulatory and enforcement authority over carriers with respect to immunizations and preventive health services.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	17,607.3	23,879.0	24,015.1
<b>TOTAL</b>	<b>17,607.3</b>	<b>23,879.0</b>	<b>24,015.1</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	77.0	76.0	76.0
NSF	2.0	3.0	4.0
<b>TOTAL</b>	<b>79.0</b>	<b>79.0</b>	<b>80.0</b>

#### **ACTIVITIES**

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

#### **REGULATORY ACTIVITIES**

##### **12-03-01**

#### **ACTIVITIES**

##### **Fraud Prevention Bureau**

In Fiscal Year 2011, the Fraud Prevention Bureau investigated 468 cases compared to 470 cases in the previous fiscal year. Approximately 61 percent of the cases were resolved by consent or arrest, deemed to be unfounded or had dispositions that were suspended. Approximately \$49,824 in civil penalties were assessed in substantiated fraud cases during Fiscal Year 2011.

## **OTHER ELECTIVE**

### **12-00-00**

The Fraud Prevention Bureau experienced a significant increase in the number of consumer complaints involving discount medical plans. In an effort to mitigate this issue, at the request of the Insurance Commissioner's Office, the General Assembly passed legislation allowing the Insurance Commissioner's Office to regulate entities marketing and selling discount health care plans. This review and licensing process has been implemented and has reduced the number of consumer complaints regarding the medical discount plan industry.

The Fraud Prevention Bureau has joined the United States Department of Justice, Delaware Department of Justice, National Insurance Crime Bureau (NICB) and NAIC in a combined effort to reduce insurance fraud, particularly within the healthcare industry.

Several current members of the Fraud Prevention Bureau hold certifications in professional associations, such as the Association of Certified Fraud Specialists and Association of Accredited Health Care Fraud Investigators.

Fraud investigators also maintain the following activities:

- Member, Delaware Valley Chapter of International Association of Special Investigative Units;
- Member, NAIC Anti-Fraud Task Force;
- Member, NICB;
- Member, International Association of Special Investigation Units;
- Member, National Health Care Anti-Fraud Association;
- Member, U.S. Attorney General Healthcare Fraud Taskforce; and
- Special training on health care fraud detection and investigation and claims.

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### **BUREAU OF EXAMINATION, REHABILITATION AND GUARANTY**

#### **12-03-02**

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#### **ACTIVITIES**

##### **Examinations/Financial Analysis**

This section provides financial solvency oversight for the approximately 131 Delaware domesticated companies through quarterly financial analysis and the performance of financial examinations as required by statute or as deemed necessary for the protection of Delaware policyholders. The department received re-accreditation from the NAIC in 2009 for five years and participates on numerous financial committees at the NAIC level.

The staff is also responsible for the ongoing licensing, registration and regulation of the approximately 750 property/casualty insurers and 428 life/health insurers licensed in Delaware, as well as 58 accredited reinsurers, 19 fraternal, 5 health maintenance organizations, health service corporations and dental plan organizations, nine Medicare prescription drug plans, 25 premium finance companies, 34 reinsurance intermediaries, 116 non-admitted surplus lines insurers, 24 title insurers, 80 foreign risk-retention groups and 195 third-party administrators licensed or eligible to do business in Delaware. Delaware is now the number one Risk Purchasing Group domicile.

##### **Market Conduct Oversight**

This section is comprised of company market conduct, agency market conduct and market analysis, rates and forms, producer licensing and continuing education. This section conducts examinations of companies to ensure they are in compliance with the Delaware Insurance Code and Regulations with respect to rating, underwriting and claim handling practices. Exams are scheduled based on complaint activity, special requests or on a regular schedule.

This section exceeded goals set by the NAIC in respect to market analysis by completing 60 Market Analysis Level 1 reviews, 30 Level 2 reviews and seven interrogatories were completed during the fiscal year.

The Company Market Conduct unit is responsible for the oversight of Company Market Regulation activities. The pre-authorization review continued throughout the year.

##### **Agency Market Conduct**

This section receives referrals from the public, as well as from the Consumer Services and Fraud Prevention Bureau sections regarding alleged misconduct of insurance agents and agencies. It conducts examinations of agents and agencies to ensure they are in compliance with the Delaware Insurance Code and Regulations. The Agency Market Conduct section also reviews producer/adjuster applications regarding prior criminal or civil actions. Some of these have resulted in fines being assessed.

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

## OTHER ELECTIVE

### 12-00-00

Agency Market Conduct staff investigated 143 cases. Approximately 101 cases were resolved by consent or arrest. Approximately \$602,000 were collected in civil penalties and restitution.

The examiners in this section are pursuing Accredited Insurance Examiner, Certified Insurance Examiner and Certified Professional Insurance Woman designations. Agency Market Conduct employees also maintain membership and participate in the following activities:

- Member, NAIC;
- Member, Securities Insurance Licensing Association;
- Member, System for Electronic Rate and Form Filing (SERFF);
- Member, SBS;
- Member, Insurance Regulatory Examiners Society, including Board of Directors; and
- Member, National Association of Insurance Women.

#### **Producer Licensing**

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

Staff provided presentations to consumer advocate groups, the public, professional insurance organizations including agent associations and business entities, industry trade groups and insurance companies on current insurance industry trends and regulatory changes, enforcement issues and ethics.

This section continues to enhance the electronic processes for licensing with the implementation of the Discount Medical Plan Organization (DMPO) license application through SBS. This enhancement allows DMPOs to apply and attach all documentation needed for the license application review process.

Delaware was one of the first states to implement the Adjuster Designated Home State through the National Insurance Producer Registry (NIPR). Delaware now accepts license applications for Adjusters declaring a designated home state through NIPR. This has eliminated the need to submit a paper application for those individuals who do not hold a resident license because their home state does not license adjusters.

#### **Rates and Forms**

The section enhances the tracking and monitoring of rate and form filings with SERFF, which enables companies to send and receive, comment on and approve or reject insurance industry rate and form filings electronically. SERFF was updated to comply with PPACA for reporting. Nearly 100 percent of all filings are now received electronically.

The Rates and Forms section maintains the following activities:

- Participates in committees and work groups of the NAIC;
- Represents the Commissioner on the Governor's Health Reform Steering Committee;
- Member, Interagency Coordinating Council;
- One staff member holds the designation of Fellow, Life Management Institute from the Life Office Management Association and Market Conduct Management designation; and
- Member, Association of Insurance Compliance Professionals - two staff members have completed courses for professional designation as Associate Compliance Professional.

#### **Consumer Services**

The Consumer Services unit is the public face of the department. Its professional staff is comprised of 10 investigators, half of whom are responsible for life and health and half of whom are responsible for property and casualty. They investigate complaints lodged by Delaware policyholders against carriers, brokers and agents who are subject to regulation under Title 18. In Fiscal Year 2011, the Consumer Services section handled 5,057 complaints and inquiries.

The Consumer Services unit performs many additional functions. Even in cases where the department lacks jurisdiction, the investigators will locate the appropriate contact in another state or agency and put the consumer in direct contact with them. Since the passage of the federal Pre-Existing Condition Insurance Plan legislation, the unit has been increasingly called upon to assist Delawareans without health insurance to enroll in this program. Additionally, Consumer Services investigators participate in outreach in all three counties, providing information and real-time guidance to those who are either unaware of the department's services or are unable to contact the department during business hours.

This year, in the aftermath of Hurricane Irene, the Consumer Services unit adopted an alternate schedule to respond to after-hours calls from Delawareans needing immediate assistance. The modified hours and a toll-free

## OTHER ELECTIVE

### 12-00-00

hotline were advertised throughout the state. In the wake of the storm, the unit received calls from consumers with coverage issues and continues to advocate on behalf of these policyholders.

#### **Workplace Safety Program**

This program, available to employers doing business in Delaware, offers participants the opportunity to earn up to a 19 percent discount on workers' compensation premiums. Employers who have been in operation three years or more and whose annual workers' compensation premium is \$3,161 or more are eligible to participate. The program works with the Delaware Compensation Rating Bureau, qualified inspectors, insurance industry and employers to ensure accuracy of information and expeditious processing of each employer's safety credit. Since its inception in 1988, the program has yielded a savings of approximately \$103 million for Delaware employers. In Fiscal Year 2011, 1,503 employers participated.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of new licenses:			
producers	12,543	11,500	13,000
adjusters	6,660	6,050	7,100
appraisers	76	35	65
public adjusters	48	40	35
fraternal producers	31	20	20
apprentice adjusters	32	100	25
apprentice appraisers	5	10	5
surplus lines brokers	167	190	150
limited lines producers	358	375	300
business entities	704	700	750
# of agents appointed	59,866	56,000	59,000
# of consumer complaints/inquiries	5,057	5,860	5,332
# of arbitration cases heard	103	131	131
# of arbitration cases closed without hearing	148	131	131
# of external appeals	35	44	40
# of participants in Workplace Safety program	1,503	1,563	1,620

#### **ELDERinfo**

ELDERinfo is the State Health Insurance Program for Delaware's Medicare population of approximately 151,077. The program is a public service of the Insurance Commissioner's Office and is funded through a grant from the Centers for Medicare and Medicaid Services. The department has also supplemented the program's budget to expand its services.

The program is designed to assist, educate and empower people with Medicare and their caregivers with complex and often confusing matters of the Medicare Prescription Drug Improvement and Modernization Act of 2003,

Medigap and other supplemental insurance, medical bills, enrollment issues, non-renewals, Medicare Advantage options, guaranteed issue rights, financial assistance with prescriptions, Medicare Savings programs, long-term care insurance and other health insurance matters.

From July 2010 through June 2011, the unit assisted 5,652 beneficiaries with one-on-one counseling and reached more than 12,487 individuals through interactive public presentations, health fairs and direct mailings. The unit mailed 131 Medicaid applications, resulting in potential savings of more than \$15,117 for Medicare premium reimbursement.

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

#### **Bureau of Captive and Financial Insurance Products**

The Bureau of Captive and Financial Insurance Products was formed in 2009 to provide increased flexibility to businesses needing customized insurance, foster the growth of Delaware as a domicile for captive insurance entities and create additional revenue-generating insurance products and services. Since the enactment of the current enabling legislation in 2005, the number of captive insurance companies domiciled in Delaware has increased from 59 to 106. Delaware is the 18<sup>th</sup> largest domicile in the world for captive insurance entities.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of rates received	3,419	3,500	3,000
# of forms received	38,472	35,000	31,000
# of advertisements received	442	450	500
# of rules received	2,767	3,000	2,600
# of companies regulated:			
domestic	131	133	135
foreign	1,878	1,900	1,950
# of companies examined	25	37	30
# of domestic companies liquidated	6	12	12
# of companies under supervision/rehabilitation	1	1	1
# of captive insurance companies	106	116	160

## OTHER ELECTIVE

### 12-00-00

#### STATE TREASURER

##### 12-05-00

#### MISSION

The mission of the Office of the State Treasurer (OST), the cornerstone of the State's financial system, is to restore economic prosperity to the First State by providing critical financial services for the people of Delaware.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. REC.</b>
GF	187,829.8	147,512.8	147,537.8
ASF	36,786.7	74,203.7	75,237.7
<b>TOTAL</b>	<b>224,616.5</b>	<b>221,716.5</b>	<b>222,775.5</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	12.5	12.5	12.5
ASF	10.5	10.5	10.5
NSF	--	--	--
<b>TOTAL</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>

#### ADMINISTRATION

##### 12-05-01

OST is divided into four offices: Executive Office of the State Treasurer, Office of Finance and Treasury Services, Office of Disbursements and Reconciliations and Office of Economic Policy. The respective offices have independent objectives and work in unison to accomplish the mission of OST.

#### KEY OBJECTIVES

- Provide accurate daily reconciliation of the State's bank accounts, set the State's daily cash position and maintain up-to-the-minute data on the State's investment portfolio.
- Manage the State's \$2.1 billion investment portfolio pursuant to the investment guidelines set forth in the Delaware Code and the Cash Management Policy in accordance with best practices.
- Develop strategic programs and innovative initiatives designed to meet OST's mission and statutory mandates.
- Ensure optimal investment opportunities and benefits for eligible employees in the Deferred Compensation 457(b) and 403(b) plans and increase

participation through effective marketing and educational resources.

- Work with state agencies and vendors to provide treasury services, including Automated Clearinghouse (ACH) and credit card processing services designed to further reduce the number of checks issued, maximize savings and optimize service.
- Continually provide timely and pertinent economic information and resources to policymakers and Delaware residents to assist them in their financial decisions.
- Ensure the State and its political subdivisions maintain compliance with Social Security regulations.
- Provide estimates of dividend and interest income for the Delaware Economic and Financial Advisory Council (DEFAC) and the General Assembly.
- Manage the Delaware Local Government Investment Pool (DELGIP) on behalf of participating local governments.
- Serve as an idea center for investment and financial management within the contours of state government.

#### BACKGROUND AND ACCOMPLISHMENTS

Under a revitalized mission aimed at meeting the economic challenges of the 21<sup>st</sup> century, OST has undertaken new reforms and initiatives designed to use the State's financial resources to meet its statutory mandates while assisting in the collective effort to restore economic prosperity to Delaware. During the past fiscal year, OST implemented the following reforms and initiatives and achieved the following accomplishments: (i) adopted a new mission; (ii) implemented a new transparent organizational structure; (iii) created an Office of Economic Policy without cost to taxpayers; (iv) issued the First Report on the Delaware State Treasury; (v) implemented the Delaware Economic Index and Delaware Early Warning System; (vi) launched a new OST website [treasury.delaware.gov](http://treasury.delaware.gov); (vii) developed the Prosperity Portal: Your Pathway to Financial Education, an online tool aimed at assisting Delawareans to realize their financial goals; (viii) created the "Earn. Save. Invest. PROSPER" financial savings campaign; (ix) modernized OST to meet the demands of the 21<sup>st</sup> Century global economy; (x) managed the State's \$2.1 billion investment portfolio during unprecedented financial and political challenges; (xi) established cooperative relationships with the White House, the Federal Reserve Bank and other key federal agencies,

## OTHER ELECTIVE

### 12-00-00

(xii) proposed innovative programs including, the Small Business Investment Program; (xiii) issued the Delaware Money in Delaware Banks Directive; (xiv) proposed safe and innovative changes to the State's Cash Management Policy; (xv) created the Support Delaware Initiative which is a program designed to direct OST expenditures towards Delaware vendors; (xvi) signed a landmark agreement with American Express® that provides individuals and corporations an additional payment option to satisfy outstanding state invoices; and (xvii) expanded the remote check deposit pilot program.

In sum, OST has built upon the foundation laid by its predecessors while redefining its critical role within the constitutional framework of state government.

#### **ABOUT THE OFFICES**

##### **Executive Office of the State Treasurer**

The Executive Office of the State Treasurer is responsible for proposing strategic initiatives, serving as the legislative liaison and providing the necessary budgetary and financial resources for OST to meet its statutory mandates in accordance with the mandate set forth by the people of the State. With a focused mission, the office works to establish sound policies and procedures that will ensure the overall health of the State's financial system. The Executive Office's key duties include strategic initiatives, budget, legislative communications, social security administration and information technology.

##### **Office of Finance and Treasury Services**

The Office of Finance and Treasury Services manages a variety of very important statewide functions for the agencies and institutions of the State. These include deferred compensation programs, investment management, banking and cash management services, debt management and refunds and grants.

##### *Deferred Compensation Programs*

Participation in the State of Delaware Deferred Compensation 457(b) Plan has grown from 3,400 in July 1999 to 14,018 in July 2011. State employees contribute more than \$1.2 million per pay cycle and have over \$408 million saved toward their retirement. Although currently suspended, the State Match Program resulted in more than \$17.5 million in state employee match accounts prior to its suspension.

Participation in the 403(b) plan for employees working for a school district, charter school, Delaware Technical and Community College, Delaware State University and the Department of Education has grown from 4,328 in 2009 to 4,516 in July 2011. Assets in the 403(b) plan currently total over \$183 million.

##### *Investment Management*

The Investment Management section monitors external investment managers who invest the State's money on behalf of OST pursuant to the investment guidelines set forth in the Delaware Code and the Cash Management Policy and in accordance with best practices. This section is responsible for periodic reporting related to investments. All interest earnings on investments accrue to the General Fund unless state law or legislation requires otherwise. This section also provides estimates of dividend and interest income for DEFAC and the General Assembly.

##### *Banking and Cash Management Services*

This section of the office manages the State's major banking relationships and the State's credit card acceptance program. The unit is responsible for the daily investment of the State's cash pool of over \$2.1 billion, setting the daily cash position and moving money as directed. It is also responsible for assisting state agencies with banking and vendor payment needs, interest calculations for all school and special funds and monitoring DELGIP.

##### **Office of Disbursements and Reconciliations**

The Office of Disbursements and Reconciliations is responsible for reconciling the State's general collection and disbursement accounts, which includes performing internal audits; payment services including ACH payments, wire transfers and check services; and payment disbursement in accordance with the State's budget. Specifically, this office processes payroll, pension, vendor, foster care and personal income tax refunds and disburses municipal street aid, support to fire organizations and police pensions.

OST maintains a continual improvement policy for fraud prevention, including the use of the positive pay system, which verifies certain information on all state issued checks prior to payment by a financial institution. The office also works with other state agencies on internal processes and increasing professional education to keep current on strategies relating to fraud prevention.

##### **Office of Economic Policy**

The Office of Economic Policy is responsible for producing the Delaware Economic Index, the Economic Early Warning System, community outreach and financial literacy initiatives for OST.

The Delaware Economic Index is issued every 60 days by the office and provides independent financial and economic research about the state of the economy.

Incorporating a unique partnership among OST, federal agencies and nonprofits, this office has launched the Prosperity Portal, a resource for Delaware families,

## OTHER ELECTIVE

### 12-00-00

individuals and businesses. The portal serves as a resource for Delawareans of all ages by providing financial information, articles, services and other economic data.

#### ACTIVITIES

- Daily settlement of the cash position to ensure state funds are recorded in appropriate accounts while maximizing dollars available for investment.
- Administration and promotion of the State Deferred Compensation programs.
- Daily recording and deposit of receipts including tracking ACH activity.
- Reconcile major state bank accounts and lockboxes.
- Disburse funds to meet financial obligations, including ACHs, wire transfers and daily processing of vendor checks.
- Provide service to agencies and schools by issuing stop payment/reissues and other check requests.
- Ensure the State and its political subdivisions maintain compliance with Social Security regulations.
- Process payroll, pension, vendor, foster care and personal income tax refunds.
- Facilitate cash management projects statewide that improve efficiency by reducing float, eliminating paper and streamlining processes.
- Reconcile state payroll and payment of federal taxes.
- Disburse municipal street aid, support to fire organizations and police pensions.
- Provide a central resource for Delaware residents to obtain financial information.
- Approve, monitor and reconcile the acceptance of credit cards by any state agency.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of Deferred Compensation accounts	14,018	14,500	14,500
# of days to reconcile major accounts	5	5	5
\$ ACH vendor payments (billions)	3.5	3.6	3.6

#### DEBT MANAGEMENT

### 12-05-03

#### MISSION

The mission of the debt management section of OST is to manage the State's debt, including legal and accounting records; process and account for all local school debt and interest; process and account for all

special fund balances and interest; and provide overall guidance and accounting in an effort to maximize taxpayer value in the area of debt issuance and its management.

#### KEY OBJECTIVES

- Provide guidance to state and school district officials regarding debt issuance and capital financing, which maximizes taxpayer value and protects the interests of investors.
- Maintain an accounting and data retrieval system in OST for bond authorizations, bond sales, amortizations, debt budgeting and debt payments with less reliance on manual calculations and operations for state bonds as well as for school district bonds.
- Work with the First State Financials (FSF) team to improve electronic reporting of special and school funds and interest payments on these funds.
- Coordinate and process the payment of principal and interest on behalf of all state agencies, school districts, banks and other financial institutions.

#### BACKGROUND AND ACCOMPLISHMENTS

During Fiscal Year 2011, all debt service payments to the Depository Trust Company were met on the bond due dates, which entailed:

- Disbursement of \$206.5 million for 21 General Obligation issues on \$1,612.6 million outstanding on June 30, 2011; and
- Collection of \$59.6 million from schools for the repayment of their local share of school construction on \$535.9 million of outstanding local share bonds on June 30, 2011.

#### ACTIVITIES

- Maintain records required for bond projects as authorized by the annual Capital Improvements Act from authorization through bond sale and amortizations of the bond sales over a number of years.
- Provide Office of Management and Budget, other state agencies and school districts with the principal and interest payments due by fund and fiscal year.
- Provide Bond Counsel with data relating to bond projects, including project identification, description, volume and chapter required to obtain a legal opinion for the bond issue.
- Establish and monitor special fund interest table in FSF to calculate and pay interest on special funds on

## **OTHER ELECTIVE**

### **12-00-00**

deposit with OST. Interest in Fiscal Year 2011 totaled more than \$2.3 million.

- Advise and provide assistance to local school districts in acquiring an Attorney General's opinion in securing a Bond Anticipation Note or permanent bond financing of the local share.
- Establish, maintain and monitor the school fund interest table in FSF to calculate interest to schools for their operation, debt service and construction funds on deposit with OST. Interest paid to school districts on their funds on deposit with OST totaled \$3.3 million for Fiscal Year 2011.
- Assist the public with any inquiries concerning state bonds.

#### **PERFORMANCE MEASURE**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of accounting automation for debt issuances	100	100	100

## ***REFUNDS AND GRANTS***

**12-05-04**

#### **MISSION**

The mission of the Refunds and Grants section of OST is to process refunds for improperly collected fees or receipts, maintain an accurate accounting of fiscal year refunds and accurately and timely process Grants-in-Aid in accordance with statutory requirements.

#### **KEY OBJECTIVE**

- Timely distribution of refunds and grants.

#### **BACKGROUND AND ACCOMPLISHMENTS**

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

In accordance with the annual Grants-In-Aid legislation, OST makes quarterly disbursements to nonprofit organizations.

# LEGAL

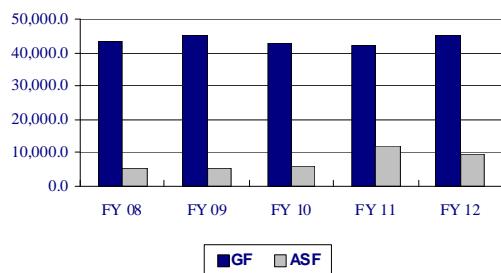
## 15-00-00

### Legal

#### Office of the Attorney General

#### Public Defender

##### Five-Year Appropriation History



##### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	44,051.0	45,502.1	50,449.5
ASF	8,942.7	9,551.9	9,818.8
<b>TOTAL</b>	<b>52,993.7</b>	<b>55,054.0</b>	<b>60,268.3</b>

##### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	433.1	440.1	437.3
ASF	76.3	75.3	68.7
NSF	53.2	44.2	46.0
<b>TOTAL</b>	<b>562.6</b>	<b>559.6</b>	<b>552.0</b>

#### FY 2013 BUDGET HIGHLIGHTS

##### OPERATING BUDGET:

###### Office of the Attorney General

- ♦ Recommend \$31.7 and 0.2 FTE and 0.8 NSF FTE Deputy Attorney General for the Medicaid Fraud Control unit.
- ♦ Recommend \$100.0 in Contractual Services for DNA forensic analysis.

###### Public Defender

- ♦ Recommend \$2,916.0 in Conflict Attorneys to reflect the reallocation of the Conflict Attorneys program from Judicial, Administrative Office of the Courts, Office of the State Court Administrator (02-17-01).

#### OFFICE OF THE ATTORNEY GENERAL

#### 15-01-01

##### MISSION

To protect all individuals in Delaware by prosecuting violations of criminal and motor vehicle laws; serve the public interest by providing cost-effective legal services to state agencies; protect Delaware residents from fraudulent, unfair and deceptive trade practices; and protect Delaware's families by prosecuting violations of criminal and civil laws pertaining to child support obligations, delinquency, truancy, domestic violence, child abuse and neglect and crimes against the elderly and vulnerable citizens.

##### KEY OBJECTIVES

- Ensure all criminal matters are handled fairly and efficiently resolved in a manner that safeguards the constitutional rights of the defendants and human rights of victims.
- Provide timely and accurate information to victims and witnesses about criminal cases that involve them.
- Defend convictions and sentences against post-conviction challenges, whether by way of appeal or collateral challenge.
- Enforce laws pertaining to youth access to tobacco products and monitor the Master Settlement Agreement to maximize revenues.
- Enhance the availability of government documents to the public under the Delaware Freedom of Information Act (FOIA).
- Protect the interest of abused, neglected and dependent children through prosecution of criminal cases, child protection registry cases and civil proceedings to achieve permanency and rehabilitation of children involved in the system as foster children or as children charged as delinquents.

# LEGAL

## 15-00-00

- Prosecute health care providers that have defrauded or attempted to defraud the Delaware Medicaid program and recover damages for the program.
- Investigate possible violations of consumer protection laws.
- Extradite fugitives charged with serious criminal offenses to Delaware for trial.

### **BACKGROUND AND ACCOMPLISHMENTS**

The Office of the Attorney General is organized into five divisions: Criminal, Civil, Family, Fraud and Consumer Protection and Executive Offices. All divisions are directed by the Attorney General, who serves as the chief law enforcement officer of the State. The Attorney General supervises and directs the overall administration of the department and is assisted by a Chief Deputy Attorney General and Chief of Staff.

#### **Criminal Division**

The Criminal Division works to protect all Delaware residents by prosecuting violations of criminal and motor vehicle laws and providing counseling, support referral, notification and information services to victims and witnesses of crime.

The division continues to participate in efforts to reduce caseload burden through the Police Prosecution project and the New Castle County Preliminary Hearing Plea project. During Fiscal Year 2011, the Police Prosecution project resulted in approximately 9,628 less Court of Common Pleas cases. The decrease in filings is a direct result of this project as traffic cases are resolved in the Justice of the Peace Courts. As a result, the Criminal Division can concentrate its limited resources on Title 11 and 16 crimes, which are generally more serious and more complicated.

In Fiscal Year 2011, the New Castle County Preliminary Hearing project resulted in the resolution of 1,429 Superior Court cases 10 days after charges were filed. In 553, or nearly 40 percent of those cases, the defendant was sentenced to time served.

#### **Civil Division**

The Civil Division provides legal services to state agencies and departments to enable them to serve the public interest.

The division is responsible for providing legal services to the Governor and General Assembly, as well as to officers, departments, boards, agencies, commissions and instrumentalities of state government. The division also provides formal and informal opinions of the Attorney

General, represents the State's interest in civil litigation, conducts administrative prosecutions, acts as counsel to administrative bodies, provides representation to the public in certain labor matters and provides legislative drafting and review services for members of the General Assembly and state agencies.

The division prosecutes administrative complaints investigated by the Department of State, Division of Professional Regulation (DPR). These cases involve complaints made by the public against professionals licensed by DPR. The purpose of the administrative prosecution is to protect the public health, safety and welfare by suspending or revoking the professional licenses of doctors, pharmacists, nurses, real estate agents/brokers or other professionals licensed by the State. In Fiscal Year 2011 the Civil division filed 287 complaints, executed 97 consents and filed 286 dismissals in actions regulated by DPR. The division took immediate action on 50 complaints, which resulted in the filing of 21 emergency petitions.

The division also enforces civil recoveries against vendors of goods and services submitting false claims under the Delaware False Claims Act. The law gives authority to prosecute false claim cases, streamlines the procedures to collect recoveries and enables the division to recover monetary damages.

#### **Family Division**

The Family Division protects families by enforcing child support obligations; protecting the interest of children in child abuse, neglect and dependency cases; prosecuting delinquency, truancy, domestic violence and child abuse crimes; ensuring compliance with federal and state adoption and safe family laws; reviewing and implementing federal and state child support laws; and prosecuting those who have committed crimes against seniors.

The division consists of four units: Juvenile Delinquency and Truancy, Domestic Violence and Child Abuse, Child Protection and Child Support. Since its inception, the division has responded to changes in the protection from abuse statute that extends protection past the traditional nuclear family and the most recent change that allows for the entry of a permanent no contact order.

#### **Fraud and Consumer Protection Division**

The Fraud and Consumer Division protects residents from fraud in its various forms. The division protects consumers from fraudulent, unfair and deceptive trade practices. It enforces laws against Medicaid fraud by healthcare providers and nursing homes, including enforcement of the laws prohibiting abuse, neglect,

# LEGAL

## 15-00-00

mistreatment and the financial exploitation of senior citizens. The division also prosecutes violations of the Delaware Securities Act and prosecutes cases involving public corruption.

The Fraud and Consumer Protection Division provides invaluable services to the public through law enforcement, comprehensive investigatory practices, aggressive prosecution and a strong emphasis on community education to ensure residents are aware of their rights and understand protections under the relevant laws.

### **Executive Offices**

Executive Offices provide customer-oriented operational support to employees. The division manages fiscal, human resources, information systems, purchasing and supply, facilities, extraditions, public information, legislative and external affairs, Victims' Compensation Assistance Program (VCAP) and oversees the immigration and naturalization-related services provided to Delaware residents.

Executive Offices provides Internet Safety presentations to youth. As of October 2011, more than 30,000 youth have learned about online safety, the dangers of cyber-bullying and proper use of text messages through these presentations.

VCAP was created to help innocent victims of violent crimes recover issues as a result on the crime. In Fiscal Year 2011, total revenue received was \$3,183,253, and the program received 1,271 applications for assistance and awarded \$3,279,446 to victims and their families.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. Rec.</b>
GF	29,149.3	29,682.7	31,439.4
ASF	8,942.7	9,551.9	9,818.8
<b>TOTAL</b>	<b>38,092.0</b>	<b>39,234.6</b>	<b>41,258.2</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. Rec.</b>
GF	291.1	298.1	294.3
ASF	76.3	75.3	68.7
NSF	48.2	43.2	46.0
<b>TOTAL</b>	<b>415.6</b>	<b>416.6</b>	<b>409.0</b>

### **ACTIVITIES**

- Prosecute violations of Delaware criminal law.
- Provide legal services to state agencies, officials and instrumentalities.
- Protect the public against consumer and government fraud.
- Counsel and advise victims of domestic violence and sexual assault.
- Enforce the Nuisance Abatement Act for drug and social vices.
- Undertake drug asset forfeitures.
- Extradite prisoners and process gun permits.
- Investigate allegations of police and other official misconduct.
- Develop legislative initiatives pertaining to criminal and civil justice matters.
- Intake, screen and refer consumer complaints.
- Counsel clients regarding immigration and naturalization matters.
- Draft legal opinions and reports, including advice concerning compliance with FOIA.
- Expedite processing of VCAP claims and payment of approved claims.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov Rec.</b>
# of average Superior Court filings per prosecutor	141	166	166
# of average Court of Common Pleas filings per prosecutor	3,693	3,833	3,833
# of average Family Division filings per prosecutor	775	825	825
% of Delaware Supreme Court appeals with State's brief filed within 60 days	98	100	100

# **LEGAL**

## **15-00-00**

### **PUBLIC DEFENDER**

#### **15-02-01**

#### **MISSION**

29 Del. C. c. 46 creates the Office of the Public Defender to preserve the constitutional rights of indigent defendants through the assistance of counsel in criminal cases at every stage of the adjudication process. In addition, case law has established the Public Defender, as an officer of the court, has the professional duty to assist the court in every reasonable way in the improvement of justice.

#### **KEY OBJECTIVES**

The primary goal of the Public Defender's Office (PDO) is to provide effective assistance of counsel to its clients while responsibly using the agency's resources. In an effort to achieve its primary goal, PDO identified the following key objectives:

- Reduce attorney caseloads to align them better with national standards established by the American Bar Association (ABA);
- Require psycho-forensic evaluators (PFE) to produce a minimum of 60 court plans each year;
- Conduct intake interviews with incarcerated individuals within 24 hours of incarceration and make attorney assignments within one day thereafter;
- Make full use of Judicial's Information Technology Division and Delaware Justice Information System (DELJIS) to open client files; and
- Require attorneys to contact incarcerated clients in person or by videophone to prepare their defense.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The agency enjoys an outstanding national reputation as reflected by the Public Defender's receipt of the ABA 2006 Dorsey Award, the National Legal Aid and Defender Association's 2006 Reginald Heber Smith Award and the International Association of Forensic Nurses 2005 Vision Award.

The PDO is directed by the Public Defender. It is currently organized into four sections: Legal Services, Office of Conflict Counsel, Administrative Services and Technology Services.

#### **Legal Services**

The Legal Services section provides legal representation to indigents accused of crime through all stages of criminal proceedings, including representation at the pre-trial, trial and post-conviction stages of the adjudication process. Legal services are provided statewide in the Supreme Court, Superior Court, Court of Common Pleas and Family Court. The office also provides services to clients in Newark Alderman's Court and Board of Parole. Public Defender attorneys provided legal representation in approximately 45,000 matters in Fiscal Year 2011.

The PDO currently has 72 attorneys, including the members of the management team. PDO attorneys defend indigent people accused of crimes in all Delaware courts. Their experience and adequate support staff enable them to meet the constitutional obligations to provide competent counsel to every indigent person accused of a crime.

Investigators assist staff attorneys by conducting initial interviews with defendants to determine indigence based on financial resources and report clients' accounts of events leading to arrest. The investigators interview witnesses; serve subpoenas; collect, preserve and evaluate evidence; and conduct surveillance.

PFEs aid staff attorneys in their representation of clients and conduct psychological assessments of defendants upon referrals. PFEs provide written reports, including information obtained from client interviews and tests. These reports help attorneys assess a client's legal competence and make recommendations for bail, pre-trial intervention and sentencing alternatives. PFEs assist attorneys in the hiring, communication and presentation of expert witnesses.

Mitigation specialists perform all PFE functions in death penalty cases. They also assist attorneys in the development and presentation of mitigation evidence in death penalty cases.

Paralegals assist with case management, document preparation, client and court communication, legal research and attorney scheduling. Other support staff open and assign client files to attorneys and make necessary entries in Judicial Information Center, DELJIS and the Public Defender database systems.

The Public Defender chairs the videophone sub-committee of the CJC. The videophone sub-committee has authority over a statewide system of videophones located at 101 sites. The Public Defender and his employees provide oversight and maintenance at all of sites. The Public Defender assigns attorneys to

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videophone locations at Delores J. Baylor Correctional Institution, James T. Vaughn Correctional Center, Howard R. Young Correctional Institution, Sussex Correctional Institution and New Castle County Detention Center.

### **Office of Conflict Counsel**

Effective November 1, 2011, the administration of the Conflict Attorneys program was transferred from Judicial to PDO. A Chief Conflict Counsel and a Paralegal are directly responsible for administering the statewide Conflict Attorneys program within the Office of Conflict Counsel.

The Conflict Attorneys program is a network of 25 criminal defense attorneys who are contracted independently to represent indigent criminal defendants ineligible for PDO representation due to conflicts of interest. Conflict attorneys retain needed ancillary service providers through the Office of Conflict Counsel.

### **Administrative Services**

The Administrative Services section contains executive and administrative support staff. The executive staff establishes and enforces policies and goals and is responsible for daily administration, assigning cases, supervising personnel and drafting programs. The administrative support staff maintains office inventory, maintains and processes financial and personnel transactions and prepares federal and state reports.

### **Technology Services**

Technology Services develops, implements and maintains all aspects of computer technology, which includes the statewide Criminal Justice Center's videophone system.

PDO will continue its ongoing efforts to develop an integrated statewide case tracking system. The office will continue to work closely and share relevant computer information with other components of the criminal justice system. The development of an integrated statewide case tracking system will enable all criminal justice components to track cases through the system from issuance and execution of the warrant to release from supervision by the Department of Correction.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. REC.</b>
GF	14,531.3	15,819.4	19,010.1
ASF	--	--	--
<b>TOTAL</b>	<b>14,531.3</b>	<b>15,819.4</b>	<b>19,010.1</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	136.0	142.0	143.0
ASF	--	--	--
NSF	5.0	1.0	--
<b>TOTAL</b>	<b>141.0</b>	<b>143.0</b>	<b>143.0</b>

### **ACTIVITIES**

PDO is responsible for representing each indigent person accused of a crime in Delaware from the inception of a case through its conclusion. To meet this responsibility, attorneys and support staff perform the following activities:

- Conduct eligibility screening and preliminary factual investigation interviews for incarcerated and non-incarcerated individuals and make appropriate referrals to PFEs;
- Use Judicial's Information Technology Division, DELJIS and in-house databases to open and close client files and make necessary entries in the systems;
- Conduct defense investigations of witnesses and/or crime scenes as requested by the assigned attorney;
- Develop client-specific plans for conditional pre-trial release and alternatives to incarceration and sentencing;
- Assist in case preparation by providing relevant background information on clients;
- Develop capital case mitigation evidence for death penalty cases;
- Provide referrals for forensic, psychological, medical or psychiatric examinations and for interpreters or other experts as needed;
- Provide in-house expert consulting services for cases involving forensic issues, autopsy reports, sexual assault reports, medical records and other scientific studies;
- Prepare felony and misdemeanor cases for trial, sentencing, post-conviction motions and appeals;
- Handle appeals for indigent clients represented by PDO and those formerly represented by private counsel at trial who have become indigent as a result of incarceration;
- Manage and maintain the day-to-day information resources of the agency, which includes over 150 computers through network administration, hardware and software support, mainframe systems, video conferencing, programming and computer training;

## LEGAL

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- Manage and maintain the statewide videophone system;
- Provide fiscal management of resources including budgeting, recordkeeping, financial reporting, financial transactions, auditing and payroll;
- Provide supervision of staff, assign cases, coordinate caseloads with court schedules and maintain personnel records; and
- Manage and maintain the statewide Conflict Attorneys program through the Office of Conflict Counsel.

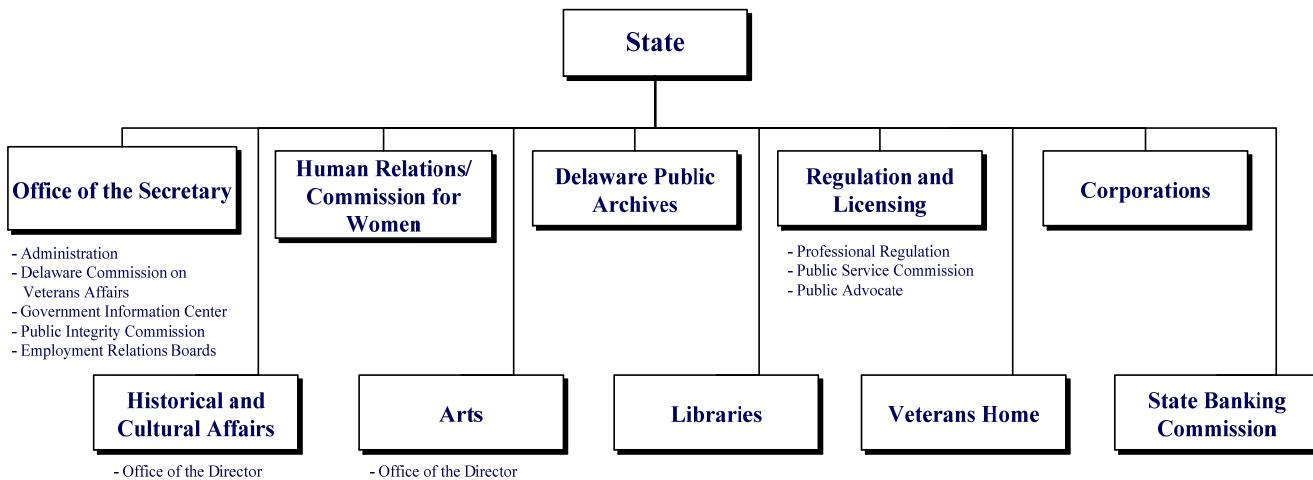
#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of appeals closed statewide	103	103	103
Average caseload per attorney per year: <sup>*</sup>			
- Superior Court	387	387	387
- Court of Common Pleas	1,232	1,232	1,232
- Family Court	441	441	441
# of plans produced per PFE	95	95	95
# of days from imprisonment to intake interview for incarcerated clients	3.2	1.0	1.0
# of days from interview to date client file is opened	1.1	1.0	1.0

*\*Attorney caseloads consist of cases closed during the fiscal year, violations of probation, amenability hearings, preliminary hearings and capias hearings.*

# STATE

## 20-00-00



### 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

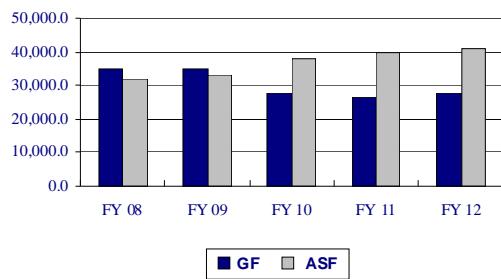
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products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

	<b>FY 2011</b> <b>ACTUAL</b>	<b>FY 2012</b> <b>BUDGET</b>	<b>FY 2013</b> <b>GOV. REC.</b>
GF	26,651.1	27,582.3	24,252.1
ASF	39,843.1	41,180.2	47,792.5
<b>TOTAL</b>	<b>66,494.2</b>	<b>68,762.5</b>	<b>72,044.6</b>

**POSITIONS**

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

**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.

**STATE**  
**20-00-00**

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

**FUNDING**

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

**POSITIONS**

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

**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

## STATE 20-00-00

2011. Libraries fosters education and recreational 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**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
\$ 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

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

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**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 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.

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- 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**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# 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 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

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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.
<b>PERB</b>			
% 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
<b>MERB</b>			
% 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.

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

<b>POSITIONS</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**HUMAN RELATIONS/COMMISSION FOR WOMEN**  
**20-02-01**

#### ACTIVITIES

- Use the full authority of the law to enforce and deter unlawful discrimination in Delaware.
- Receive, investigate and process complaints of unlawful discrimination.
- Test, monitor, survey and study patterns and practices for evidence of unlawful discrimination.
- Train, consult, advise and educate citizens and other persons of their rights and responsibilities under fair housing and equal accommodations laws.
- Mediate, facilitate, conciliate and resolve complaints in a way that effectively deters future acts of discrimination.
- Lead, convene, coordinate and disseminate a resource for information and training on existing and emerging issues, policies and/or laws affecting unlawful discrimination.
- Support the administrative and functional needs of SHRC in fulfillment of 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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**PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# 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 17<sup>th</sup> 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.

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**Accomplishments**

- Increased educational opportunities utilizing Archives' holdings in creating education kits and online lesson plans for 4<sup>th</sup>/5<sup>th</sup> 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 13<sup>th</sup> 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**

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

**POSITIONS**

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

**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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- 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**

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

<b>POSITIONS</b>			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
ASF	75.0	74.0	78.0
NSF	--	--	--
<b>TOTAL</b>	<b>75.0</b>	<b>74.0</b>	<b>78.0</b>

**PROFESSIONAL REGULATION**  
**20-04-01**

**MISSION**

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

**KEY OBJECTIVES**

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

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

### **BACKGROUND AND ACCOMPLISHMENTS**

Professional Regulation provides regulatory oversight for 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 146<sup>th</sup> 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.
- Determine eligibility for licensees seeking admittance into the Voluntary Treatment Option program, coordinate assessment/treatment with approved providers and monitor for compliance.

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**PERFORMANCE MEASURES**

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

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.

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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**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
Dockets filed: # maintained electronically % maintained electronically % processed under new e-filing/case management system	547 100 *	547 100 25	547 100 25
Major utilities: # of rate of return reports reviewed semi-annually % of rate of return reports reviewed semi-annually	8 100	8 100	8 100
% 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

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environmental regulations are pressing topics currently 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
<b>TOTAL</b>	<b>15,944.1</b>	<b>17,783.2</b>	<b>18,708.8</b>

#### POSITIONS

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

#### CORPORATIONS

#### 20-05-01

#### ACTIVITIES

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

#### PERFORMANCE MEASURES

	FY 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

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**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 18<sup>th</sup> 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 13<sup>th</sup> 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**

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

#### **POSITIONS**

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

**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**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# 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.

# STATE

## 20-00-00

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 6<sup>th</sup> 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.

**STATE**  
**20-00-00**

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

<b>POSITIONS</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	3.0	3.0	3.0
ASF	2.0	2.0	2.0
NSF	3.0	3.0	3.0
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**OFFICE OF THE DIRECTOR**

**20-07-01**

**ACTIVITIES**

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

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
\$ 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.

**STATE  
20-00-00**

**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](http://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**

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

**POSITIONS**

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

**LIBRARIES  
20-08-01**

**ACTIVITIES**

- Administer the Federal Library Services and Technology Act five-year plan.

**STATE  
20-00-00**

- Administer Library Standards funds, a critical source of funding for public libraries.
- Administer Public Library Construction Assistance Act program, which provides up to 50 percent of the cost to build, expand or renovate public library buildings.
- Administer the Public Library Technology Assistance Act program, which provides support for upgrades and integration of new library technologies and replacement of all public access computers every three years.
- Continue expansion of the Delaware Library Catalog, integrating additional school, academic and special libraries. Support collaborative collection development including expansion of ebooks and other library electronic resources.
- Administer library professional development.
- Administer the virtual reference service, Ask a Librarian, which provides live assistance to Delawareans 24/7.
- Facilitate 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
<b>TOTAL</b>	<b>14,897.3</b>	<b>15,854.5</b>	<b>16,912.8</b>

**POSITIONS**

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

**STATE  
20-00-00**

**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**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
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,

**STATE  
20-00-00**

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**

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

#### **POSITIONS**

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

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

#### **ACTIVITIES**

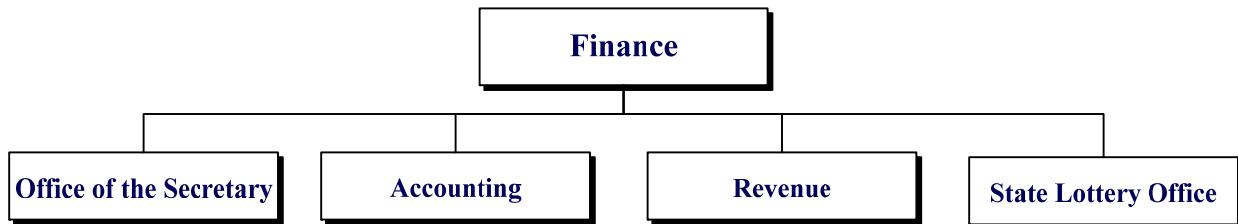
- Examine state-chartered banks and trust companies for safety and soundness, examine financial services licensees for compliance with state and federal laws and examine all banking organizations to make sure abandoned property is escheated to the State.
- Encourage applicants to form new banks and trust 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**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# 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

# FINANCE

## 25-00-00



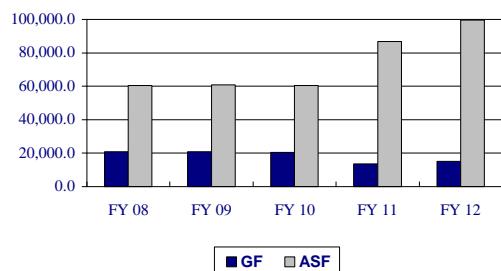
### MISSION

To provide leadership in securing, allocating, managing and accounting for financial resources critical to the delivery of governmental services and promotion of Delaware's economic health.

### KEY OBJECTIVES

- Promote the financial health of the State by providing technical analysis, policy information and advice on state finances to the Governor, legislature, state agencies, other government entities, pertinent constituency groups and the public.
- Reduce administrative costs by reengineering and streamlining state government to use resources more efficiently and effectively.
- Provide leadership and planning on global financial management issues, including revenues, debt expenditures and credit ratings.

### Five-Year Appropriation History



### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	150.0	161.5	162.5
ASF	141.0	147.5	147.5
NSF	--	--	--
<b>TOTAL</b>	<b>291.0</b>	<b>309.0</b>	<b>310.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend reallocation of \$1,691.3 in ERP Operational Funds from Executive, Office of Management and Budget, Contingencies and One-Time Items.

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	21,091.5	15,175.1	17,677.1
ASF	79,716.0	99,601.7	99,707.7
<b>TOTAL</b>	<b>100,807.5</b>	<b>114,776.8</b>	<b>117,384.8</b>

## FINANCE

**25-00-00**

### **OFFICE OF THE SECRETARY 25-01-00**

#### **MISSION**

To lead the State in developing and executing sound fiscal policies and practices.

#### **KEY OBJECTIVES**

- Make available all economic information relevant to maintaining the State's financial position.
- Ensure financial policies and processes are consistent with Delaware's designation as a triple-A rated state.
- Identify and promote opportunities for the State by providing debt policy direction that minimizes the cost of capital.
- Provide budgetary revenue projections that are within 2 percent of actual collection, excluding revenue anomalies due to exogenous and/or non-recurring events, for June Delaware Economic and Financial Advisory Council (DEFAC) estimates.
- Facilitate the exchange of necessary information between divisions within the Department of Finance and among other state agencies, local governments, rating agencies and the public.
- Maximize effectiveness and efficiency by improving the State's fiscal operations through the use of appropriate financial and accounting controls.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Secretary of Finance is the State's Chief Financial Officer and is the central source for economic and fiscal policy and the management of financial resources. The Office of the Secretary provides economic data, revenue and legislative analyses and public information services.

The office provides management and oversight of General Obligation debt and overall coordination and management of all debt of the State and state authorities. In addition, the office builds the foundation for the State's budget process by providing the analysis and forecasting of revenues in support of DEFAC.

The following items demonstrate the office's success in accomplishing its mission:

- Helped reaffirm the State's triple-A bond ratings from the three Wall Street rating agencies, which

Delaware has maintained since the spring of 2000 and is one of only eight states currently holding these ratings;

- Helped the Sustainable Energy Utility with its inaugural issue of revenue bonds to ensure the highest credit rating possible;
- Worked with the business community and General Assembly to design and adopt a fiscally responsible modernization of the State's primary job creation tax incentives;
- Provided technical assistance and advice to the Governor and General Assembly, leading to the introduction and passage of cuts to personal income, public utility and gross receipts taxes; and
- Led efforts to address funding of the State's Other Post Employment Benefit obligations and worked with state actuaries, auditors and others to support favorable reporting policies consistent with Generally Accepted Accounting Principles (GAAP) requirements.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	10,000.9	2,086.8	2,116.9
ASF	27,997.9	37,421.3	37,452.0
<b>TOTAL</b>	<b>37,998.8</b>	<b>39,508.1</b>	<b>39,568.9</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	17.0	17.0	17.0
ASF	38.0	38.0	38.0
NSF	--	--	--
<b>TOTAL</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>

### **OFFICE OF THE SECRETARY**

**25-01-01**

#### **ACTIVITIES**

- Monitor, analyze and interpret proposed state and federal tax, revenue and spending policies and legislation.
- Provide analysis, forecasting and tracking of revenues for consideration by DEFAC.
- Manage and monitor the State's bond sales and advise policymakers regarding the State's overall debt, debt reduction and capital acquisition strategies.
- Provide departmental management services for information/technology, personnel, financial oversight and legislative support.

## **FINANCE**

**25-00-00**

- Represent the Administration on numerous boards and commissions, including the Board of Pensions, Cash Management Policy Board, Diamond State Port Corporation, Delaware Civic Center and Riverfront Development Corporation.
- Administer Delaware's Volunteer Fire Service Revolving Loan Fund, including the collection and evaluation of loan applications, loan disbursement, payment reconciliation and completion of an annual financial report to the Governor.

## **ACCOUNTING**

**25-05-00**

### **MISSION**

To provide statewide expert leadership and central support for accounting and payroll and provide timely and accurate financial information to management and the public.

### **KEY OBJECTIVES**

- Provide training and supportive resources to state organizations to facilitate the effective and compliant use of the statewide accounting system.
- Successfully prepare the Comprehensive Annual Financial Report (CAFR) to ensure the State receives a clean audit and the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.
- Manage First State Financials (FSF) processes for 1099s and Payroll W-2 reporting requirements.
- Interpret new and revised tax laws as they relate to payroll processing to ensure State compliance.

### **BACKGROUND AND ACCOMPLISHMENTS**

The division is committed to further solidifying the State's internal control structure and expanding its financial reporting capabilities through the application of technology. The division is also committed to providing the State with expert leadership surrounding the accounting and payroll functions.

The implementation of FSF has significantly strengthened the State's internal control structure by matching system functionality with internal control best practices, role-based user access and the ability to perform centralized monitoring functions across state agencies. The State's financial reporting capabilities have also been greatly expanded with the implementation of FSF. In Fiscal Year 2011, the Financials Advisory Committee was created. This key end-user group will gather to discuss the functionalities of FSF and provide feedback.

The division works closely with the Division of Revenue to ensure newly implemented and revised tax laws are appropriately considered and properly adopted and accounted for within the payroll system. The division processes payroll and provides guidance on payroll related internal controls, policies and practices.

## FINANCE

### 25-00-00

Internal control and accounting policy revisions are continuously made in an effort to enhance the State's ability to safeguard assets and preserve financial integrity. The division's internal control staff visited over 20 state organizations during Fiscal Year 2011, performed internal control reviews for accounting/financial operations and provided organizations with recommendations for improvement or confirmation of effective control environment.

For the fiscal year ended June 30, 2010, the division issued the State's CAFR in full compliance with Governmental Accounting Standards Board (GASB) reporting requirements. The division received the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2010 to GFOA, marking the 16<sup>th</sup> consecutive year Delaware has been recognized by GFOA.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	3,900.1	4,699.8	7,085.0
ASF	418.9	646.7	658.3
<b>TOTAL</b>	<b>4,319.0</b>	<b>5,346.5</b>	<b>7,743.3</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	40.0	56.5	57.5
ASF	5.0	7.5	7.5
NSF	--	--	--
<b>TOTAL</b>	<b>45.0</b>	<b>64.0</b>	<b>65.0</b>

## **ACCOUNTING**

### **25-05-01**

#### **ACTIVITIES**

- Provide leadership for financial management activities throughout state government.
- Establish and implement policies, procedures and regulations pertaining to the statewide accounting and payroll systems.
- Provide and present a comprehensive view of the State's financial condition through regular publishing of interim financial statements and the year-end CAFR.
- Provide analysis, forecasting and tracking of expenditures for consideration by DEFAC.
- Process the State's accounting and payroll transactions, certify the validity of transactions and coordinate accounting, payroll and other financial matters with key agency fiscal personnel.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
CAFR audit report	Clean	Clean	Clean
# of internal control reviews completed	22	30	30

## FINANCE

**25-00-00**

### REVENUE

**25-06-00**

#### MISSION

As the primary revenue collector for the State, the Division of Revenue's mission is to collect 100 percent of the taxes and other revenues required by law, no more and no less, and do so in a manner that creates the highest possible level of satisfaction on the part of the public with the division's competence, courtesy, effectiveness and efficiency.

#### KEY OBJECTIVES

- Improve voluntary compliance through improved communication with taxpayers, the use of electronic technology, better distribution and design of tax forms and overall simplification of the tax code.
- Improve enforced compliance through the use of technology and effective allocation of resources to collection activities.
- Increase the cost effectiveness of divisional activities through the use of process flow analysis, establishment of meaningful benchmarks and judicious application of technical and human resources.
- Enhance the capabilities of staff through the implementation of a structured, long-term training and professional development program.

#### BACKGROUND AND ACCOMPLISHMENTS

Revenue revolves around three activities: tax processing, tax enforcement and policy formulation. Tax processing involves receiving documents and remittances (either in-house, via lockbox or electronic means), depositing remittances, entering/capturing data from returns, validating taxpayer's determination of tax, refunding overpayments and assuring proper accounting (including internal controls) and reporting these transactions.

Each year, the division processes over 500,000 personal and 600,000 business tax returns and issues more than 330,000 tax refunds. In addition, information technology staff is responsible for the design and administration of some of the most sophisticated and technically advanced processing and imaging systems in the State. Delaware has been a national leader in applying technology to tax administration.

Tax enforcement includes examinations, audits and collection of delinquent accounts. The division's

enforcement responsibilities encompass 15 different revenue sources, including the State's Personal and Corporate Income Taxes, Gross Receipts Tax and Realty Transfer Tax.

The division provides data, administrative support and consultation to the economic analysis group within the Office of the Secretary. The group develops and analyzes Delaware's tax policy. It also plays a significant role in the coordination of economic development efforts with the State's overall fiscal strategy.

The division continues to focus on improving the quality of service to its customers. One of the ongoing initiatives is the Quality Service Mailbox, which allows callers to leave comments for the division. If a caller requests a response, the division responds within 48 hours.

Electronic filing of income tax returns has continued to expand statewide. The division received over 346,000 electronically filed personal tax returns in Fiscal Year 2011. The division projects it will receive 360,000 personal tax returns electronically in Fiscal Year 2012. These returns do not require manual intervention in the form of sorting, data entry or return validation.

The division aggressively promoted filing personal tax returns in a digital format via the Internet, electronic software and bar-coded paper filing. Digital returns reduce mail and data entry processing, improve the refund issuance process and reduce seasonal and operating expenses. Since implementation in Fiscal Year 1996, the number of digitally filed personal tax returns has increased from zero in Fiscal Year 1995 to over 388,000 in Fiscal Year 2011, just under 87 percent of all current year personal tax returns filed in Fiscal Year 2011.

As part of the Business Systems Master Plan, the division implemented an integrated imaging system into personal income tax return processing that allows exception returns to be separated from non-exception returns. This initiative, along with improved training in preparation for tax season and the use of outsourced data entry, enabled the division to continue to reduce the average number of days to issue a tax refund from 34 days in Fiscal Year 1995 to 17.2 days in Fiscal Year 2011.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	7,190.5	8,388.5	8,475.2
ASF	4,974.7	4,829.0	4,871.0
<b>TOTAL</b>	<b>12,165.2</b>	<b>13,217.5</b>	<b>13,346.2</b>

## FINANCE

**25-00-00**

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	93.0	88.0	88.0
ASF	43.0	43.0	43.0
NSF	--	--	--
<b>TOTAL</b>	<b>136.0</b>	<b>131.0</b>	<b>131.0</b>

### REVENUE

**25-06-01**

### ACTIVITIES

- Disseminate tax information to the public and respond to taxpayer inquiries.
- Process and account for tax returns and associated remittances.
- Issue refunds of overpaid taxes and collect tax delinquencies.
- Conduct audits, examinations and reviews and prepare assessments when amounts are found to be due to the State.
- Manage and supply records of filings for current and prior years.
- Provide support to core division activities.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days to process Personal Income Tax refunds	17.2	17.0	16.5
% of digital personal returns	87	89	91
Automated call distribution telephone waiting time (seconds)	36	30	30

## STATE LOTTERY OFFICE

**25-07-00**

### MISSION

To maximize revenue contributions to the State's General Fund, thereby helping to fund the delivery of governmental services to the people of Delaware:

- Through the marketing, sale and distribution of innovative, entertaining and secure lottery products that ensure the public's confidence in the integrity of the games, retailers, agents and lottery operations; and
- By providing leadership and a corporate culture that encourages productive change leading to improvement in every aspect of the business.

### KEY OBJECTIVES

- Achieve General Fund contributions of \$256.7 million in Fiscal Year 2013.
- Continue to improve customer satisfaction as measured by annual satisfaction surveys.

### BACKGROUND AND ACCOMPLISHMENTS

With more than 7,000 games in play, video lottery net proceeds for the fiscal year were almost \$500.0 million. At the end of Fiscal Year 2011, the largest jackpot in Delaware video lottery history was awarded. Continuing to enhance the three race track venues' competitive edge were two initiatives implemented in Fiscal Year 2010: sports betting and casino style table games. The second full season of professional football parlay betting concluded last January with a year over year increase in sales of 19.4 percent and an increase in General Fund contributions of 31.2 percent. Fiscal Year 2011 was the first full year of table games at the tracks. Offering a combined 121 gaming tables and 77 poker tables, the enterprise generated over \$388 million in sales last year. The State Lottery Office and the Division of Gaming Enforcement have worked together in processing over 3,300 gaming employee licenses since table gaming was authorized by the General Assembly, more than half of which represent new jobs.

Fiscal Year 2011 saw the Delaware Lottery's traditional product line continue to perform well in a difficult retail environment. The Delaware Lottery bolstered its traditional product sales with a mid-year launch of Delaware Cash 5, a variation of a lotto-type game offering smaller, cash prizes but with more frequent jackpot winners.

## FINANCE

**25-00-00**

The Delaware Lottery's marketing program focused on messaging and creating opportunities to interact with the public throughout the year by continuing to sponsor community-level activities. Cooperative sports programs were conducted for the duration of the winter sports season with both the University of Delaware and Delaware State University. In addition, the Delaware Lottery continued its ongoing, relationships with the Delaware State Fair, Blue Rocks, Punkin' Chunkin', Wilmington Riverfront Blues Festival, June Jam and Nanticoke River Festival. During Fiscal Year 2011, the Lottery also added sponsorships with the Wyoming Peach Festival and Saint Anthony's Italian Festival in Wilmington.

The demographic profile of Delaware Lottery players continues to closely resemble the profile of the adult population (aged 18 years and older) of the State of Delaware by region, gender, age, education and income.

The following items demonstrate the division's accomplishments during Fiscal Year 2011:

- The Delaware Lottery earned its 12<sup>th</sup> consecutive Certificate of Achievement for Excellence in Financial Reporting awarded by GFOA of the United States and Canada for the Lottery's CAFR;
- Delaware ranked second out of the 44 U.S. Lotteries with combined per capita annual sales of \$692;
- Delaware ranked second out of the 44 U.S. Lotteries with combined per capita profit to the State of \$319;
- Delaware ranked second out of the 44 U.S. Lotteries with combined percentage of profit to sales of 40 percent; and
- Delaware ranked fourth out of the 41 U.S. Lotteries offering both Powerball and MegaMillions with combined per capita annual sales of \$34 for those games.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	46,324.5	56,704.7	56,726.4
<b>TOTAL</b>	<b>46,324.5</b>	<b>56,704.7</b>	<b>56,726.4</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	55.0	59.0	59.0
NSF	--	--	--
<b>TOTAL</b>	<b>55.0</b>	<b>59.0</b>	<b>59.0</b>

### STATE LOTTERY OFFICE

**25-07-01**

### ACTIVITIES

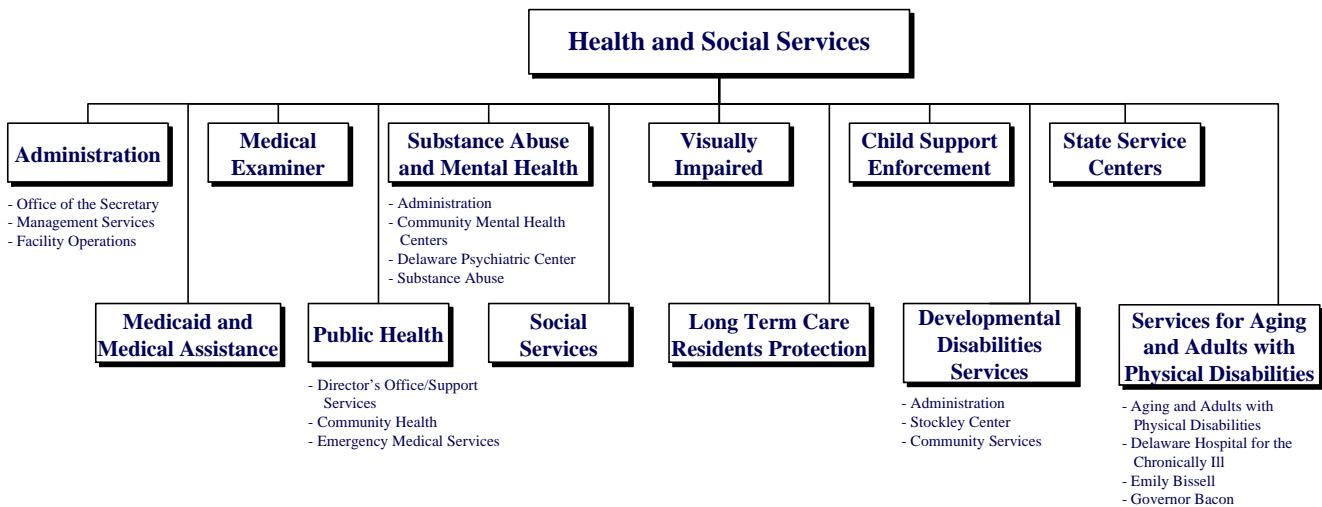
- Continue to grow and expand the traditional lottery retailer network.
- Maintain regulatory oversight and control of the video and sports lottery gaming systems.
- Provide 24/7 onsite regulatory oversight of table game operations at the three video lottery facilities.
- Provide the public with games that are fun, easy and exciting to play.
- Explore new lottery gaming opportunities allowing Delaware to stay competitive with neighboring states.
- Maximize the use of video lottery central system enhancements allowing for greater flexibility in the selection of games made available to customers.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
\$ GF revenue collections (millions)	287.5	266.9	256.7
Annual satisfaction survey – % of positive responses from: players retailers	67 92	68 93	69 94

# HEALTH AND SOCIAL SERVICES

**35-00-00**



## MISSION

The Department of Health and Social Services (DHSS) plays a major role in meeting the basic needs of Delaware families and individuals. This is recognized by the department's mission to improve the quality of life for Delaware's residents by promoting health and well-being, fostering self-sufficiency and protecting vulnerable populations.

## KEY OBJECTIVES

### Promote Health and Wellbeing

- Increase access to mental and physical health care and promote preventive behaviors that can improve health status.
  - Extend managed care models of service delivery to provide more and better services with cost controls.
  - Continue to advance a public health agenda to reduce the incidence of preventable conditions by promoting healthy lifestyles through health education, wellness and risk reduction programs.
  - Implement strategies to enhance prevention and intervention efforts for high-risk minority populations.
  - Continue to strengthen maternal, adolescent and child health care.
  - Expand collaborations, services and strategies to reduce infant mortality.

### Foster Self-Sufficiency

- Reduce dependency among low-income populations and those at risk for welfare dependency.
  - Provide family support to increase the earning potential of single parents through day care,

medical benefits, employability training and vocational training.

- Implement targeted strategies to promote mutual responsibility and encourage families to stay together.
- Enhance child support enforcement efforts to maintain prompt processing while responding to increasing demand.
- Provide community-based care to ensure an appropriate continuum of services and avoid restrictive and costly institutionalization whenever possible.
  - Continue expansion of community services for persons with developmental disabilities and enhance family support services.
  - Continue expansion of community mental health and substance abuse services.
  - Continue expansion of community-based supports, such as homemaker services and adult day care, to allow elderly and disabled adults to remain in their homes.

### Protect Vulnerable Populations

- Ensure the quality of care, safety and security of individuals in long-term care facilities, residential programs and day services.
- Provide emergency and transitional shelters and support to homeless individuals and families.
- Serve children and their families by providing a safe environment for supervised visitation.
- Eliminate barriers to personal independence for persons with the sensory disability of vision loss.

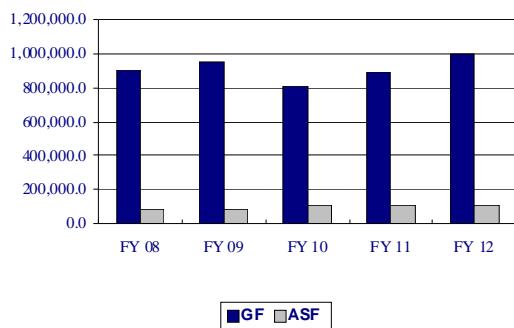
# HEALTH AND SOCIAL SERVICES

## 35-00-00

### **Enhance Efficiency in Government**

- Promote a customer-focused approach to service delivery through integrated services.
- Ensure the department maximizes the fiscal, human systems and physical resources available to provide the best possible service to clients in the most efficient manner.
- Support law enforcement by providing quality crime lab testing.
- Promote accountability and enhance management training opportunities for department leadership.

### **Five-Year Appropriation History**



### **FUNDING**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	834,902.7	997,995.1	1,049,000.6
ASF	91,215.1	105,842.3	106,287.9
<b>TOTAL</b>	<b>926,117.8</b>	<b>1,103,837.4</b>	<b>1,155,288.5</b>

### **POSITIONS**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	3,412.3	3,391.2	3,377.5
ASF	99.0	100.0	100.3
NSF	872.4	870.5	855.9
<b>TOTAL</b>	<b>4,383.7</b>	<b>4,361.7</b>	<b>4,333.7</b>

### **FY 2013 BUDGET HIGHLIGHTS**

#### **OPERATING BUDGET:**

- ◆ Recommend \$16,642.2 in Medicaid to support increasing health care costs and cover a client base that is projected to reach 239,867 persons during Fiscal Year 2013.
- ◆ Recommend \$10,660.1 in Community Mental Health to provide community placements and supports.

- ◆ Recommend \$6,835.8 in Developmental Disabilities Services to annualize and fund additional special population placements, community residential placements and special school graduates.
- ◆ Recommend \$3,549.6 in Child Care to annualize the Fiscal Year 2012 increases in reimbursement to Purchase of Care providers and to cover a growing client base.
- ◆ Recommend \$2,150.6 to reflect a provider increase.
- ◆ Recommend \$200.6 in Birth to Three Program to replace American Recovery and Reinvestment Act (ARRA) funds.
- ◆ Recommend the consolidation of State Service Center Management and Volunteer Services into Community Services to reflect operational efficiencies.

#### **CAPITAL BUDGET:**

- ◆ Recommend \$2,750.0 for the Maintenance and Restoration program to maintain 133 buildings and provide for necessary repairs.
- ◆ Recommend \$2,300.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds.
- ◆ Recommend \$750.0 for roofs in need of replacement.
- ◆ Recommend \$4,418.5 for Phase IX of the new Delaware Automated Child Support Enforcement System to track child support collections.
- ◆ Recommend \$2,965.5 for new Medicaid Management Information System to meet standards and conditions issued by Centers for Medicare and Medicaid Services.
- ◆ Recommend \$1,853.6 for the Drinking Water State Revolving Fund, which provides low interest loans to community water systems and leverages federal funds.

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### **ADMINISTRATION**

#### **35-01-00**

#### **MISSION**

The mission of the Administration unit is to provide leadership and policy direction for DHSS and to ensure the department is well managed in its delivery of services to clients. In addition, the unit exists to promote coordinated intra- and inter-departmental responses, providing a flexible resource to support the management needs of the divisions.

#### **KEY OBJECTIVES**

- Provide leadership in the development of public policies and in the advancement of responsive management practices.
- Provide technical assistance and support to the divisions in the form of training, standard setting, budget and program analysis and planning.
- Provide centralized administrative functions in accounting, human resources, payroll, contracts and procurement, management of state and federal funds, technology and facility operations.
- Through the activities of the Delaware Health Care Commission, promote a comprehensive health care system that is accessible, affordable and assures quality health care for all Delawareans.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The scope of the department's clients and its mission in serving them involves complicated social conditions. With ongoing fiscal pressures, the organization continuously rethinks how it can meet its objectives, which entails communicating expectations, encouraging risk-taking and rewarding efforts that achieved their purpose.

Several major efforts have launched requiring leadership from the Administration unit to ensure expectations are realized, including providing assistance to divisions by facilitating administrative procedures, coordinating the activities of the various participants in joint projects and communicating regularly with constituents.

With an organization of approximately 4,400 people, DHSS faces the challenge of meeting the needs of an increasingly diverse workforce. Additionally, greater demands to increase the accessibility and responsiveness of the service delivery system are ever-present. A flexible work environment is needed to meet the needs of

clients while supporting employees and their families. Training, professional development and management support are ongoing requirements to enhance staff performance.

Programmatically, there is a volume of client and program data to be collected and analyzed, dollars spent must be accounted for, quality must be monitored, and contracts managed. Automation and technological support are critical to achieving and maintaining this balance. The department continues to proceed with systems development through the investment of one-time funding, reallocations and reclassification of existing staff.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	36,462.2	37,694.9	39,051.8
ASF	4,443.4	8,384.1	8,342.3
<b>TOTAL</b>	<b>40,905.6</b>	<b>46,079.0</b>	<b>47,394.1</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	434.1	479.0	486.5
ASF	33.5	34.0	34.0
NSF	62.5	73.1	83.4
<b>TOTAL</b>	<b>530.1</b>	<b>586.1</b>	<b>603.9</b>

### **OFFICE OF THE SECRETARY**

#### **35-01-10**

#### **ACTIVITIES**

- Manage the department and provide leadership for human services delivery.
- Ensure coordination between divisions.
- Maintain responsive and positive relationships with constituents, advisory councils and other resident groups.
- Ensure effective coordination with the Governor's Office and other cabinet agencies.
- Manage the department's public information function.
- Ensure timely and appropriate responses to all directives, laws, judicial decisions, inquiries and policies.
- Improve quality of health care using information and technology through Delaware Health Information Network, a statewide clinical information exchange.
- Continue research and health care policy development.

# HEALTH AND SOCIAL SERVICES

## 35-00-00

- Incentives for qualified personnel in the medical and dental profession to practice in Delaware.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of health care clinicians recruited to underserved areas with Loan Repayment program	9	10	11
# of dentistry students matriculated	4	3	5
# of medical students matriculated	29	33	25

### MANAGEMENT SERVICES

#### 35-01-20

### ACTIVITIES

- Conduct audit and recovery services relating to violations of all persons, vendors or service providers who commit acts of fraud in public welfare programs administered by the department.
- Coordinate preparation of the department's budget request and strategic plan.
- Monitor billing and collection and track revenue of all DHSS units providing health care services.
- Manage the bidding, requisition and purchase order processes, as well as perform contract negotiations and development.
- Determine the eligibility for and accuracy of the benefits received by clients for Food Stamps and Medicaid.
- Process and track financial documents.
- Handle the financial reporting for federal grant award processing.
- Maintain payroll records and update employee funding as appropriate for payment of employees.
- Conduct training, respond to employee requests, process applications for employment and provide guidance on merit rules.
- Provide automated mainframe and client/server applications support functions.
- Formulate, recommend and implement technology strategies critical to DHSS's 12 divisions.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of families in the Birth to Three program receiving multi-disciplinary evaluations within 45 days	94	95	95
% of families in the Birth to Three program who perceive positive changes in their child's development	98	96	96
% of customer satisfaction with division services	81	83	85

### FACILITY OPERATIONS

#### 35-01-30

### ACTIVITIES

- Track work orders and prioritize requests for service.
- Maintain a comprehensive preventive maintenance program.
- Manage equipment inventory.
- Identify, prioritize and manage deferred maintenance and Minor Capital Improvements and Equipment programs on a department-wide basis.
- Complete maintenance and restoration projects addressing critical maintenance, operational, code and licensing issues.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of requests for service responded to within the same day	87	96	96
% of preventive maintenance activities completed per schedule	88	98	98

## HEALTH AND SOCIAL SERVICES

35-00-00

### MEDICAID AND MEDICAL ASSISTANCE 35-02-00

#### MISSION

The mission of the Division of Medicaid and Medical Assistance (DMMA) is to improve health outcomes by ensuring the highest quality medical services are provided to vulnerable populations in the most cost effective manner.

#### KEY OBJECTIVES

**Promote a comprehensive health care system for low-income individuals by balancing client needs, operational requirements and available resources.**

- Function as a health care safety net for children and adults who have special needs, the uninsured and under-insured and other disadvantaged groups.
- Promote preventive care to improve health outcomes for the populations DMMA serves.
- Enhance quality of care through utilization review, disease management and case management.
- Encourage the use of the medical home model of care, wherein care is provided in a patient-centered, physician-guided model.
- Maximize the use of community-based alternatives in lieu of institutional care.

**Maintain an adequate network of qualified health care providers.**

- Foster collaborative partnerships with other governmental agencies, provider groups, advocacy groups and other stakeholders to ensure health care delivery is well managed.
- Foster partnerships with other agencies to encourage expansion of health care providers who can deliver long-term care services in community-based settings.
- Establish provider reimbursement rates that are consistent with efficiency, economy and quality of care and that are sufficient to ensure an adequate supply of health care similar to that which is available to the general public.
- Ensure providers comply with all applicable federal, state and DMMA rules and standards.

**Maximize the use of available resources through the effective use of information technology and implementation of best practices in health care delivery.**

- Maximize cost avoidance by setting up appropriate claim edits in the automated claims processing system, effective coordination of benefits with other third-party payers, pursuit of estate recovery for long-term care recipients, pursuit of accident settlements and aggressive third-party recoveries.
- Ensure the automated claims processing system supports the appropriate identification of eligible clients and their benefits for timely claims processing and facilitates DMMA's ability to analyze claim and client data.
- Continue to assist other state agencies in stretching health care dollars by supporting their cost recovery initiatives.

#### BACKGROUND AND ACCOMPLISHMENTS

DMMA administers a broad range of health care programs for Delaware's low-income individuals and families. These programs are funded with both state and federal dollars and provided health benefits to over 207,000 (approximately 1 in every 4) Delaware residents each month. The major programs include:

- **Medicaid (Title XIX):** Provides comprehensive health care benefits to low-income children and adults, ranging from physician and pharmacy services to long-term care nursing facility services;
- **Delaware Healthy Children Program (Title XXI):** Provides health care benefits to uninsured children under the age of 19 with family incomes between 101-200 percent of the federal poverty level;
- **Delaware Prescription Assistance Program:** Pays for Medicare Part D premiums or non-Part D covered prescription drugs up to an annual maximum of \$3,000 per person for qualified Delaware residents who are either over 65 years old or are below 65 and disabled, most of whom are also covered by Medicare Part D; and
- **Chronic Renal Disease Program:** Pays for Medicare Part D premiums, drugs, nutritional supplements and transportation for Delaware residents diagnosed with end-stage renal disease, most of whom are also covered by Medicare Part D.

Some of the division's recent accomplishments include:

- Establish an infrastructure to award Health Information Technology grants to medical

## HEALTH AND SOCIAL SERVICES

### 35-00-00

providers, which will enable providers to adopt Electronic Health Record (EHR) technology;

- In October 2010, DMMA received a planning grant to facilitate implementation of the Health Benefit Exchange required under the Affordable Care Act;
- DMMA completed the Medicaid Infrastructure Technology Assessment in December 2010 as required by the Centers for Medicaid and Medicare Services (CMS) of all state Medicaid agencies;
- DMMA has engaged a consultant to assist with the re-procurement of the Medicaid Management Information System as required by CMS; and
- Planning has begun for the implementation of a new managed long-term care delivery system, which is expected to be implemented in the spring of 2012.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	476,167.7	608,216.1	633,083.2
ASF	42,188.2	44,486.1	44,625.0
<b>TOTAL</b>	<b>518,355.9</b>	<b>652,702.2</b>	<b>677,708.2</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	73.8	73.8	73.5
ASF	0.5	0.5	0.5
NSF	100.6	102.6	102.9
<b>TOTAL</b>	<b>174.9</b>	<b>176.9</b>	<b>176.9</b>

#### MEDICAID AND MEDICAL ASSISTANCE

##### 35-02-01

#### ACTIVITIES

- Provide health benefits to more than 207,000 eligible individuals.
- Negotiate and manage contracts with commercial managed care entities to provide health care services to approximately 151,000 DMMA clients.
- Determine eligibility for Medicaid long-term care services.
- Monitor state and federal legislative and regulatory activity to ensure compliance with new and existing rules.
- Oversee the Home and Community Based Service waiver programs that provide services to individuals in the community as an alternative to institutional care.

#### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of children in Medicaid managed care having well-child visits	79.63	81.00	83.00
% of children and adolescents in Medicaid managed care with access to primary care practitioners	91.62	93.00	95.00

## HEALTH AND SOCIAL SERVICES

35-00-00

### MEDICAL EXAMINER

35-04-00

#### MISSION

The Office of the Chief Medical Examiner promotes the sound administration of justice through the documentation and presentation of reliable qualitative and quantitative scientific analysis of chemical and biological evidence samples.

#### KEY OBJECTIVES

##### Promote Health and Wellbeing.

- Support the State's law enforcement agencies through the scientific analysis of drug evidence.
- Complete investigations and analysis in an accurate and timely manner.

##### Protect Vulnerable Populations.

- Investigate the essential facts surrounding sudden, accidental or suspicious deaths.
- Establish the cause and manner of death within reasonable medical certainty for all investigated deaths.
- Determine the positive identity of unidentified human remains.
- Maintain the State's DNA database.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Chief Medical Examiner was established in 1970 when the constitutionally-mandated system of county coroners, deputy coroners and coroner's physicians was abolished. It exists to investigate all sudden, accidental or suspicious deaths that occur in Delaware.

During Fiscal Year 2011, the Office of the Chief Medical Examiner:

- Investigated 4,299 deaths statewide;
- Received 5,116 cases from all state law enforcement agencies;
- Analyzed 4,861 cases that went to trial;
- Received 258 DNA cases;
- Analyzed 841 DUI cases; and
- Performed toxicology analysis on 801 post-mortem cases.

FUNDING			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	5,535.2	4,566.6	4,637.1
ASF	--	--	--
<b>TOTAL</b>	<b>5,535.2</b>	<b>4,566.6</b>	<b>4,637.1</b>

POSITIONS			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	49.0	47.0	48.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>49.0</b>	<b>47.0</b>	<b>48.0</b>

### MEDICAL EXAMINER

35-04-01

#### ACTIVITIES

- Conduct medicolegal investigation of all sudden, accidental or suspicious deaths.
- Perform post-mortem examinations.
- Identify human remains.
- Analyze post-mortem toxicology samples.
- Perform scientific analysis of drug evidence.
- Provide transportation of drug and biological evidence to the Forensic Sciences Laboratory.
- Analyze urine and blood samples for the presence of drugs and alcohol.
- Analyze biological evidence for the presence of DNA.
- Maintain a convicted felons DNA database.
- Analyze arson evidence for the State Fire Marshal.
- Provide court testimony by pathologists, other forensic scientists and medicolegal investigators.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of working days for controlled substance turnaround	16	16	16
# of working days for DNA analysis turnaround	44	44	44

# **HEALTH AND SOCIAL SERVICES**

## **35-00-00**

### **PUBLIC HEALTH**

#### **35-05-00**

#### **MISSION**

The mission of the Division of Public Health (DPH) is to protect and promote the health of all people in Delaware by providing population-based services and interventions.

#### **KEY OBJECTIVES**

DPH has four priorities to achieve its vision and mission. These are:

- Improve health-related lifestyles by focusing on reducing obesity;
- Improve access to quality and safe healthcare by implementing Health Care Reform;
- Achieve health equity by improving the health of minority populations; and
- Improve performance by implementing a performance management system and improving organizational culture.

#### **BACKGROUND AND ACCOMPLISHMENTS**

DPH has evolved from an organization that primarily provided direct health care services to residents and enforced health regulations to a division that works collaboratively with communities and other organizations to protect and enhance the health of Delaware's residents.

DPH placed emphasis on the core functions of public health: assessment, assurance and policy development. It collects and analyzes various health data and provides disease investigations and public health laboratory testing to ensure the public's health is safeguarded. Assurance efforts include environmental health monitoring, public information, health education and collaboration with communities and various state and local organizations to assure access to health care services for Delawareans. DPH expanded its leadership efforts to work directly with communities to identify health problems, provide data regarding these problems and assist communities with developing strategies to address their health concerns. Policies that are promulgated to protect residents' health involve the input of many individuals and organizations. This process ensures these policies are appropriate and effective to address areas of public health concern.

The division continues to provide direct services in critical public health areas. It offers a wide range of services that include targeting highly contagious diseases and offering family planning services to high-risk individuals. Collaboration with other organizations has led to improved and expanded health services for cancer patients, adolescents through school-based wellness centers and vulnerable populations, such as those diagnosed with HIV or AIDS.

DPH continues to examine the core public health functions and activities necessary to ensure Delawareans live full and healthy lives in a healthy environment. A continued focus on assessment, assurance and policy development, as well as assuring the provision of personal health services and health promotion programs to special populations or populations at risk, will help the State realize improvement in the health of its residents.

Some of DPH's past accomplishments include:

- Treatment coverage as part of the comprehensive cancer control plan for Delaware;
- Delaware's screening rates for colorectal, breast and cervical cancer are among the best in the nation;
- Delaware has eliminated the gender and racial gap in colorectal cancer screening;
- Delaware's all-site cancer death rate is declining faster than the national rate;
- Trained groups in public health preparedness;
- Provided access to primary care doctors, medical specialists and other health resources including prescription programs, laboratory and radiology services for eligible uninsured Delawareans;
- Provided tobacco cessation information to over 10,000 callers and face-to-face cessation counseling services to over 3,000 Delawareans through the Delaware Quitline;
- Provided emergency diabetes medical care for services, supplies and medications to 458 Delawareans;
- Screened 3,021 Delawareans during community blood screenings for early detection of diabetes;
- Assisted with the funding of infrastructure improvements to public water systems; and
- Implemented an electronic disease reporting system to respond more rapidly to communicable disease outbreaks, including bioterrorism.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	89,869.4	38,153.7	38,759.9
ASF	35,369.1	31,084.3	31,487.3
<b>TOTAL</b>	<b>125,238.5</b>	<b>69,238.0</b>	<b>70,247.2</b>

## HEALTH AND SOCIAL SERVICES

### 35-00-00

	<b>POSITIONS</b>		
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	1,109.2	340.8	348.0
ASF	55.0	56.0	57.3
NSF	238.7	235.2	226.2
<b>TOTAL</b>	<b>1,402.9</b>	<b>632.0</b>	<b>631.5</b>

#### **DIRECTOR'S OFFICE/SUPPORT SERVICES**

**35-05-10**

#### **ACTIVITIES**

- Provide electronic vital records to enhance public access to birth, death and marriage certificates.
- Develop, review, monitor and evaluate contracts.
- Review and coordinate all federal and foundation grants.
- Provide fiscal management and oversight.
- Manage the division's revenue, including state, special and federal funds.
- Coordinate all management information systems used by the division's diverse programs.
- Provide and promote core public health skills training to employees and take actions to meet National Public Health Accreditation Performance Standards.

#### **PERFORMANCE MEASURE**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of strategy maps developed for strategic priorities	1	3	4

#### **COMMUNITY HEALTH**

**35-05-20**

#### **ACTIVITIES**

- Develop and deliver targeted educational programs and messages to the general public and populations at increased risk for developing cancer and chronic diseases.
- Support the Delaware Cancer Consortium in the implementation of the comprehensive cancer control plan for Delaware.
- Support efforts to reduce sickness and death due to communicable diseases through disease surveillance, case investigation, outbreak intervention and public education.

- Provide environmental health consultative services to other state agencies and the public on exposures and health risks.
- Work with the departments of Natural Resources and Environmental Control, Agriculture and other agencies that monitor contaminants in various environmental media.
- Issue loans to public water supplies for infrastructure improvement via the Drinking Water State Revolving Fund.
- Conduct routine testing of public water supplies in accordance with state regulations and the Safe Drinking Water Act.
- Increase public awareness about childhood lead poisoning and provide lead screening of children at high risk.
- Provide high quality service and assistance to families of children with elevated blood lead levels, including evaluation, education and medical referrals.
- Promote preconception health and early entry into prenatal care with a full array of enabling and psychosocial services to improve birth outcomes and reduce disparities.
- Partner with community and professional organizations to promote culturally competent health services by assessing cultural competence and measuring client satisfaction.
- Provide counseling and access to family planning services to reduce unwanted, mistimed and closely spaced pregnancies, especially among high-risk populations.
- Identify pregnant women and mothers at risk for poor birth outcomes early and provide appropriate screening, counseling, education and access to health care.
- Implement teen pregnancy prevention strategies using evidence-based interventions.

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of tobacco use by adult Delawareans 18 years and older	25.4	24.0	23.0
% of colorectal cancers detected at local stage*	39	39	40
% of breast cancers detected at local stage*	64	66	67
% of children adequately immunized**	72.9	75.1	77.3
Rate of birth among teenage girls 15-17 years of age***	22.5	21.0	20.5
Rate of infant mortality***	8.4	8.0	7.8

\*Local stage is defined as a cancer that is confined to the place where it started and has not spread to other parts of the body.

\*\*Requires 4 DTaP, 3 poliovirus vaccine, 1 MMR, 3 Hib, 3 Hepatitis B and 1 varicella.

\*\*\*Rates are 5 year averages and per 1,000 births.

### EMERGENCY MEDICAL SERVICES

#### 35-05-30

#### ACTIVITIES

- Standardize and continuously improve capacity to collect Emergency Medical Services (EMS) data and accurately measure response times.
- Support paramedic agency initiatives to streamline deployment strategies.
- Participate in community events to increase public awareness of the Chain of Survival (Early access to 911, Early Defibrillation, Early Advanced Life Support Care (ALS) and Early Hospital Intervention) program.
- Partner with the first responder system (police, fire, EMS, safety teams, school nurses, etc.) to assist with CPR/AED awareness and training initiatives to improve the time to defibrillation.
- Assist agencies that have received AEDs to replace electrodes and batteries.
- Offer train-the-trainer programs in CPR/AED to participating agencies.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of paramedic responses less than eight minutes for the most serious categories of calls	63	63	67
% of AED usage prior to ALS arrival	75	78	80

### SUBSTANCE ABUSE AND MENTAL HEALTH

#### 35-06-00

#### MISSION

To promote prevention and recovery from substance use, gambling, mental conditions and co-occurring disorders by ensuring all adult Delawareans have access to high quality, cost effective and outcome-based services and supports.

#### KEY OBJECTIVES

- Develop and expand the role of persons in recovery in policy development, service planning, implementation and delivery and evaluation of services. Ensure care is customized based on the individual and family needs, choices and values.
- Ensure Delawareans receive mental health, substance use and gambling prevention and treatment services in a continuum of overall health and wellness. Strengthen interdepartmental and inter-agency collaboration.
- Eliminate disparities in substance use and mental health services. Provide specialized and culturally competent treatment, intervention and prevention services to special populations and traditionally underserved groups, including people who are deaf or hard of hearing.
- Develop the clinical knowledge and skills of the Division of Substance Abuse and Mental Health (DSAMH) state and provider workforce. Develop and implement multiple training and education opportunities for DSAMH staff and community providers.
- Promote excellence in customer service in all settings. Ensure the service delivery system is informed by evidence-based practices, including peer-run programs and experiences. Promote accreditation and licensure of Delaware's behavioral health programs.
- Technology is used to access and improve care and promote shared knowledge.

#### BACKGROUND AND ACCOMPLISHMENTS

DSAMH's core services provide prevention and treatment services to Delawareans with mental health, substance use, problem gambling and co-occurring conditions. The goal of the division is to ensure

## HEALTH AND SOCIAL SERVICES

### 35-00-00

behavioral health services are accessible, effective, facilitate recovery and integrated into the community.

The continuum of services that are operated or funded by DSAMH include inpatient psychiatric and residential substance abuse services, group homes, halfway and Oxford houses, peer-run drop-in centers, supervised apartments, care management, outpatient clinic services and 24/7 mobile crisis services. In addition to these services, grant funds awarded to DSAMH are used through contracts with community providers to provide transitional and permanent housing, homeless outreach, substance use prevention and supported employment services.

The State of Delaware has entered an agreement with the Civil Rights Division of the U.S. Department of Justice (US DOJ) that will promote the delivery of community-based care to Delawareans with severe and persistent mental illness. The agreement resolves the US DOJ's investigation of the services at the Delaware Psychiatric Center (DPC) that began in 2007. The terms of the agreement agreed to by the State will help achieve better outcomes for persons with mental health concerns, and do so in a manner that protects their independence and sense of community. The settlement agreement requires the expansion of certain services for persons with severe and persistent mental illness, including crisis services, Assertive Community Treatment (ACT), Intensive Case Management, Case Management (CM), Housing, Supported Employment and Rehabilitation Services and Family and Peer Supports.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. Rec.
GF	82,433.0	87,488.7	97,238.4
ASF	2,465.5	6,832.2	6,832.2
<b>TOTAL</b>	<b>84,898.5</b>	<b>94,320.9</b>	<b>104,070.6</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. Rec.
GF	684.4	653.2	628.2
ASF	2.0	2.0	2.0
NSF	4.8	4.0	5.0
<b>TOTAL</b>	<b>691.2</b>	<b>659.2</b>	<b>635.2</b>

### ADMINISTRATION

#### 35-06-10

#### ACTIVITIES

- Plan and develop programs.
- Annually monitor providers for programmatic/fiscal compliance.

- Prepare and administer budgets and federal grants.
- Manage fiscal services.
- Coordinate and provide training.
- Annually license alcohol and drug abuse programs and certify community service programs.
- Plan for the implementation of an EHR system.
- Effectively manage eligibility and enrollment services for clients/consumers in need of behavioral health treatment services to ensure placement in the appropriate level of care.
- Enhance utilization and review functions to assure appropriate levels of care systemwide.
- Ensure coordination among service systems, specifically with the Departments of Correction and Services for Children, Youth and Their Families.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% decrease in involuntary inpatient psychiatric commitments	0	15	30
% of clients reporting satisfaction with access to services	83	85	87
% of readmissions within 180 days	12.6	12.0	11.5

### COMMUNITY MENTAL HEALTH

#### 35-06-20

#### ACTIVITIES

- Provide access to quality mental health treatment, community counseling and support services.
- Continue to make available new medications for persons with mental illness and co-occurring substance abuse.
- Provide supported housing services that promote independent living and community integration.
- Work with the Division of Vocational Rehabilitation to provide supported employment services that assist clients in securing and maintaining meaningful and appropriate employment.
- Expand and deploy mobile crisis intervention staff to improve effectiveness in working with hospital emergency rooms and police on reducing unnecessary psychiatric hospitalizations.
- Assess and treat persons with co-occurring mental illness, substance use, gambling and other disorders.
- Continue to support and look for ways to expand the mental health courts in Delaware.

## HEALTH AND SOCIAL SERVICES

**35-00-00**

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of ACT teams	0	8	9
# of individuals receiving CM	12	140	525
# of individuals in supported housing units	150	250	450

### DELAWARE PSYCHIATRIC CENTER

**35-06-30**

### ACTIVITIES

- Provide timely and effective psychiatric assessments, individualized recovery planning and treatment services and supports.
- Improve effective recruitment and retention initiatives to ensure qualified and adequate physician, nursing, dental care and senior management staff at DPC.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Average daily DPC census	162	137	112

### SUBSTANCE ABUSE

**35-06-40**

### ACTIVITIES

- Provide substance use treatment and prevention services.
- Assess and treat persons with co-occurring mental illness and substance use disorders.
- Provide assessment and case management services for clients sentenced by the Drug Court.
- Determine cost effective and efficient plans to establish detoxification services for Kent and Sussex Counties.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of detoxification clients who received one or more treatment services	43.3	45.0	47.0
% of Alcohol and Drug Treatment program completion rate	49	50	51

### SOCIAL SERVICES

**35-07-00**

### MISSION

The mission of Social Services is to protect vulnerable populations and provide an integrated system of opportunities, services and income supports that help low-income individuals and families obtain and retain employment and that maximize supports for those less able.

### KEY OBJECTIVES

**Foster self-sufficiency and independence through service delivery improvements in Delaware's welfare initiatives.**

- In partnership with the Department of Labor, Delaware Economic Development Office, Department of Transportation and contracted service providers, place welfare clients in employment or work activities and provide support for long-term employment retention.
- Achieve federal mandates for the Temporary Assistance for Needy Families (TANF) program work participation rates for welfare clients.
- Develop policies and structures that support the goals of the Child Care Development Fund and school readiness for children.
- Work with our partners to implement the requirements and benefits of Health Care Reform.

**Manage resources with emphasis on information resource management, service quality, cost containment and economic efficiency.**

- Continue to improve division administration, program management, operations and customer service to maximize both efficiency and service quality.
- Reallocate existing staff/program resources to best achieve organizational mission.
- Find new ways to handle increased volume with decreased resources.

### BACKGROUND AND ACCOMPLISHMENTS

The Division of Social Services (DSS) administers a broad range of programs for Delaware's low-income families. The programs are regulated and funded by the State and the federal government and are provided to

## HEALTH AND SOCIAL SERVICES

### 35-00-00

more than 150,000 Delawareans each month. The major program areas are:

- Subsidized child day care, which enables low-income parents to become and remain employed;
- Financial assistance, including TANF, Emergency Assistance, Refugee Assistance and Food Benefits; and
- Eligibility for poverty-related Medicaid categories, as well as the Delaware Healthy Children program.

The division achieves its goals by:

- Increasing family financial independence through work supports;
- Strengthening families and encouraging personal responsibility; and
- Taking appropriate steps to manage resources.

Some of the major accomplishments include:

- Adapting to new federal rules and meeting the required TANF participation rate;
- Managing increases in both applications and approved cases for all DSS programs; and
- Receiving Food Supplement program performance bonuses.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	45,226.2	74,722.8	83,484.3
ASF	3,422.9	2,515.5	2,515.5
<b>TOTAL</b>	<b>48,649.1</b>	<b>77,238.3</b>	<b>85,999.8</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	192.2	192.2	192.2
ASF	--	--	--
NSF	199.5	199.5	199.5
<b>TOTAL</b>	<b>391.7</b>	<b>391.7</b>	<b>391.7</b>

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#### *SOCIAL SERVICES*

### *35-07-01*

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#### ACTIVITIES

- Participate in external review of quality, outcomes, timeliness of and access to services.
- Process applications for benefits, changes to benefits and periodically review benefits eligibility.
- Implement regulations that support eligibility within the context of the DSS mission and budget limitations.

- Partner with other public agencies, as well as community organizations and other businesses, to provide services to needy families.
- Create awareness of the division's programs within the community.
- Link families with other available services.
- Administer enabling services, such as child day care.
- Manage budget, fiscal, facilities and contracting activities to achieve efficiency.
- Manage automated and data management systems.
- Collect and organize data to analyze program trends and outcomes.
- Improve infrastructure to meet increased client demand with a reduced workforce.

#### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of Supplemental Nutrition Assistance program error rate	1.02	3.00	3.00
Average hourly wage for TANF job placements (\$)	8.80	9.00	9.00
% of TANF participation rate	38.8	40.0	40.0

# **HEALTH AND SOCIAL SERVICES**

## **35-00-00**

### **VISUALLY IMPAIRED**

#### **35-08-00**

#### **MISSION**

To work in partnership with Delawareans who are blind and visually impaired, empowering them to be self-sufficient.

Services provided include:

- Early diagnosis and intervention;
- Education in the least restrictive environment;
- Family and individual counseling;
- Independent living skills, training and equipment;
- Vocational training and related job placement services;
- Employment opportunities;
- Advocacy; and
- Low vision evaluation and utilization training.

#### **KEY OBJECTIVES**

- Promote health and wellbeing by reducing or eliminating all barriers to lifelong personal independence produced by the sensory disability of vision loss.
- Foster self-sufficiency by developing and administering employment and job-related training programs for persons who are blind or visually impaired.
- Protect vulnerable populations by focusing outreach efforts in underserved communities.

#### **BACKGROUND AND ACCOMPLISHMENTS**

Over 3,040 persons have been identified as either legally blind or severely visually impaired in Delaware. Services are developed and provided to three major groups of consumers: Educational age (0-21), Primary employment age (21-65) and Older Delawareans (66+).

The Division for the Visually Impaired (DVI) is organized into three primary service programs: Educational Services, Vocational Rehabilitation and Independent Living. Additionally, there are two direct employment units: Delaware Industries for the Blind (DIB) and Business Enterprise Program (BEP). Finally, there are support services, such as the Materials Center, Volunteer Services, Orientation and Mobility Services, Low Vision Services, Training Center Services, Fiscal Operations and Information System Support.

The goal of DVI is to provide instruction in the least restrictive environment. Due to the nature of the disability, DVI staff provides the majority of services in the most appropriate and effective environment, such as home, work or school.

During Fiscal Year 2011, DVI provided educational services to 256 children with visual impairments and their families through the Education program. These services, which include instruction by Certified Teachers of the Visually Impaired and early intervention by Child Youth Counselors, were provided at school, at home and in community settings.

Independent Living Services (ILS) was provided to 573 persons during Fiscal Year 2011. Areas of service provided include training on daily living skills, communication devices and low vision aids. Seventy-seven percent of those served were age 55 and older. Of those persons aged 55 and older, macular degeneration continues to be the predominant eye condition. In addition, the profile for the ILS consumer served is one who referred themselves, had at least a high school education, lived in their own residence and experienced their vision loss more than 10 years ago.

In federal Fiscal Year 2011, Vocational Rehabilitation services were provided to 248 Delawareans. Of these individuals, 53 achieved positive employment outcomes.

DVI has active volunteers assisting in the material center, in different programs, and during the education summer program. In addition, 12 inmates provide braille, and one other provides large print services through the Men with a Message program. Together, the volunteers and prisoners helped to generate approximately 10,814 pages of Braille, 110 audiotapes and 33,674 large print pages through the end of August 2011.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	3,316.8	3,075.5	3,118.2
ASF	60.5	1,161.4	1,161.6
<b>TOTAL</b>	<b>3,377.3</b>	<b>4,236.9</b>	<b>4,279.8</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	36.8	33.8	33.8
ASF	3.0	3.0	3.0
NSF	25.2	23.2	22.2
<b>TOTAL</b>	<b>65.0</b>	<b>60.0</b>	<b>59.0</b>

# **HEALTH AND SOCIAL SERVICES**

## **35-00-00**

### **VISUALLY IMPAIRED SERVICES**

#### **35-08-01**

#### **ACTIVITIES**

- Provide an education program designed to minimize the effects of a visual impairment on the academic achievements of students through the efforts of itinerant teachers and child youth counselors and the provision of textbooks and instructional materials in appropriate reading medium.
- Provide ILS to persons of all ages in the areas of adaptive training, low-tech adaptive equipment and professionally facilitated counseling.
- Provide vocational rehabilitation and support individuals age 14 and older designed to facilitate employment commensurate with life goals, skills and abilities.
- Develop and establish food service opportunities in federal, state and privately-owned buildings.
- Administer an industry employment program that allows for the development of marketable employment skills and opportunities for competitive, supportive, short- or long-term agency employment.
- Continue to grow DIB's business through seeking new venues for business outside of governmental reliance.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of successful employment outcomes*	53	55	60
\$ DIB gross receipts (millions)	2.26	2.00	2.20
\$ BEP Gross sales includes vending and cafeteria sales (millions)*	1.89	1.95	2.05
# of DVI blind/visually impaired employees	46	50	52

\*Calculated on federal Fiscal Year.

### **LONG TERM CARE RESIDENTS PROTECTION**

#### **35-09-00**

#### **MISSION**

The mission of the Division of Long Term Care Residents Protection is to promote the quality of care, safety and security of people living in long-term care facilities and ensure facilities compliance with applicable state and federal laws and regulations designed to protect these residents.

#### **KEY OBJECTIVES**

- Comply with state and federal regulations regarding the inspection and licensing of all types of long-term care facilities.
- Promptly investigate reports of abuse, neglect or financial exploitation.
- Secure criminal histories and determine fitness for employment for all individuals who work in long-term care.
- Ensure the quality of nurse aide education and certification.

#### **BACKGROUND AND ACCOMPLISHMENTS**

Long Term Care Residents Protection promotes quality of life for people living in long-term care facilities and ensures these residents are safe, secure and free from abuse, neglect and financial exploitation. This is accomplished by monitoring compliance with state and federal laws and regulations. The division also certifies long-term care facilities for Medicare and Medicaid in Delaware.

The Investigative unit of the division receives and investigates complaints from long-term care consumers and their families, providers and the general public. When misconduct is substantiated, the unit places individuals on the Adult Abuse Registry, which is available for online review.

The unit has a hotline number for reporting abuse, neglect or financial exploitation. An Investigative unit member is on-call nights, weekends and holidays to assess potentially life threatening situations.

The Investigative unit processed 7,246 reports during Fiscal Year 2011. At the end of Fiscal Year 2011, there were 229 people on the Adult Abuse Registry.

## HEALTH AND SOCIAL SERVICES

### 35-00-00

Criminal background checks are required for employees in nursing homes and other licensed facilities. During Fiscal Year 2011, a total of 3,914 new applicants were fingerprinted for state and federal criminal background checks. Of those, 29 percent had some criminal history. One percent of the total nursing home job applicant pool had a serious disqualifying criminal conviction.

The division's nurse aide responsibilities include licensing training schools, ensuring curriculum meets federal and state requirements, overseeing the testing and certification of nurse aides and maintaining the Certified Nursing Assistant (CNA) registry.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	2,674.9	2,320.2	2,358.2
ASF	--	--	--
<b>TOTAL</b>	<b>2,674.9</b>	<b>2,320.2</b>	<b>2,358.2</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	36.3	35.5	35.5
ASF	--	--	--
NSF	15.7	16.5	16.5
<b>TOTAL</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>

### **LONG TERM CARE RESIDENTS PROTECTION** **35-09-01**

#### ACTIVITIES

- License facilities annually and conduct a variety of unannounced inspections, including complaint-driven and off-hours inspections, to determine compliance with federal and state laws and regulations.
- Receive and investigate complaints of abuse, neglect, mistreatment, financial exploitation and other concerns that may adversely affect residents' health, safety, welfare or rights.
- Provide for systematic and timely notification, coordinated investigation and referral of substantiated abuse, neglect, mistreatment and financial exploitation complaints to the appropriate law enforcement agencies and the Attorney General's Office.
- Manage the Adult Abuse Registry and Certified Nursing Assistant Registry, as established by the Delaware Code and federal regulations.
- Administer appeal processes as provided in state and federal law.

- Ensure compliance with the criminal background check/mandatory drug testing law.
- Provide training for division staff, providers of long-term care services, other agencies, residents and families on applicable statutes.
- Provide educational workshops that include innovative approaches to promoting residents' quality of care and life.
- Work with other agencies to promote and advocate for residents' rights.
- Meet with individuals receiving long-term care services and their families in conjunction with licensure and enforcement activities.
- Update consumer information materials on an ongoing and as needed basis through a variety of printed and electronic means, including the division's website.
- Publicize a 24-hour, statewide toll-free hotline to receive reports of abuse and neglect complaints.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of survey reports issued within 10 days of exit	85	90	95
% of post-survey meetings completed	100	100	100
% of criminal background checks completed within four working days from time receipt of record	80	85	87
% of CNA training schools inspected during period of license	100	100	100

# HEALTH AND SOCIAL SERVICES

## 35-00-00

### CHILD SUPPORT ENFORCEMENT

#### 35-10-00

#### MISSION

To promote family independence by reducing dependency of single parent households through the collection of monetary child support payments and medical support from non-custodial parents. This mission is achieved through the effective use of paternity establishment programs, aggressive location of absent parents, expedited case processing and enforcement techniques, efficient collection and the timely distribution of child support payments.

#### KEY OBJECTIVES

- Increase the number of paternities established for Delaware children born out-of-wedlock and increase the paternity rate for children in the Division of Child Support Enforcement (DCSE) caseload.
- Increase the number and percentage of child support orders established for cases in the caseload.
- Increase the percentage of current child support collected by expanding efforts in three areas: further enhancing the initiation of income withholding orders on child support cases, devoting additional time and resources to non-custodial parent locate activities and expanding use of specialized enforcement tools.
- Increase the number of children receiving medical support from the legally responsible parent.
- Increase the percentage of cases paying child support arrears.
- Increase the overall collections on all cases.

#### BACKGROUND AND ACCOMPLISHMENTS

The Child Support Enforcement program began in 1975 to shift the fiscal responsibility for the support of children from government to those morally, legally and ethically obligated to support their children. Child support collections are an integral part of any policy to reduce poverty, strengthen families and prevent welfare dependency.

The Personal Responsibility and Work Opportunity Act (PRWORA) mandated many changes in the operation of child support programs. In addition, the elimination of the Aid to Families with Dependent Children program placed added emphasis on the child support enforcement

program and its close relationship to the TANF program that replaced it.

Under the federal Child Support Performance and Incentive Act of 1998, the basis for performance measures established by the federal Office of Child Support Enforcement (OCSE) was significantly revised during a three-year phase-in period that ended on September 30, 2002. To meet the challenge of competing with child support enforcement programs of the other states for a limited annual pool of federal incentive income funding, DCSE must maintain a concerted effort to improve its overall performance efficiency and effectiveness.

- **Child Support Collections:** During Fiscal Year 2011, DCSE collected \$96,519,085 in child support payments, which represents a 1.51 percent decrease in collections made during Fiscal Year 2010. Out of the Fiscal Year 2011 collections, DCSE returned \$5,991,354 to reimburse the state and federal governments for benefits provided to children through TANF and Foster Care programs. This represents 6.2 percent of Fiscal Year 2011 collections by DCSE. The remaining 93.8 percent of Fiscal Year 2011 child support collections was distributed primarily to custodial parents and others caring for dependent children either directly or passing through another state.
- **Customer Service Initiatives:** The division's Voice Response unit enables custodial and non-custodial parents to call the agency 24-hours a day and promptly receive current information on items, such as the date and amount the last two child support payments issued and current balance of their account, etc. The Automated Assistance Line/Voice Response unit (AAL/VRU) handled 1,404,665 phone calls during Fiscal Year 2011, for an average of more than 3,848 calls each day. This includes calls to the AAL/VRU full Spanish version.
- **New Hire Reporting:** New hire reporting requires all Delaware employers to submit to DCSE within 20 days of hire the name, home address and social security number of all of its new employees. New hire reporting is a very effective tool to efficiently locate delinquent non-custodial parents who change jobs frequently to issue income withholding orders and locate non-custodial parents to establish new cases.
- **License Suspension and Denial:** PRWORA mandated all child support enforcement agencies enter into agreements with other state licensing agencies to suspend or deny the drivers, occupational/business, professional and recreational licenses of seriously delinquent non-custodial

## HEALTH AND SOCIAL SERVICES

### 35-00-00

parents. DCSE performs automated matching to suspend licenses through the divisions of Motor Vehicles, Revenue and Professional Regulation. A total of 3,303 licenses were suspended during Fiscal Year 2011.

- Financial Institution Data Matches (FIDM):** Under PRWORA, every state child support enforcement agency was required to enter into data match agreements with all financial institutions doing business in their state. Financial institutions also have the option to join the multi-state FIDM program operated by the federal OCSE. The purpose of these agreements has been to develop and operate a data match system, which identifies the assets of seriously delinquent non-custodial parents held in financial institutions, imposes liens and levies on those accounts and undertakes the seizure of these assets. Through these efforts, the FIDM program collected \$313,120 in Fiscal Year 2011.
- Direct Deposit and Family First Card:** In July 2007, DCSE began to offer custodial parents the opportunity to have their child support payments electronically deposited into their checking, savings or credit union account. As of the end of August 2011, 12,661 clients have enrolled in direct deposit. The Family First Card, a MasterCard branded debit card, was made available in May 2010. Through August 2011, 6,971 clients now have the card. Not only do these programs result in savings for DCSE in postage, checks and envelopes, it provides a safer and more secure option for delivering child support payments to families. Presently, 19,632 clients are receiving electronic payments.
- Child Support Lien Network:** The Child Support Lien Network (CSLN) is a program which matches the delinquent payors files with over 1,100 insurers. The insurers match the delinquent payor files with their files of individuals who have personal injury and other insurance claims pending. If a match is found, the payment is levied, and the insurer forwards a lump sum payment, weekly worker's comp payments or both, to satisfy the outstanding arrears. A total of \$156,353 was collected through CSLN in Fiscal Year 2011.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	6,097.9	4,050.3	3,808.9
ASF	623.7	1,227.3	1,231.5
<b>TOTAL</b>	<b>6,721.6</b>	<b>5,277.6</b>	<b>5,040.4</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	61.4	58.8	54.0
ASF	2.5	2.5	2.5
NSF	146.2	140.8	131.6
<b>TOTAL</b>	<b>210.1</b>	<b>202.1</b>	<b>188.1</b>

#### CHILD SUPPORT ENFORCEMENT

### 35-10-01

#### ACTIVITIES

- Establish paternity.
- Locate non-custodial parents.
- Establish, modify and enforce child support orders.
- Collect and distribute child support.
- Cooperate with other states in child support related activities.

#### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of paternity establishment	81	83	85
\$ of total distributed collections (millions)	82.3	83.9	83.9
\$ of child support collection (millions)	96.5	97.9	97.9
# of states/territories with which DCSE processes electronic payments	49	51	51

# **HEALTH AND SOCIAL SERVICES**

## **35-00-00**

### **DEVELOPMENTAL DISABILITIES SERVICES**

#### **35-11-00**

#### **MISSION**

To provide leadership for a service system that is responsive to the needs of the people we support by creating opportunities and promoting possibilities.

#### **KEY OBJECTIVES**

- People are healthy and safe.
- People who require emergency residential services are adequately placed.
- Graduates of special education programs transition to adult services that meet their needs.
- Family support services meet the needs of families.
- People lead fulfilling lives.
- Resources are used efficiently and effectively.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Division of Developmental Disabilities Services (DDDS) provides supports and services to individuals with intellectual disabilities, autism, Asperger's disorder and other related developmental disabilities and their families. The division's service system is based on the principles of self-determination, person-centered services, individual control and direction and choice.

The principles of self-determination and individual control and direction of services has been incorporated into all of the division's activities and services. Approximately 98 percent of the individuals currently supported in residential services live in the community in houses, apartments and small group residences, as opposed to institutional settings. Ten years ago, 25 percent of the individuals receiving residential services lived at Stockley Center.

One of the challenges the division faces is the growth in the number of individuals found eligible for DDDS services. The total enrollment of the division has increased by 70 percent since January 2002. To manage this growth, DDDS continuously reviews and realigns its infrastructure and resources to support the expanding community services infrastructure needs.

The first step in facilitating the health and safety of the people served by the division is the development of a service plan that addresses individual support needs. Every individual in a community-based residential placement has an essential lifestyle plan that is person-centered and reviewed on a continuous basis. A Family Support Agreement is developed with individuals who are living at home with their families. This service plan is reviewed with the individual and their family at least annually or at the family's request. DDDS continues to utilize residential and day program providers through its authorized provider network system. This system provides a mechanism for creating more choices for individuals and greater accountability for providers.

An individual rate setting system is used to fund day and residential services. This system and its budgeting practices are individualized and maximize state and federal funds. It is based on objective criteria and assessment of each individual's support needs rather than on provider agency contract negotiations. The system is designed to allow individuals to have a portable rate, which empowers them to choose their own service providers. The system also ensures service providers receive fair and equitable reimbursement and ensures provider accountability for the individuals' satisfaction with the services provided.

Several years ago, the division completed its Stockley Center transition plan to ensure all residents who chose to live in the community were transitioned to community-based residential services. The residents who remain on campus are still able to benefit from the provisions of the federal *Olmstead* legislation, which says that any resident may request community placement at any time. While a resident may request a community placement whenever they so chose, they are asked if they would prefer a community-based placement at least once a year, minimally.

Significant accomplishments have been made in the following areas:

- Placed 32 individuals in need of emergency residential services between July 1, 2010 and June 30, 2011;
- Placed 99 Special School Graduates in day-service/vocational services between July 1, 2010 and June, 30 2011;
- Served 476 individuals with 32,808 hours plus 5,455 units (days/nights) of respite services between July 1, 2010 and June 30, 2011;
- Consolidated Resource Development and Management unit under Office of Professional Services;

# HEALTH AND SOCIAL SERVICES

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- Established Protection and Advocacy Team to enhance oversight of critical cases;
- Assigned a dedicated position to develop and manage a performance measure data base to enhance evidence-based decision making and business practices; and
- Established a work group with the Division of Vocational Rehabilitation to utilize targeted funding to address day-service needs of underfunded service eligibles.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	59,749.0	68,727.8	73,486.0
ASF	1,138.0	5,214.0	5,215.3
<b>TOTAL</b>	<b>60,887.0</b>	<b>73,941.8</b>	<b>78,701.3</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	569.0	551.0	563.0
ASF	1.0	1.0	--
NSF	3.0	3.0	3.0
<b>TOTAL</b>	<b>573.0</b>	<b>555.0</b>	<b>566.0</b>

## ADMINISTRATION

### 35-11-10

### ACTIVITIES

#### Financial and Business Operations

- Manage financial operations, including budget development and administration, contract development and monitoring, maximization of federal revenues and the cost-effectiveness of services delivered.
- Administer benefit programs for individuals in residential programs to include management of the Home and Community-Based Service (HCBS) waiver program.
- Manage DDDS's information systems and ensure the advancement of technologies for efficient operations.
- Ensure and enforce compliance with applicable laws and regulations within First State Financials.

#### Professional Services

- Operate DDDS's Resource Development and Management unit.
- Monitor and evaluate progress in the implementation of the division's strategic plan.

- Provide consultation and technical assistance for special and complex cases.
- Operate DDDS's Intake/Applicant Services unit.
- Write and manage grants.

### Training and Professional Development

- Develop and deliver a wide array of intellectual/developmental disabilities-related training programs.
- Coordinate and support employee participation in personal, professional and technical development courses and seminars.
- Facilitate an improved training/communication plan with consumers, families, employees, providers and advocates focusing on self-directed services.

### Quality Assurance

- Continuously monitor the status of DDDS programs to assess compliance with applicable laws, regulations and policies.
- Provide ongoing regulatory oversight of health and safety activities and systems at Stockley Center and throughout Community Services.
- Conduct annual certification reviews of community-based day and residential programs, including assisting the Division of Long Term Care Residents Protection in the licensing of the division's neighborhood homes.
- Conduct routine surveys to assess individual, family, staff and other stakeholder satisfaction with programs, services and supports.
- Conduct and manage the division's continuous quality improvement program.

### PERFORMANCE MEASURE

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of service recipients that report being satisfied with their services	97.8	98.5	99.0

## STOCKLEY CENTER

### 35-11-20

### ACTIVITIES

- Operate a 54-bed residential facility with both skilled and ICF/MR beds.
- Operate a 17-bed residential ICF/MR unit.
- Operate a 15-bed assisted living unit for individuals with Alzheimer's disease or dementia.
- Comply with ICF/MR regulations to maintain the federal certification to obtain Medicaid funding.

## HEALTH AND SOCIAL SERVICES

### 35-00-00

- Comply with State Nursing Home regulations to maintain state licensing status.
- Operate an integrated quality assurance program to ensure regulatory compliance.
- Ensure the development of a person-centered service delivery system, which provides for individual choice of residential living options.
- Provide comprehensive health services to include medical, dental, nursing, psychological and other ancillary services.
- Provide work and activities programs that provide residents with employment, recreation, leisure and social opportunities.
- Maintain an environment that safeguards the health and safety of residents.
- Maintain the infrastructures and utilities necessary for campus services.
- Continue to provide short-term respite and rehabilitation for people receiving services from DDDS, so they can return to the community.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of compliance with state and federal licensing and certification regulations.	100	100	100

## **COMMUNITY SERVICES**

### **35-11-30**

#### **ACTIVITIES**

- Revise systems and realign infrastructure to support community-based, self-directed day and residential services.
- Develop service options and resources that better meet the needs of individuals living at home and with their families.
- Develop greater residential service options to meet the increasing non-group home preferences of consumers.
- Encourage day service providers to focus more resources on supported and competitive employment.
- Work with all stakeholders to increase educational and systems-training opportunities for consumers, families, advocates and staff.
- Continue to offer assistive technology supports, services and equipment to consumers.
- Ensure compliance with HCBS waiver program criteria.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of Plans of Care in which needs and preferences are aligned with services and supports	83.7	85.0	90.0
% of service recipients for whom the type and duration of respite services match their respite requests	99.997	100	100
# of residential placements	42	75	75
% of residential placements that were emergencies	76	63	56
% of Early Start to Supported Employment participants who are employed at the time of graduation	20.4	30.4	40.4

# HEALTH AND SOCIAL SERVICES

35-00-00

## STATE SERVICE CENTERS

35-12-00

### MISSION

To provide easy access to human services, assist vulnerable populations maintain self sufficiency, support communities and promote volunteer and service opportunities.

### KEY OBJECTIVES

- Provide services and resources to those individuals and families in greatest need.
- Effectively use public and private resources to mitigate the causes and conditions of poverty in Delaware.
- Coordinate volunteer and community service opportunities for all ages.
- Increase access to information regarding services via effective communication networks and increased technological capacity.

### BACKGROUND AND ACCOMPLISHMENTS

The Division of State Service Centers (DSSC) provides direct client services to low-income and vulnerable populations, administers state and federal funds to assist low-income persons and households and coordinates volunteer activities. The division is structured as four units:

- Family Support Services provides programs and services that serve as a safety net for individuals and families in crisis or in need of supportive services;
- State Office of Volunteerism administers volunteer and service activities for all ages;
- Office of Community Services administers statewide and federal programs for low-income and homeless persons; and
- Administration leads and manages the division and includes the Office of the Director and fiscal operations.

During Fiscal Year 2011, the division's accomplishments included:

- **Emergency Assistance:** Emergency assistance for rent, utilities and emergency shelter was provided to 15,480 clients under the Community Resource and Assistance program. An additional 8,364 clients were served through the use of Emergency Assistance Services funds, and 177 clients received

assistance through the Needy Family Fund. The Kinship Care program assisted 134 caregiver households, Medical and Diabetes Funds assisted 1,004 and Utility Fund assisted 4,597.

- **Family Visitation:** Visitation centers provide safe, neutral settings where children can maintain or re-establish a relationship with a non-custodial parent. The visitation centers served 362 unduplicated families by providing 1,841 monitored exchanges, 1,844 supervised individual visitations and 1,935 group visitations.
- **Adopt-A-Family:** During the holiday season, 1,980 individuals were served by Adopt-A-Family, and an additional 573 households were served throughout the year. In addition, 4,433 students were assisted with school supplies.
- **Homeless Shelter Services:** State Emergency and Transitional Housing funds supported contracts with 14 emergency and transitional shelter agencies with approximately 599 beds and assisted 4,402 homeless individuals. Of those who received shelter services, 1,061 individuals successfully departed to stable housing, and 7,414 individuals were not able to be housed.
- **Community Services Block Grant (CSBG):** CSBG funded a range of anti-poverty services, including comprehensive case management, training, emergency services and community development to 22,584 individuals and 12,527 families where 46 percent of those served were from poor working families or receiving unemployment benefits, and 34 percent served were in severe poverty at or below 50 percent of the federal poverty rate.
- **Food and Nutrition Program:** Sixty nonprofit agencies reporting to the Food Bank of Delaware distributed food 63,977 times to households through food closets and mobile pantry programs in Delaware, including food closets at the State Service Centers.
- **Senior Volunteer Programs:** The Retired or Senior Volunteer program (RSVP) provides opportunities for people age 55 and older to apply their life experience to community needs. Volunteers are recruited to help serve in the areas of health and human services, education, environment and public safety. In New Castle and Sussex counties, 2,247 seniors contributed 443,617 hours of volunteer service at nonprofit and governmental agencies. The statewide Foster Grandparent program placed 270 seniors, including 15 males.

## HEALTH AND SOCIAL SERVICES

**35-00-00**

- AmeriCorps:** This program offered members the opportunity to give back to their community through enhancing Delaware state park services, educating teens to prevent pregnancy, mentoring, serving in after school programs and intergenerational programming.
- Volunteer Delaware:** This program served Delawareans through 814 direct volunteer referrals and 15,300 outreach contacts, provided technical assistance to 504 agencies and organized training sessions for volunteer coordinators. Additionally, 181 students received an elective school credit through the Delaware Volunteer Credit program. Volunteer Delaware and the website for volunteer referrals received 34,946 hits.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	10,704.4	10,363.2	10,485.3
ASF	302.0	663.1	663.1
<b>TOTAL</b>	<b>11,006.4</b>	<b>11,026.3</b>	<b>11,148.4</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	103.1	100.6	104.3
ASF	--	--	--
NSF	22.5	22.0	16.3
<b>TOTAL</b>	<b>125.6</b>	<b>122.6</b>	<b>120.6</b>

### SERVICE CENTER MANAGEMENT

**35-12-20**

### ACTIVITIES

- Provide program and facility oversight, training, planning and evaluation and emergency management for the division.
- Provide fiscal management and financial monitoring.
- Provide technical support to improve service delivery.

### PERFORMANCE MEASURE

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of State Service Center client visits	687,976	728,651	735,000

### COMMUNITY SERVICES

**35-12-30**

### ACTIVITIES

- Administer the Community Services Block Grant, state funds for Emergency/Transitional Housing Site Operations, Emergency Housing Assistance Fund and state funds for Community Food programs.
- Facilitate community development outreach in collaboration with the First State Community Action Agency.
- Perform program planning, monitoring and evaluation.
- Provide one-stop service access for clients through the management of 15 state service centers.
- Partner with other state and nonprofit agencies to improve accessibility to programs for vulnerable Delawareans.
- Provide direct support services, including Emergency Assistance Services, Community Resource Assistance Services, Emergency Food and Shelter program, Adopt-A-Family and Family Visitation.
- Monitor client satisfaction and service use through surveys and other reliable instruments to measure accessibility to services, client satisfaction and appropriateness of service mix.
- Provide a safe and secure environment for children to develop or maintain a positive relationship with their non-custodial parent through visitation centers housed in state service centers.

### PERFORMANCE MEASURE

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of clients accessing emergency food	63,977	70,000	75,000

### VOLUNTEER SERVICES

**35-12-40**

### ACTIVITIES

- Administer the AmeriCorps National Service program, AmeriCorps\*VISTA program, Volunteer Resource Center, Foster Grandparents program and Retired Senior Volunteer programs.
- Help state and nonprofit agencies better meet their objectives by implementing volunteer programs through technical assistance, training, public relations and assistance with volunteer recognition programs.

# **HEALTH AND SOCIAL SERVICES**

## **35-00-00**

- Recognize the contributions of volunteer youth and adults in annual events.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of RSVP volunteers	2,247	2,264	2,200
# of RSVP volunteer hours	443,617	429,934	425,000
# of active foster grandparents	270	285	285

# **SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES**

## **35-14-00**

### **MISSION**

The mission of the Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) is to maintain and improve the quality of life for residents of Delaware who are at least 18 years of age with physical disabilities or who are elderly.

### **KEY OBJECTIVES**

#### **Promote Health and Wellbeing**

- Establish and advance partnerships with other state and community-based agencies to promote and support the independence, health and wellbeing of older persons and adults with physical disabilities.

#### **Foster Self-Sufficiency**

- Coordinate the delivery of home and community-based services, such as nutrition programs, personal care programs and respite care programs that promote constituents' independence, including administering HCBS waiver programs for older persons and adults with physical disabilities.

#### **Protect Vulnerable Populations**

- Advocate for the rights of vulnerable older persons and adults with physical disabilities, including working toward providing constituents the least restrictive living environment possible. Provide skilled and intermediate nursing care for those who cannot be served in other settings.

#### **Ensure Access to Services**

- Provide streamlined access to information and services for older persons and individuals with disabilities.

### **BACKGROUND AND ACCOMPLISHMENTS**

DSAAPD was established over 40 years ago as the Division of Aging. In 1994, the division was expanded to include services for adults with physical disabilities. DSAAPD serves as Delaware's state unit on Aging and coordinates a broad range of services for older persons and adults with physical disabilities in Delaware.

Funding sources for the division include the Administration on Aging (through the Older Americans Act), CMS (through HCBS waiver programs) and Social

## HEALTH AND SOCIAL SERVICES

### 35-00-00

Services Block Grant. Additionally, DSAAPD pursues and manages research and demonstration grants from various sources as they become available.

In October 2010, DSAAPD launched the Delaware Aging and Disability Resource Center (ADRC). The ADRC streamlines access to information and services, provides options counseling and supports proactive care transition planning for older Delawareans and adults with physical disabilities.

People can access the ADRC by using the call center or searching for services on the Delaware ADRC website. Starting in Fiscal Year 2013, the ADRC call center will be available 24 hours per day, 7 days per week.

The ADRC is currently partnering with Delaware hospitals on a community-based care transition initiative funded by the Affordable Care Act. The goal of the initiative is to reduce hospital readmissions for Medicare recipients. If the application is successful, the ADRC will be able to draw down revenue from CMS for successful hospital discharges.

In January 2011, the operations of the three state long-term care facilities, Governor Bacon, Emily P. Bissell and Delaware Hospital for the Chronically Ill, was transferred from DPH to DSAAPD. The integration of the facilities into DSAAPD created a single point of access to nursing home and community-based long-term care services.

In February 2011, DSAAPD started a Nursing Home Diversion program. The program extends community living for individuals who are in the community or in the hospital and are seeking admission to one of the State's long-term care facilities and support the state facility census reduction plan for state Fiscal Year 2013.

DSAAPD continues to work with DMMA on the implementation of the Money Follows the Person (MFP) initiative. MFP supplemental administrative grant funds are being used to strengthen the capacity of the ADRC to support the MFP program in its statewide long-term care rebalancing efforts.

Finally, DSAAPD continues to use both print and Internet media to provide information and support to Delawareans on a range of topics. The popular *Guide to Services for Older Delawarean and Persons with Disabilities* is available in English and Spanish, while the agency also makes available guides titled *How to Select Long Term Care* and *Delaware's Legal Handbook for Grandparents and Other Relatives Raising Children*.

<b>FUNDING</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	16,666.0	58,615.3	59,489.3
ASF	1,201.8	4,274.3	4,214.1
<b>TOTAL</b>	<b>17,867.8</b>	<b>62,889.6</b>	<b>63,703.4</b>

<b>POSITIONS</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	63.0	825.5	810.5
ASF	1.5	1.0	1.0
NSF	53.7	50.6	49.3
<b>TOTAL</b>	<b>118.2</b>	<b>877.1</b>	<b>860.8</b>

### **SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES**

#### **35-14-01**

#### **ACTIVITIES**

- Operate the ADRC.
- Facilitate the delivery of statewide waiver and non-waiver services and programs that help address the physical, emotional, safety and life-skills needs of older persons and adults with physical disabilities.
- Administer contracts for key home and community-based care services that are fundamental to the needs of older persons and adults with physical disabilities.
- Provide respite services for caregivers who look after older persons or adults with physical disabilities, as well as for older persons who are caring for children.
- Protect and advocate for vulnerable, at-risk adults in institutions and in the community.
- Organize and/or participate in outreach efforts that educate the community on the services available for older persons and adults with physical disabilities.
- Communicate and partner with advisory councils, advocacy groups, provider coalitions, service providers and government agencies.

#### **PERFORMANCE MEASURE**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of all applicants diverted from state long-term care facilities	69	73	75

*Note: Diverted applicants are using home and community-based services or have entered a private facility.*

# HEALTH AND SOCIAL SERVICES

## 35-00-00

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### **DELAWARE HOSPITAL FOR THE CHRONICALLY ILL**

**35-14-20**

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#### **ACTIVITIES**

- Operate a 152-skilled bed nursing facility, including a 25-bed secure care unit for cognitively impaired residents who are high risk for wandering.
- Accept/admit referrals from ADRC for residents whose care needs can no longer be maintained with the support of available community-based services.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Admit patients from DPC whose psychiatric needs are stabilized and deemed appropriate for nursing home care.
- Operate an integrated continuous quality improvement program.
- Operate a Central Intake unit for long-term care facilities within DSAAPD.
- Provide financial management for resident trust funds and revenue managements.
- Maintain utilities and infrastructure for other state agencies and contractors that operate on campus.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	78	90	91

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### **EMILY BISSELL**

**35-14-30**

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#### **ACTIVITIES**

- Operate a 63-skilled bed nursing facility.
- Accept/admit referrals from the Aging and Disabled Resource Center for residents whose care needs can no longer be maintained with the support of available community-based services.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Admit patients from DPC whose psychiatric needs are stabilized and deemed appropriate for nursing home care.
- Operate an automated system for interdisciplinary care planning and documentation, timekeeping, accounts receivable and patient census tracking.

- Provide support to community-based long-term care services.
- Maintain utilities and infrastructure for other agencies that operate on campus.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	95.2	96.0	97.0

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### **GOVERNOR BACON**

**35-14-40**

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#### **ACTIVITIES**

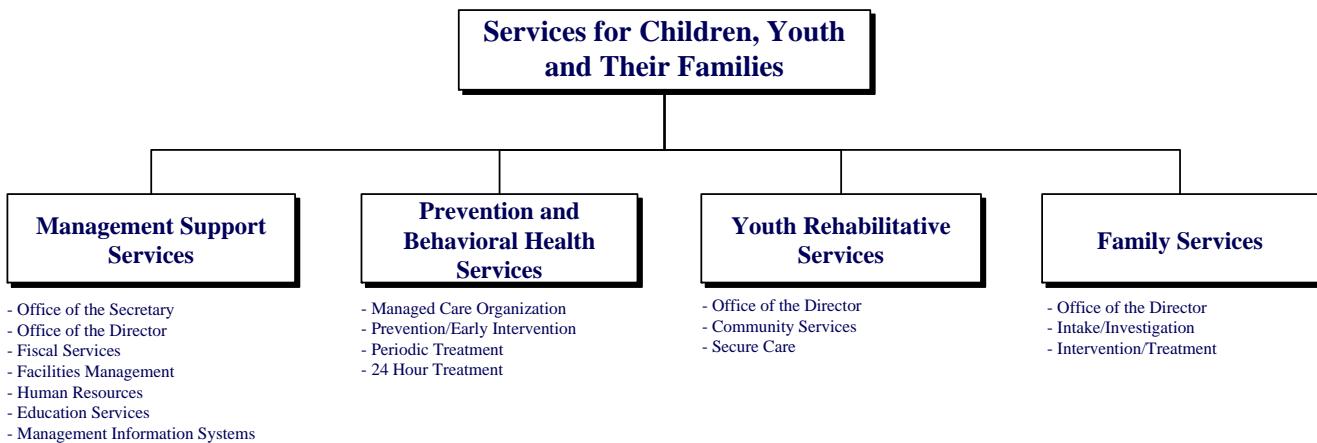
- Operate a 74-bed nursing facility.
- Accept/admit referrals from ADRC for residents whose care needs can no longer be maintained with the support of available community-based services.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Admit patients from DPC whose psychiatric needs are stabilized and deemed appropriate for nursing home care.
- Operate an integrated, continuous quality improvement program.
- Operate an automated system for interdisciplinary care planning and documentation, timekeeping accounts receivable, patient census tracking and inventory management.
- Maintain utilities and infrastructure for other state agencies and contractors that operate on campus.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	95.2	96.0	97.0

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00



### MISSION

To assist children, youth and families in making positive changes through services that support child and public safety, behavioral health and individual, family and community well-being.

### GOALS

The primary goals of the Department of Services for Children, Youth and Their Families (DSCYF) are:

- To ensure the safety of children, youth and the public from abuse, neglect, dependency, self harm, substance abuse, crime or violence by youth and institutional abuse by adults with criminal and/or child abuse histories; and
- To provide positive outcomes for children and youth through reunification with families, timely achievement of permanency, achievement of the most appropriate level of functioning and behavioral adjustment, reduced recidivism or return to service and prevention services and to avoid entering or re-entering the department's mandated services.

### KEY OBJECTIVES

- Family Services include investigation of alleged abuse, neglect or dependency, out-of-home placement as necessary, in-home treatment and adoption. The goals of family services include a reduction of re-abuse, timely reunification with family when appropriate, timely achievement of permanency either through adoption, guardianship or long-term foster care and child and family well-being.
- Juvenile Justice Services include detention, institutional care, probation and aftercare services

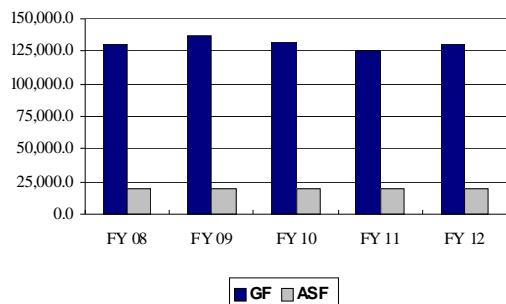
consistent with adjudication. The goal of juvenile justice services is reduced recidivism rates.

- Child Behavioral and Mental Health Services include drug and alcohol treatment, crisis services, outpatient treatment, intensive outpatient treatment, day treatment and residential mental health treatment. DSCYF strives to provide accessible, effective behavioral and mental health services for children in collaboration with families and service partners. The goal of these services is to enable children and caregivers achieve the highest potential level of functioning and behavioral adjustment in the least restrictive environment possible.
- Prevention and Early Intervention Services include training, public education and contracted services to prevent child abuse, neglect, dependency, juvenile delinquency and drug and alcohol abuse among children and youth. Programs linking families with community resources to help reduce the risk of abuse and neglect are provided with funds authorized through the Safe and Stable Families Act. The goal of prevention services is to prevent entry or re-entry in one or more of the DSCYF's core services.
- Child Care Licensing Services monitor, regulate and license all child care facilities where regular child care services are provided by adults unrelated to the child and for which the adults are compensated. It also provides criminal history and/or Child Protection Registry checks for all DSCYF employees, foster care parents, adoptive parents, client services, licensed child care providers and their employees, licensed child care provider household members and health care and public school employees with direct access to children or vulnerable adults.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### Five-Year Appropriation History



### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	120,677.6	130,686.6	133,945.4
ASF	20,239.0	19,345.4	19,711.7
<b>TOTAL</b>	<b>140,916.6</b>	<b>150,032.0</b>	<b>153,657.1</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	989.6	993.6	994.5
ASF	98.5	98.5	98.5
NSF	114.7	116.7	115.8
<b>TOTAL</b>	<b>1,202.8</b>	<b>1,208.8</b>	<b>1,208.8</b>

### FY 2013 BUDGET HIGHLIGHTS

#### **OPERATING BUDGET:**

- ◆ Recommend \$920.0 in Contractual Services to support increased utilization of inpatient and outpatient children's mental health services.
- ◆ Recommend \$750.0 in Child Welfare to implement differential response.
- ◆ Recommend \$607.4 in Contractual Services to reflect a provider increase.
- ◆ Recommend \$200.0 ASF in Contractual Services to support the community centers extended hours program.

#### **CAPITAL BUDGET:**

- ◆ Recommend \$4,700.0 for the development of a new Family and Children Tracking System (FACTS II), which will track client service history.
- ◆ Recommend \$833.4 for the Minor Capital Improvement and Equipment program to improve the safety and environmental conditions of facilities.

- ◆ Recommend \$200.0 for the Maintenance and Restoration program to maintain agency buildings and provide for necessary repairs.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### MANAGEMENT SUPPORT SERVICES

#### 37-01-00

#### MISSION

To support those helping children and families and deliver excellence in educational services.

#### KEY OBJECTIVES

- Improve department fiscal management.
- Provide direction in information management and continue to enhance the use of the Family and Child Tracking System (FACTS) as a management tool.
- Provide leadership in tracking performance measures aligned with departmental goals and objectives in department programs and contracted client services.
- Maximize cost recovery revenue.
- Provide educational programs that enable students to continue learning while in department schools.
- Improve internal customer satisfaction.

#### BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2011, the accomplishments of Management Support Services included:

- The Cost Recovery Unit (CRU) exceeded the Fiscal Year 2011 cost recovery revenue goal;
- The Client Eligibility Unit within CRU eliminated the backlog of Title IV-E determinations;
- The Fiscal Services Unit met all the monthly reconciliation requirements and completed the annual Generally Accepted Accounting Practices using the new First State Financials system;
- Consolidated training activities within the Human Resources, Center for Professional Development and developed a webpage to communicate training opportunities to staff;
- Managers conducted a drill to test the division's Continuity of Operations Planning preparations; and
- Five students completed a Public Allies pilot program that provided experiential job training.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	15,730.3	17,568.3	17,537.6
ASF	2,128.2	2,478.6	2,521.8
<b>TOTAL</b>	<b>17,858.5</b>	<b>20,046.9</b>	<b>20,059.4</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	150.9	162.4	162.8
ASF	26.1	25.1	25.1
NSF	18.6	15.6	15.2
<b>TOTAL</b>	<b>195.6</b>	<b>203.1</b>	<b>203.1</b>

#### OFFICE OF THE SECRETARY

#### 37-01-10

#### ACTIVITIES

- Guide inter-governmental/departmental relations.
- Guide policy and program development.
- Manage constituent/media relations and departmental communications.
- Coordinate inter-divisional programs and services.
- Coordinate inter-departmental and inter-agency relationships and activities.
- Resolve issues in service delivery.
- Establish and nurture departmental culture.
- Coordinate departmental legal consultation.
- Coordinate the Executive Advisory Council.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of YRS/PBHS contracted community-based expenditures of total contracted expenditures	53.4	54.0	54.0
% of children returned to DSCYF service within 12 months of case closure	30.2	26.0	26.0
% of children in DSCYF out-of-home care	14.2	12.0	12.0
% of children and youth in community-based services for six months with more than five consecutive days in out-of-home care during the following 12 months	9.8	10.0	10.0

#### OFFICE OF THE DIRECTOR

#### 37-01-15

#### ACTIVITIES

- Develop and oversee the division's operations and policies.
- Coordinate departmental budget development.
- Coordinate strategic planning, monitoring and evaluation.
- Monitor and evaluate the division's programs.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

- Oversee divisional quality improvements.
- Provide case management and quality assurance oversight.
- Ensure intra- and inter-agency cooperation and coordination.
- Plan, coordinate and implement staff training.
- Oversee information systems operations.
- Coordinate development of divisional and departmental management improvements.
- Manage contracts and grants.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of annual revenue goal achieved	110.8	100.0	100.0

## FISCAL SERVICES

### 37-01-20

### ACTIVITIES

- Develop financial planning and fiscal policy.
- Manage federal budget analysis and cash management.
- Determine grant eligibility.
- Determine and process cost recovery claims.
- Support state/federal fiscal reporting.
- Manage cost allocation plan operations.
- Provide budget analysis and support to divisions.
- Manage accounts payable/receivable.
- Oversee purchasing activities.
- Oversee client payment operations.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of requisitions/purchase orders processed within time standards	*	95	95
% of vendor payments processed within time standards	*	95	95

\*Suspended for Fiscal Year 2011 due to FSF implementation.

## FACILITIES MANAGEMENT

### 37-01-25

### ACTIVITIES

- Maintain facilities and grounds.
- Oversee facilities/construction management.
- Provide capital improvement planning and administration.

- Oversee safety, emergency and security planning, policy and procedures.
- Manage fleet services.
- Oversee records management.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of work orders completed within established time standards	83	90	90

## HUMAN RESOURCES

### 37-01-30

### ACTIVITIES

- Oversee staff recruitment/retention activities.
- Develop labor relations policy.
- Maintain records for the Payroll Human Resource Statewide Technology system.
- Provide professional/career development.
- Ensure compliance with affirmative action and the Americans with Disabilities Act.
- Oversee payroll and benefits administration.
- Support new employee orientation.
- Provide administrative support for the employee performance review and continuous feedback process.
- Provide employee relations communications.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days to fill vacancies for recruited positions (average)	46	34	34

## EDUCATION SERVICES

### 37-01-40

### ACTIVITIES

- Provide student assessment and instructional services.
- Offer student support and school transition services.
- Oversee internal compliance/standards monitoring.
- Provide technical assistance and consultation.
- Oversee program/student outcomes evaluation.
- Provide school-based administrative leadership.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of parents involved and responsive to their child's education while placed in an agency school	86	80	85
% of students in an agency school for six months or more that increases their academic performance on a standardized achievement test:			
Mathematics	53	49	58
Reading	51	53	56

### MANAGEMENT INFORMATION SYSTEMS

**37-01-50**

### ACTIVITIES

- Oversee information systems development and support.
- Provide multi-media support, computer training, help desk support, network and personal computer support and telecommunications support.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of time FACTS is available during regular working hours	100	100	100

## PREVENTION AND BEHAVIORAL HEALTH SERVICES

### 37-04-00

### MISSION

Collaborating to offer effective child and family centered prevention, early intervention and treatment services.

### VISION

Resilient children and families living in supportive communities.

### KEY OBJECTIVES

- Maintain an integrated approach to treatment and services in the Division of Prevention and Behavioral Health Services (DPBHS).
- Continue to operate an accessible, publicly managed behavioral health care system that integrates behavioral and/or mental health and substance abuse treatment for departmental children who are eligible for Medicaid, the Children's Health Insurance Program (CHIP) or are uninsured.
- Promote children's behavioral and mental health to achieve measurable improvements in a child's functioning in the home, school and community.
- Engage parents and caregivers of children in care as full partners.

### BACKGROUND AND ACCOMPLISHMENTS

Accomplishments of DPBHS include:

- Partnering with Medicaid since 1996 to operate a public managed care organization for children's behavioral health care using a professional team approach to ensure quality care;
- Continuing to improve access to DPBHS's behavioral health care services for children who are eligible for Medicaid, CHIP or are uninsured;
- Disseminating and using evidence-based and research-based treatment practices in the public child behavioral healthcare system;
- Completing a three-year \$1.5 million grant to reduce negative behaviors and enhance resiliency in youth ages 10 to 24 most at-risk for suicide;
- Obtaining a new \$1.5 million Substance Abuse and Mental Health Services Administration grant for Suicide Prevention, which focuses on middle school students, school staff, parents and caregivers; and

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

- Maintaining accreditation of the state-staffed Terry Children's Psychiatric Center and the Silver Lake Treatment Consortium.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	28,299.2	29,221.3	30,859.8
ASF	13,549.0	12,284.3	12,530.3
<b>TOTAL</b>	<b>41,848.2</b>	<b>41,505.6</b>	<b>43,390.1</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	196.8	195.8	195.8
ASF	26.5	26.5	26.5
NSF	62.0	66.0	66.0
<b>TOTAL</b>	<b>285.3</b>	<b>288.3</b>	<b>288.3</b>

## MANAGED CARE ORGANIZATION

**37-04-10**

### ACTIVITIES

- Manage intake and assessment.
- Provide clinical services management.
- Administer the provider network for the statewide DPBHS children's behavioral health services system.
- Provide training in evidenced-based clinical treatment practice for community therapists who treat children and their families.
- Support continuous quality improvement processes.
- Manage data collection, information monitoring and analysis.
- Provide child-specific and program consultation for the department.
- Disseminate information to communities and organizations that promotes children's mental health and informs the public about Delaware's public children's behavioral health system.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of parents satisfied with behavioral health services	88	90	90
% timeliness for intake dispositions: emergencies - same day service routine - within two working days	78	85	85
	74	90	90

## PREVENTION/EARLY INTERVENTION

**37-04-20**

### ACTIVITIES

- Provide community-based training, public education and consultation services to prevent child abuse and neglect, family violence and instability, youth suicide, delinquency and drug and alcohol abuse among children and youth.
- Assist community-based organizations in assessing local needs, building programs, managing local resources and coordinating local prevention efforts.
- Manage school-based early intervention programs to help at-risk students, their siblings and families.
- Collaborate with the Divisions of Family Services and Youth Rehabilitative Services to identify and provide services to siblings of children in care.
- Provide community-based family support and preservation services.
- Promote training and services to promote health and well-being to strengthen children, families and communities.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of children in the K-5 Early Intervention Program improving or maintaining the following, six months after program entry: acceptable behaviors		85	80
acceptable school performance	83	80	80

## PERIODIC TREATMENT

**37-04-30**

### ACTIVITIES

- Provide Child Priority Response, a crisis response/intervention service that includes crisis beds for diversion from psychiatric hospitals.
- Provide family-centered, community-based outpatient mental health and substance abuse treatment.
- Provide intensive, home-based outpatient mental health and substance abuse treatment.
- Provide mental health and substance abuse day treatment.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of identified clients presenting in crisis treated without hospital admissions	86	85	85
% of identified clients successfully completing intensive outpatient mental health services	74	65	65

### 24 HOUR TREATMENT

**37-04-40**

### ACTIVITIES

- Provide residential mental health and substance abuse treatment services.
- Provide community-based, 24-hour mental health residential treatment services and therapeutic group care.
- Provide inpatient psychiatric hospital treatment.
- Manage individual residential treatment homes.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of hospital readmissions within 30 days of discharge	16	10	10
% of inpatient hospital expenditures as total of all treatment expenditures	13.2	7.0	7.0

### YOUTH REHABILITATIVE SERVICES

**37-05-00**

### MISSION

To support public safety and positive change of children, families and communities through guidance, education and empowerment.

### VISION

The Division of Youth Rehabilitative Services (YRS) will set the standard for excellence in juvenile justice.

### KEY OBJECTIVES

- Recognize the needs of youth to direct services toward fulfilling those needs through intra-departmental collaboration and community organizations.
- Monitor and track the progress of youth who receive YRS services through case management and recidivism rates.
- Maintain American Correctional Association (ACA) accreditation at the Ferris School, New Castle County Detention Center and Stevenson House Detention Center.
- Control institutional overtime and casual/seasonal payroll expenditures by effectively managing workforce requirements.

### BACKGROUND AND ACCOMPLISHMENTS

**Juvenile Justice Collaborative (JJC):** The JJC was organized in 2009 under the leadership of DSCYF Secretary Vivian Rapposelli and Family Court Chief Judge Chandlee Kuhn. JJC works in partnership with the Annie E. Casey Foundation as a replication site for the Juvenile Detention Alternatives Initiative (JDAI). The primary goal is to improve the effectiveness and efficiency of Delaware's juvenile justice system. Current initiatives include:

- Restructuring YRS Community Services;
- Establishing a formal effort to address disproportionate minority contact within the juvenile justice system;
- Reducing the school to juvenile justice pipeline;
- Improving data collection and analysis; and
- Developing legislation to support and sustain juvenile justice reforms.

## SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

### 37-00-00

Since becoming a JDAI replication site, Delaware has significantly reduced the instances of inappropriate and unnecessary detentions and strengthened agency and community partnerships statewide.

**Detention Population Reductions:** Various initiatives have resulted in a decrease in the detention center populations. The combined average population of the two detention centers decreased from 116 in Fiscal Year 2009 to 80 in Fiscal Year 2011.

**Creation of Pre-Trial and Low Level Services Region:** A new Pre-Trial and Low Level Services Region was established to manage three units. The Pre-Trial Services Unit oversees detention center and pre-trial cases, the Assessment and Monitoring Unit serves as a clearinghouse for initial assessments and the Family Court Liaison Unit.

**Providers to Serve Low to Moderate Risk Offenders:** Community Services has contracted with community-based providers to supervise and provide case management services for youth with a low to moderate risk of re-offending. This allows YRS to dedicate staff resources to higher risk youth.

**Enhanced Violation of Probation (VOP) Review Process:** Community Services developed and implemented a sanctions matrix and VOP review process to ensure consistent sanctioning to promote compliance and uniform decision-making in regard to filing VOP requests. Community Services and the courts implemented an electronic procedure for filing VOP requests in New Castle and Sussex counties to improve efficiencies.

**Comprehensive Approaches to Sex Offender Management Grant:** Community Services received a second Center for Sex Offender Management grant to provide training for DSCYF and community partners related to trends, issues and effective interventions for youth with inappropriate sexual behaviors.

**Reduction of Youth in Out-of-State Residential Placements:** The average number of youth in out-of-state contracted residential placements decreased from 113 in Fiscal Year 2008 to 56 in Fiscal Year 2011 due to Family Court's agreement with YRS placement recommendations.

**Secure Care Facilities ACA Re-accreditation:** New Castle County and Stevenson House Detention Centers and Ferris School were successfully audited by ACA.

**Stevenson House Opens Dental Operatory:** Stevenson House contracted with a dentist and a dental hygienist to perform on site services once a week. Residents at Stevenson House now receive on-site services, without

disrupting educational programming or needing secure travel arrangements to community dental offices.

**Surveillance Cameras Installed in Grace, Snowden, and Mowlds Cottages:** Surveillance cameras were installed in all three cottages this past fiscal year. The cameras will improve safety and security for both staff and residents.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	36,431.2	40,113.3	40,578.3
ASF	1,228.9	2,025.1	2,053.2
<b>TOTAL</b>	<b>37,660.1</b>	<b>42,138.4</b>	<b>42,631.5</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	353.6	350.1	350.1
ASF	22.0	23.0	23.0
NSF	2.0	4.0	4.0
<b>TOTAL</b>	<b>377.6</b>	<b>377.1</b>	<b>377.1</b>

#### OFFICE OF THE DIRECTOR

##### 37-05-10

#### ACTIVITIES

- Ensure intra- and inter-agency cooperation and coordination.
- Direct division operations and develops policy.
- Manage budget and fiscal operations.
- Monitor and evaluates division programs.
- Comply with mandates in providing core services.

#### COMMUNITY SERVICES

##### 37-05-30

#### ACTIVITIES

- Assess the type and quantity of alternative, probation and aftercare services needed to serve delinquent youth who do not require secure incarceration.
- Provide case management and monitoring for youth on probation or aftercare or being served in alternative programs and/or secure care.
- Maintain program censuses and coordinates fiscal control of contract usage with Division of Management Support Services.
- Provide assessment and case planning, consistent with the Dispositional Guidelines for Juveniles, for seriously delinquent youth and their families.

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

- Maintain youth in the least restrictive environment through the Placement Authorization Committee.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of Level IV recidivism	*	30	30
% of initial probation contacts on time	89	100	100
% of ongoing probation contacts on time	94	100	100

\*The Level IV recidivism rate is currently unavailable.

### SECURE CARE

## 37-05-50

### ACTIVITIES

- Provide secure detention for preadjudicated youth.
- Provide 24-hour custodial care and treatment in a staff-secure, gender-specific residential setting for adjudicated youth.
- Provide appropriate education, treatment, counseling, recreation, vocational training, medical care and family-focused case management for youth in secure residential facilities.
- Maintain ACA accreditation for secure care institutions.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of Ferris School recidivism	*	35	35

\*The Level V recidivism rate is currently unavailable.

### FAMILY SERVICES

## 37-06-00

### MISSION

To promote the well-being and safety of children and their families through prevention, protection and permanency.

### KEY OBJECTIVES

The safety and protection of a child is the paramount priority of the Division of Family Services (DFS). As such, the division strives to ensure:

- At-risk children are safe from abuse, neglect and exploitation;
- Inter-divisional planning and coordination of services for children and families;
- Professional development of all staff to provide quality service;
- Quality assurance activities are thorough and ongoing;
- Interagency and community collaboration exists to build community-based supports to strengthen families;
- Licensing and monitoring of the State's out-of-home child care facilities;
- Recruitment and retention of sufficient, quality foster families and improved quality of life for children living in foster care;
- Foster families have the support and parenting skills needed to work with challenging children;
- An enriched continuum of care for children needing placement in specialized and treatment foster and group care; and
- Children who cannot be returned to their family are settled, in a timely way, with a permanent family through adoption or guardianship or older youth are prepared for independence.

### BACKGROUND AND ACCOMPLISHMENTS

**Intake/Investigation:** Family Services received 14,010 reports of abuse, neglect and dependency in Fiscal Year 2011, which represents an increase of 25 percent over Fiscal Year 2010. Of those reports received, 58 percent were accepted. Of those accepted, 1,651 were

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

substantiated, representing an increase of 19 percent from Fiscal Year 2010.

**Protective Treatment:** In Fiscal Year 2011, a total of 2,352 families and children received treatment services.

**Placement:** During Fiscal Year 2011, 515 children entered placement and 631 children exited placement. At the end of the fiscal year, there were 734 children in out-of-home care, an increase of 9 percent from 672 children in care at the end of Fiscal Year 2010.

**Independent Living:** During Fiscal Year 2011, 92 children aged out of the foster care system. Independent Living providers imparted life skills and other trainings for 325 children in care and youth who have aged out, preparing them for adulthood.

**Adoption:** In Fiscal Year 2011, 86 children for whom the division held parental rights were adopted. The overall number of children in the adoption program increased from 193 in September 2010 to 203 in September 2011.

**Child Care Licensing:** In Fiscal Year 2011, Child Care Licensing ensured safeguards for 52,773 children in out-of-home care. The licensing staff made 2,087 facility visits and investigated 302 complaints. The Criminal History Unit completed 7,434 criminal history record checks and 39,542 Child Protection Registry checks, resulting in the disclosure of 3,361 arrest records. A total of 596 individuals were determined unsuitable for employment or to care for children. A total of 660 individuals had substantiated cases of child abuse or neglect. The unit also requested 198 out-of-state child abuse and neglect checks under the Adam Walsh Child Protection and Safety Act of 2006.

### Accomplishments

- Entered a new collaborative effort with Medicaid, Diamond State Partners, Delaware Physicians Care, and Unison to create a seamless system to streamline the Medicaid application process for children's coverage. This eliminates a 30-day wait for services for new medical issues or to develop a plan of care.
- Continued the partnership with the Milton Hershey School to gain admission for children in foster care. DFS currently has four students in attendance.
- Entered a collaborative effort with the Annie E. Casey Foundation to conduct a comprehensive assessment process of DFS and provide benchmarks to improve services to children.
- Entered a collaborative effort with A.I. DuPont/Nemours Children's Hospital to create a medical home for children in foster care, facilitate

medical care and coordinate care for children entering foster care.

- Continued a program with Delaware State University (DSU) that allows two youth who have exited the foster care system to use full scholarships to attend DSU each year. Four students are currently enrolled at DSU in this program.
- Began a tutoring program for children in foster care ages 6-18 in partnership with Wilmington University.
- Contracted with a community partner to conduct all foster parent trainings, which allows DFS staff to work more intensely with the child and foster family to enhance recruitment efforts, prevent disrupted placements and assist in retaining foster parents.
- Initiated a contract with a community provider to develop a new treatment group home for teenage girls in foster care presenting challenging behaviors.
- Partnered with the YMCA of Delaware to allow 39 children in foster care to attend residential summer camp.
- Expanded Heart Gallery to further highlight children in foster care available for adoption.
- Expanded the contract for post-adoption support services. The goal of post-adoption support is to keep adoptive families intact and functioning through trainings, support groups, crisis assistance, workshops and therapy.
- Submitted the National Youth in Transition Database, which tracks children age 17 to 20 and all Independent Living services provided to foster care youth 14 years and above.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	40,216.9	43,783.7	44,969.7
ASF	3,332.9	2,557.4	2,606.4
<b>TOTAL</b>	<b>43,549.8</b>	<b>46,341.1</b>	<b>47,576.1</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	288.3	285.3	285.8
ASF	23.9	23.9	23.9
NSF	32.1	31.1	30.6
<b>TOTAL</b>	<b>344.3</b>	<b>340.3</b>	<b>340.3</b>

# SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

## 37-00-00

### ***OFFICE OF THE DIRECTOR***

#### ***37-06-10***

#### **ACTIVITIES**

- Prepare and manage the division's budget.
- Implement service delivery programs.
- Manage quality assurance processes.
- Oversee data management and analysis.
- Coordinate professional development to ensure staff is able to provide efficient and effective services to children and youth.
- Develop policy.
- Plan and develop services based on national, state and local best practices.
- Manage regulatory functions including child care facility licensing and criminal background/Child Protection Registry checks.
- Represent the division on national and local organizations, committees and advocacy groups.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of family child care homes receiving an annual compliance visit	100	100	100

### ***INTAKE/INVESTIGATION***

#### ***37-06-30***

#### **ACTIVITIES**

- Receive reports of suspected child abuse and neglect.
- Investigate child abuse and neglect and provide timely and appropriate safeguards.
- Refer families to community resources when appropriate.
- Provide ongoing division services and supports.

#### **PERFORMANCE MEASURE**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of initial investigation contacts on time	93	100	100

### ***INTERVENTION/TREATMENT***

#### ***37-06-40***

#### **ACTIVITIES**

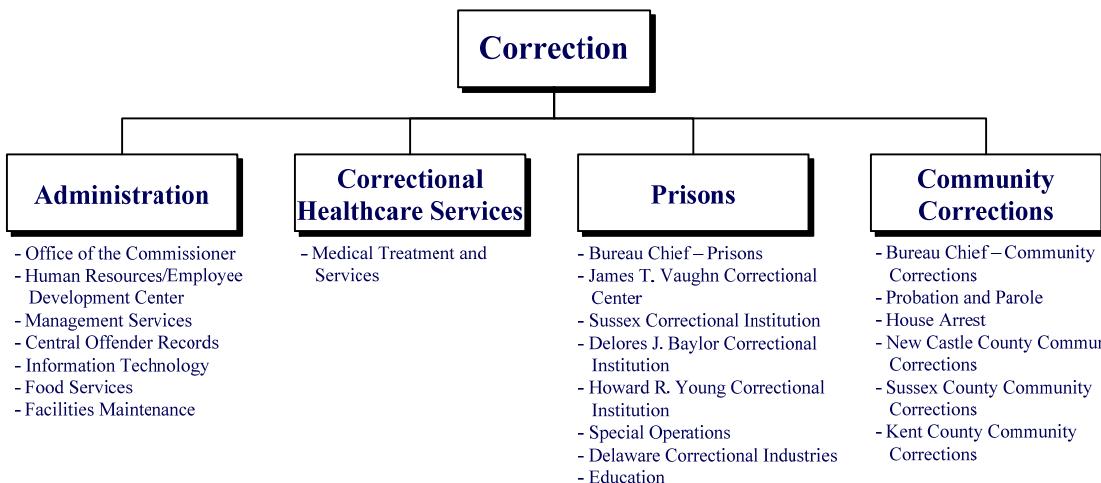
- Assure the safety of children while reducing the risk of abuse and neglect.
- Change the behaviors and conditions that cause abuse and neglect.
- Promote the most appropriate services for the safety and well-being of children, including in-home services, placement and family reunification, while providing safeguards for children.
- Offer permanency services, including adoption, guardianship and independent living.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of timely initial treatment contacts	88	100	100
% absence of maltreatment within 12 months	98	95	95
% of exits to adoption in less than 24 months	29	37	37

# CORRECTION

38-00-00



## MISSION

To protect the public by supervising adult offenders through safe and humane services, programs and facilities.

## KEY OBJECTIVES

- Enhance public safety through the supervision of adult offenders within Department of Correction (DOC) facilities and communities.
- Create an environment conducive to productive offender programming and treatment.
- Maintain a stable and skilled workforce through recruitment initiatives and varied professional development opportunities.
- Maintain system-wide emergency preparedness response capability.
- Ensure every offender receives medical healthcare in compliance with National Commission on Correctional Health Care (NCCHC) standards.

## BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2012, DOC is authorized for 2,561.7 officers and staff across the Office of the Commissioner and four bureaus - Management Services, Correctional Healthcare Services, Prisons and Community Corrections. The Office of the Commissioner directs human resources, employee development and training, internal affairs, media/community relations and planning. The Bureau of Management Services provides support services across the entire department. The Bureau of Correctional Healthcare Services provides management and oversight of medical care, substance abuse and mental health treatment to the offender

population. The Bureau of Prisons operates four facilities housing offenders incarcerated by court order. The Bureau of Community Corrections supervises offenders after release from incarceration or upon direct court sentence, in work release facilities, a women's treatment center, violation of probation centers and in the community.

Most state correctional systems only manage prisons, leaving the jails, detention centers and community supervision to counties, municipalities or the Judiciary. In Delaware, DOC is a unified system, which manages pre-trial detention through incarceration and community supervision.

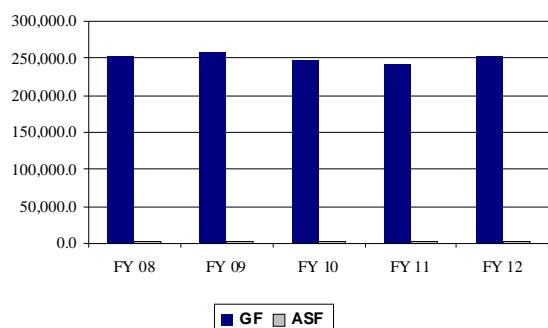
Currently, the incarcerated population (Levels V and IV) is approximately 6,683. The jail population of approximately 2,629 is divided between offenders sentenced to less than one year of incarceration (1,269 or 19.0 percent) and offenders held pending trial (1,360 or 20.4 percent). There are 4,054 offenders sentenced to more than one year, which represents 60.6 percent of the department's total incarcerated population. Approximately 16,900 individuals are under community supervision.

Within the mission is an overriding objective to increase public safety. Over 90 percent of all offenders incarcerated in Delaware return to their communities upon completion of their sentence. The ultimate objective for the department is to make the community safe.

# CORRECTION

**38-00-00**

## Five-Year Appropriation History



## FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	245,401.2	254,733.4	257,856.8
ASF	2,690.0	4,356.1	4,239.4
<b>TOTAL</b>	<b>248,091.2</b>	<b>259,089.5</b>	<b>262,096.2</b>

## POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,538.7	2,550.7	2,550.7
ASF	8.0	10.0	10.0
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>2,547.7</b>	<b>2,561.7</b>	<b>2,561.7</b>

## FY 2013 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ♦ Recommend \$425.9 for additional substance abuse treatment and monitoring to implement House Bill 168.
- ♦ Recommend \$200.0 in Medical Services to reflect increased pharmaceutical costs.

### CAPITAL BUDGET:

- ♦ Recommend \$3,135.4 for the Maintenance and Restoration program to maintain agency buildings and provide for necessary repairs.
- ♦ Recommend \$2,183.2 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds and maintain a secure environment.
- ♦ Recommend \$9,850.0 for the construction of the new kitchen facility at the Howard R. Young Correctional Institution.

## ADMINISTRATION

**38-01-00**

### MISSION

To provide direction and support to the various units of the department by providing oversight regarding budget and fiscal management, purchasing, offender records, information technology, food services, facilities maintenance and construction, human resources and staff development and training.

### KEY OBJECTIVES

- Recruit, train and maintain a diverse and viable workforce.
- Effectively administer human resource programs to promote the development and retention of employees.
- Improve department-wide budgetary and fiscal leadership with a focus on accounting practices, contracts and procurement by promoting fiscal responsibility, accountability and effective management.
- Provide accurate calculations of offenders' sentences and ensure the timely release of offenders.
- Continue to update the Delaware Automated Correctional System (DACS) for maximum efficiency.
- Provide the most efficient and cost-effective food services to the offender population while ensuring nutritional standards are met.
- Upgrade the physical plant through continuous maintenance and restoration, addressing deferred maintenance initiatives.

### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Commissioner, including the executive staff, provides leadership, policy direction, moral guidance, monitoring of operations and support for ongoing activities related to the department's vision, mission and top priorities. Individual units within the Office of the Commissioner include Office of the Deputy Commissioner, Human Resources/Employee Development Center (EDC), Internal Affairs, Community Relations and Media Relations.

Human Resources is responsible for the recruitment of staff, employee records management, personnel transactions, pay and benefits, position management and

## CORRECTION

### 38-00-00

classification, labor relations and employee grievances, employee evaluation and discipline, equal opportunity enforcement and diversity training. Human Resources staff process new employee paperwork and work with the department's Internal Affairs unit to ensure clearance/background checks are completed and properly documented.

EDC is responsible for providing and coordinating all department-wide initial training, re-qualification, program development and assistance to facilities in the development of in-house training efforts and curriculums.

The Bureau of Management Services includes the Central Business Office, Central Offender Records, Information Technology (IT), Food Services and Maintenance.

The Central Business Office is responsible for payroll processing, accounts payable and receivable, grants management, budget preparation, fiscal year close-out and start-up, purchasing and contracting and fleet management.

Central Offender Records is primarily responsible for calculating offenders' sentences and release dates. This unit houses and controls all active and inactive institutional and probation/parole offender records. This unit has the overall responsibility of monitoring sex offender registration and victim notifications for the department as required by the Delaware Code. Central Offender Records is tasked with providing records retention for the department, as well as working closely with IT to ensure the accuracy of information provided for statistical purposes.

IT manages all aspects of the department's IT resources, partnering with the Department of Technology and Information for many of the department's technology requirements. The department, through IT, contributes to the common computing resources for statewide law enforcement and shares the resources of other agencies that support the department's goals and objectives.

Food Services prepares over 18,000 meals per day for the facilities while ensuring proper and safe food handling by all employees and offender kitchen workers. Ongoing training is provided to institutional kitchen staff in conjunction with EDC and the Food Service Quality Control Administrator. Department of Health and Social Services (DHSS), Division of Public Health and the National Commission on Correctional Health Care (NCCCHC) accreditation standards are continually met and maintained. Therapeutic dietary needs are prescribed by medical personnel and prepared by Food Services.

Facilities Maintenance oversees all capital projects, as well as repair and maintenance of DOC facilities and equipment. Facilities Maintenance helps maintain regulation requirements in areas such as storage and use of toxic substances, food sanitation, infirmary requirements and occupational health and safety.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	31,675.2	31,951.8	31,960.4
ASF	--	--	--
<b>TOTAL</b>	<b>31,675.2</b>	<b>31,951.8</b>	<b>31,960.4</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	304.0	320.0	318.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>304.0</b>	<b>320.0</b>	<b>318.0</b>

### OFFICE OF THE COMMISSIONER

#### 38-01-01

#### ACTIVITIES

- Provide departmental management and leadership.
- Serve as legislative liaison.
- Coordinate public and media relations.
- Manage central research, planning and policy development.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of random/periodic Internal Affairs rechecks	1,356	2,300	2,300
# of positive media stories generated	29	30	30

### HUMAN RESOURCES / EMPLOYEE

#### DEVELOPMENT CENTER

#### 38-01-02

#### ACTIVITIES

- Provide applicant and employee services.
- Maintain employee records.
- Coordinate employee labor relations.
- Manage employee benefits and development.
- Provide initial and ongoing training for employees and contractual staff.

# CORRECTION

**38-00-00**

## PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of random drug tests of employees	985	1,000	1,100
# of grievances at Commissioner's level	49	50	50
# of correctional officer recruits graduating from Correctional Employee Initial Training	64	125	120
# of probation officer recruits graduating from Basic Officer Training Course	18	25	40

## MANAGEMENT SERVICES

**38-01-10**

### ACTIVITIES

- Oversee all functions of the bureau.
- Provide information and training opportunities to DOC financial personnel.
- Develop the department's annual budget request and implement authorized budget allocations.
- Maintain and manage the department's procurement card (Pcard) program.
- Process the department's bi-weekly payroll.
- Manage the department's fleet.
- Provide purchasing and contract management services to department personnel.

## PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of vouchers reported as exceptions on monthly reconciliation to Division of Accounting (DOA)	1	0	0
% of purchase orders dispatched within 30 days of original entry	90	100	100
% of Pcard reconciliations submitted to DOA prior to deadline	90	100	100

## CENTRAL OFFENDER RECORDS

**38-01-12**

### ACTIVITIES

- Calculate offender sentences and release dates as court ordered.
- Maintain and control all active and inactive institutional and probation/parole offender files.

- Notify victims as offenders are released from custody.
- Coordinate department-wide records retention and archiving policies.

## PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of victim notification letters generated	27,827	28,100	28,700
# of sentences calculated	15,712	17,400	17,500
# of releases processed	27,430	27,700	28,000
% of offenders released in error	0.001	0.001	0.001

## INFORMATION TECHNOLOGY

**38-01-14**

### ACTIVITIES

- Provide information technology support and help desk services for the department.
- Improve DACS by adding new functionality as required to support business practices.
- Support the development and maintenance of web-enabled applications.
- Serve as liaison with Delaware Justice Information System Board of Managers, Information Resource Managers Council and Delaware Courts Automation Project.

## PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of high priority help desk calls resolved within one hour	97	97	98
# of self-service kiosks installed	12	24	48

## FOOD SERVICES

**38-01-20**

### ACTIVITIES

- Prepare menus to meet Dietary Reference Intakes.
- Maintain kitchen facilities to meet American Correctional Association Food Safety Guidelines and Delaware's Public Health Sanitation Standards.
- Maintain food supply inventory consistent with population needs.
- Enhance staff development related to Food Services.

## CORRECTION

**38-00-00**

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of offenders trained in food safety	788	790	800
# of Central Supply accident-free miles	12,000	12,100	12,200
# of offender grievances related to food service	258	230	220
# of meals prepared	7,892,406	7,892,600	7,892,800

### FACILITIES MAINTENANCE

**38-01-40**

### ACTIVITIES

- Coordinate the design of major and minor capital improvement projects with contracted architectural/engineering firms.
- Coordinate the design and implementation of energy conservation measures as outlined in the Guaranteed Energy Savings Agreement with NORESKO.
- Oversee contractors performing work on major and minor capital improvement projects.
- Maintain physical plant systems at all department facilities.
- Perform groundskeeping and snow removal at all department facilities.
- Oversee offender work crews performing various repairs and improvements.
- Perform recordkeeping and reporting on environmental issues.
- Ensure continued technical training for all maintenance staff through a variety of programs.
- Maintain 1.9 million square feet of building space statewide.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of work orders completed	20,289	21,000	22,000
% of work orders completed within 30 days	93.8	95.0	96.0

## CORRECTIONAL HEALTHCARE

**SERVICES**

**38-02-00**

### MISSION

To ensure comprehensive healthcare for Delaware's incarcerated population and to promote good health practices for patients returning to the community.

### KEY OBJECTIVES

- Ensure every offender receives medical healthcare in compliance with NCCHC standards.
- Ensure the most appropriate delivery of healthcare services to the offender population through a health care contracting process.
- Provide contract monitoring to ensure contract compliance of the healthcare vendor(s) and maintain NCCHC accreditation.
- Ensure offenders have access to substance abuse program services as needed through a contractual arrangement.
- Provide continuous quality assessment/improvement to ensure offender healthcare services are efficient, productive and cost effective, and that state, federal and accreditation standards are continually met and maintained.

### BACKGROUND AND ACCOMPLISHMENTS

This Bureau of Correctional Healthcare Services provides oversight of the daily medical, substance abuse and mental health treatment operations of the contracted medical service provider(s) to ensure NCCHC standards are continuously met and maintained. Medical and mental health care is provided with the utmost professional level in accordance with standard medical practices and laws. This is accomplished through regularly scheduled audits, assuring compliance to medical standards, maintaining state-of-the-art equipment and following NCCHC protocols through monitoring efforts of bureau staff.

State and federal guidelines and accreditation standards through the NCCHC set the protocols and standards for the delivery of offender health care and the evaluation of the care provided throughout the correctional system, including preventive and public health, mental health, primary and secondary medical care and occupational health and safety.

## CORRECTION

**38-00-00**

The bureau strives to maintain and improve the health status of the offender population, while providing a safe working and living environment for both offenders and staff. Chronic illnesses, including AIDS, tuberculosis, hepatitis, heart disease and diabetes, continue to be a major focus. Prevention efforts through education and early intervention are maintained, along with aggressive treatment programs for those suffering from these and other illnesses.

The department contracts with a substance abuse provider for various Level IV and V offender treatment and counseling services, as well as after-care programs to facilitate an offender's re-entry into society. These services focus on substance abuse treatment, relapse prevention, recovery efforts, anger management, various therapies, skill training and other services necessary for successful transition back into the community. The bureau oversees the contractual arrangement to provide substance abuse treatment services for approximately 598 Level V beds, approximately 486 Level IV beds and 300 Aftercare slots annually.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	45,840.3	51,930.0	52,321.5
ASF	321.3	--	--
<b>TOTAL</b>	<b>46,161.6</b>	<b>51,930.0</b>	<b>52,321.5</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	12.0	12.0	12.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

### **MEDICAL TREATMENT AND SERVICES**

**38-02-01**

#### **ACTIVITIES**

- Maintain comprehensive health care services through department-wide contracts with medical, mental health, substance abuse, dental and pharmacy vendors.
- Monitor contractual obligations set forth in contracts to include appropriate staffing figures, licensing and credentialing issues of all vendor employees.
- Conduct quarterly audits of intake screening, medication administration, specialty and chronic care, sick call requests and mental health treatment

of offenders to ensure vendor compliance with contract and NCCHC standards.

- Conduct internal audits of inmate medical and mental healthcare pursuant to the guidelines set forth by the bureau.
- Monitor the medical grievance process to ensure it is handled in a timely manner and grievances are appropriately remedied.
- Coordinate immunization of juvenile offenders in department custody by working with the Division of Public Health and all other necessary immunizations for all department offenders.
- Ensure offenders receive a 30-day supply of medication, information about community services and education on treatment and care for HIV/AIDS upon release into the community.
- Provide therapeutic community treatment programs to eligible offenders.
- Provide Aftercare services to offenders who have participated in the therapeutic community model.
- Increase awareness of treatment programs throughout the offender population.
- Maintain quality health outcomes through quality assurance and improve the healthcare system through continuous quality improvement.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of intake screenings completed within 2 hours	95	95	95
% of patients receiving formulary medication(s) within 48 hours of provider order or per provider's order	75	75	80
% of sick calls resolved within 72 hours	85	90	85
% of chronic care patients that are seen every three months or more frequently as determined by the provider's plan	85	85	85
% of occupied beds in substance abuse programs at:			
Level V	95	95	95
Level IV	95	95	95
% of offenders completing Key, CREST, Aftercare continuum (without interruption)	50	60	55
% of offenders successfully graduating from Aftercare	49	55	60

# CORRECTION

**38-00-00**

## **PRISONS** **38-04-00**

### **MISSION**

To provide overall administrative support to prison facilities, which enforce judicial sanctions for offenders and detentioners in a safe, humane environment. The bureau also provides protection for the public with incarceration and rehabilitation programs that address societal and offender needs.

### **KEY OBJECTIVES**

- Utilize flow down options delineated in the Sentencing Accountability Commission (SENTAC) Policy Manual maximizing Level V bed space availability.
- Utilize offender assessments, program participation and program completion as system efficiency indicators.
- Maintain the security housing units to manage the prison population.

### **BACKGROUND AND ACCOMPLISHMENTS**

The Bureau of Prisons provides administrative support to the four institutions that house the Level V population. On October 1, 2011, the population count was 5,565 offenders.

In conjunction with Executive Order 7, the bureau is working collaboratively with the Department of Labor, DOE, DHSS and Delaware State Housing Authority to assess offender needs and create service and release plans for the offender population in an effort to reduce recidivism.

The bureau's Special Operations unit provides specialized security services to both the Bureau of Prisons and the Bureau of Community Corrections. The unit provides the following specialized security services: transportation to local court and medical appointments; Correctional Emergency Response Team (CERT); K-9 Patrol and Detector Dog Team training and development; Interstate Compact Agreement transports; and Central Intelligence Group. The unit has expanded its role to include: Emergency Preparedness, Safety and Security Audits/Inspections; Crisis Negotiation Team; and Radio Communications Coordination. During Fiscal Year 2011, the Central Intelligence group partnered with the Delaware Information Analysis Center and the Federal Bureau of Investigation in efforts to identify and manage security threat group offenders.

Recognizing the specific and unique needs of the female offender population, the administration at Delores J. Baylor Women's Correctional Institution (BWCI) has developed a Trauma Informed Care Committee to assess programs offered at the facility. In addition, BWCI is in the process of reviewing the appropriateness of a gender responsive classification instrument.

Structured offender work programs provide the opportunity to develop work ethic, transferrable skill sets, marketable employment experience and modest wages. In Fiscal Year 2011, the offender workforce performed a total of 2,137,660 hours in work assignments supporting community service projects, food service, maintenance, janitorial, laundry, central supply, commissary and education.

Education continues to be a priority for the bureau with opportunities to attain a High School Diploma or GED at all facilities. Howard R. Young Correctional Institution recently began an effort to increase participation levels by creating a boarding school in one of the housing units. The concept of offering education at all levels, taught by peers, outside volunteers and DOE, has immersed the offenders in education. Vocational opportunities, such as heating, ventilation, and air conditioning, plumbing and culinary arts, are available at some facilities.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	123,880.5	122,994.6	124,906.5
ASF	1,750.1	3,450.6	3,458.9
<b>TOTAL</b>	<b>125,630.6</b>	<b>126,445.2</b>	<b>128,365.4</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	1,615.7	1,611.7	1,614.7
ASF	8.0	10.0	10.0
NSF	--	--	--
<b>TOTAL</b>	<b>1,623.7</b>	<b>1,621.7</b>	<b>1,624.7</b>

## **BUREAU CHIEF - PRISONS**

**38-04-01**

### **ACTIVITIES**

- Operate the Prison Arts program.
- Conduct employee disciplinary sanctions and appeals.
- Conduct offender grievances and appeals.

# CORRECTION

**38-00-00**

- Participate in the negotiation and administration of labor contracts.
- Provide offender classification and program support.
- Provide strategic planning for the bureau.
- Review and update policies and procedures.
- Conduct Quality Assessment Audits.
- Review Use of Force Incidents for compliance and trending.

## PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of offenders classified to:			
drug treatment programs	507	550	575
work release	282	375	375
supervised custody	213	160	180
# of offenders recommended for sentence modification	43	100*	100*
# of security/custody level classifications	2,375	1,500	2,000
# of interstate compact cases (in-state and out-of-state)	**	**	40
# of Quality Assessment Audits completed	**	**	4

\*Reflects Truth In Sentencing policy change.

\*\*New performance measure.

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## **JAMES T. VAUGHN CORRECTIONAL CENTER**

### **38-04-03**

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## ACTIVITIES

- Provide Level V security and case management for male offenders with an operating capacity of 2,601 beds.
- Provide institutional housing and offender care.
- Provide treatment, education and vocation programs.
- Provide structured offender work programs.
- Operate the Braille Translation program.
- Provide law library services.
- Maintain K-9 patrol.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and Prison Rape Elimination Act (PREA) training.
- Review Use of Force Incident reports.

## PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of offender work hours:			
community service	18,520	17,100	18,500
food service	311,678	300,500	265,500
maintenance	40,442	43,200	43,000
janitorial	276,268	325,300	276,300
laundry	100,646	125,500	100,600
other*	229,403	370,100	229,400
\$ cost avoidance at \$7.25 minimum wage (thousands)	7,082.9	8,567.3	6,766.4
# of escapes	0	0	0
# of Braille pages produced:			
Braille transcription			15,000
large print	**	**	60,000
thermoform			1,850
# of program participants:			
Sex Offender Treatment			200
My Brother's Keeper			75
Greentree			60
Pre-Release	**	**	850
Alcoholics Anonymous			50
Alternatives to Violence			300
Weekly Religious Activities			300
Project Aware			600
# of video court/teleconferences	**	**	3,000

\*Includes barbers, central supply, commissary, clerks, education workers, yard workers, etc.

\*\*New performance measure.

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## **SUSSEX CORRECTIONAL INSTITUTION**

### **38-04-04**

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## ACTIVITIES

- Provide Level V security and case management for male offenders with an operating capacity of 1,200 beds.
- Provide institutional housing and offender care.
- Provide treatment, education and vocation programs.
- Provide structured offender work programs.
- Operate Key, Greentree and Boot Camp programs.
- Provide law library services.
- Maintain K-9 patrol.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and PREA training.
- Review Use of Force Incident reports.

# CORRECTION

**38-00-00**

## **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of offender work hours:			
boot camp	8,122	9,700	9,700
food service	84,396	85,000	85,000
maintenance	5,159	14,000	14,000
janitorial	102,141	104,800	104,800
laundry	41,426	41,000	41,000
other*	228,104	235,900	235,900
\$ cost avoidance at \$7.25 minimum wage (thousands)	3,402.8	3,555.4	3,555.4
# of escapes	0	0	0
# of program participants:			
Sex Offender Treatment	**	**	20
Key			60
Alcoholics Anonymous			500
Alternatives to Violence			240
Boot Camp			160
Greentree			160
# of video court/teleconferences	**	**	6,000

\*Includes barbers, clerks, education workers, yard workers, etc.

\*\*New performance measure.

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## **DELORES J. BAYLOR CORRECTIONAL**

### **INSTITUTION**

**38-04-05**

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## **ACTIVITIES**

- Provide Level V security and case management for female offenders with an operating capacity of 320 beds.
- Provide institutional housing and offender care.
- Provide treatment, education and vocation programs.
- Provide structured offender work programs.
- Operate Survivors of Abuse in Recovery (SOAR), Key Village, Structured Care Unit, Trauma Healing Workshop, Taking a Chance on Change and Thinking for a Change.
- Provide law library services.
- Maintain K-9 patrol.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and PREA training.
- Review Use of Force Incident reports.

## **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of offender work hours:			
food service	86,948	100,000	100,000
maintenance	6,301	6,000	6,000
janitorial	26,429	25,000	25,000
laundry	14,403	12,000	12,000
other*	11,601	11,000	11,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	1,056.2	1,116.5	1,116.5
# of escapes	0	0	0
# of program participants:			
SOAR	**	**	10
Key Village			58
Structured Care Unit			35
Trauma Healing Workshops			60
Taking a Chance of Change			12
Thinking for a Change			12
# of Trauma Informed Care workshops	**	**	4
# of video court/teleconferences	**	**	3,500

\*Includes education workers, clerks, cosmetologists, etc.

\*\*New performance measure.

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## **HOWARD R. YOUNG CORRECTIONAL**

### **INSTITUTION**

**38-04-06**

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## **ACTIVITIES**

- Provide Level V security and case management for male offenders with an operating capacity of 1,180 beds.
- Provide institutional housing and offender care.
- Provide treatment, education and vocation programs.
- Provide structured offender work programs.
- Operate Key, 6 for 1, Inside/Out and Head Start Home programs.
- Provide law library services.
- Maintain K-9 patrol.
- Manage collections and disbursements.
- Conduct Emergency Preparedness, Suicide Prevention and PREA training.
- Review Use of Force Incident reports.

# CORRECTION

**38-00-00**

## **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of offender work hours:			
food service	111,189	116,000	106,000
maintenance	8,593	8,600	8,600
janitorial	75,138	65,000	75,000
laundry	19,388	12,000	19,000
other *	107,751	91,000	107,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	2,334.9	2,121.4	2,288.1
# of escapes	0	0	0
# of program participants:			
Sex Offender Treatment	**	**	30
Key			140
6 for 1			100
YCOP			5
Head Start Home			180
Inside/Out			30
# of video court/teleconferences	**	**	8,000

\*Includes barbers, commissary, clerks, education workers, food carts, law library, supply, tier and yard workers, etc.

\*\*New performance measure.

## **SPECIAL OPERATIONS**

**38-04-08**

### **ACTIVITIES**

- Provide offender transportation.
- Provide courtroom security.
- Maintain CERT.
- Provide K-9 training.
- Conduct facility inspections.
- Maintain an active security audit program.
- Provide centralized management for emergency preparedness and training.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of offenders transported	42,427	41,000	41,000
# of CERT missions*	294	230	230
# of canine teams certified to Police Dog Level 1	25	27	28
# of emergency preparedness training exercises	12	12	12
# of security audits	12	12	12
# of detector dogs trained and operational	**	**	6
# of contraband finds by detector dogs (includes drugs and cell phones)	**	**	25

\*Includes escapee recovery, erroneous release recaptures, drug searches, contraband searches, high-risk transports, funeral honor guard, tactical surveys, weather emergencies, command post drills and hostage drills.

\*\*New performance measure.

## **DELAWARE CORRECTIONAL INDUSTRIES**

**38-04-09**

### **ACTIVITIES**

- Operate vehicle maintenance and repair garage.
- Offer printing and silk screening services.
- Manufacture garments and provide embroidery services.
- Offer furniture and upholstery repair services.
- Assemble office systems.
- Provide concrete products and construction services.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of offenders employed	279	220	300
\$ net sales (thousands)	2,087.0	2,200.0	2,400.0
# of completed work orders	6,398	6,500	6,700

## **EDUCATION**

**38-04-11**

### **ACTIVITIES**

- Provide academic and life skills programs.
- Provide vocational and trades apprenticeship programs.
- Provide ancillary programs.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of offenders tested to determine education needs	1,920	2,000	2,000
# of offenders enrolled in academic, vocational and life skills	1,920	2,200	2,200
# of GEDs earned	168	175	180
# of high school diplomas earned	38	50	60
# of Certificate of Educational Attainments	784	1,000	1,100
# of vocational certificates	287	350	375
# of life skills completed	400	260	300

# CORRECTION

**38-00-00**

## **COMMUNITY CORRECTIONS**

**38-06-00**

### **MISSION**

To promote public safety through the effective supervision of offenders placed under community supervision, SENTAC Levels I - IV; to provide supervision, programs and treatment services that promote long-term, self-sufficient, law abiding behavior by offenders; and to support efforts that make victims whole in accordance with Delaware law.

### **KEY OBJECTIVES**

- Maintain and enhance community safety.
- Improve the effectiveness and overall management of the Bureau of Community Corrections by establishing support programs and services for staff and restructuring positions and services to reflect bureau needs.
- Develop initiatives to improve intra- and inter-agency communication, coordination and cooperation for better pre- and post-release supervision of offenders.
- Improve the operation of the bureau through the development of new programs and more efficient use of resources.
- Expand placements in less costly community programs.

### **BACKGROUND AND ACCOMPLISHMENTS**

The bureau supervises offenders released from incarceration or upon direct sentence of a court in work release facilities, a women's treatment center and violation of probation centers. Individual units within the bureau include Bureau Chief - Community Corrections, Probation and Parole, House Arrest, New Castle County Community Corrections, Sussex County Community Corrections and Kent County Community Corrections.

#### **Probation and Parole**

As of September 2011, 16,267 individuals were under Probation and Parole supervision. Included in this number are 1,173 individuals being supervised under the Interstate Compact Agreement that reside out-of-state and 214 individuals on pre-trial status and assigned to Probation supervision. This past year, Probation and Parole conducted 15,006 intakes, 13,911 discharges and 16,650 transfers between SENTAC levels. Of the cases

that were discharged, 90 percent were closed, and 10 percent were revoked to Level V.

Probation and Parole implemented classification systems that include the use of the Level of Service Inventory - Revised (LSI-R), the Domestic Violence Matrix and the Static 99 for sex offenders. The use of classification instruments assist in the assignment of cases by helping identify risk of recidivism and the offender's needs. The assessment helps determine an offender's need for treatment and the appropriate type of treatment needed to help increase the chances of successful completion of supervision and transition to a productive, law-abiding citizen.

Probation and Parole continues to be involved with other law enforcement agencies, state agencies and community groups to better serve the public. Probation and Parole continues Safe Streets partnerships with the Delaware State Police, Wilmington Police, Dover Police and New Castle County Police. Probation and Parole also works closely with DHSS, Division of Substance Abuse and Mental Health, Treatment Access Center (TASC) in addressing offender's treatment needs.

#### **House Arrest/Electronic Monitoring**

The House Arrest program has expanded its functions to include GPS supervision, continuous remote alcohol monitoring and home confinement cellular technology. This technology provides flexibility to the program and enables more individuals to be supervised.

As required by law, Tier III sex offenders under probation supervision are placed on GPS supervision. GPS supervision allows the department's Monitoring Center and specially trained officers to monitor offender movement within the community and proximity to designated exclusion zones and areas where they are not permitted. This tool supplements normal officer supervision activities and assists in the supervision of the high risk population.

Probation and Parole has begun using remote alcohol monitoring units to supervise offenders with alcohol addiction problems, such as those with multiple DUI convictions. The program utilizes an ankle monitor that informs the officer if an individual has consumed alcohol.

The 24-hour Monitoring Center, originally designed to be a central point for computer-generated alerts regarding House Arrest program offenders, has become a communications center for the statewide Operation Safe Streets (OSS) officers and other probation and parole officers working after normal business hours. The Monitoring Center provides information to the officers regarding the status of offenders under supervision,

# CORRECTION

38-00-00

sentencing information and other pertinent data, which enables them to stay in the community instead of returning to the office to manually search for information.

## **NEW CASTLE COUNTY COMMUNITY CORRECTIONS**

### **Plummer Community Correction Center (PCCC)**

PCCC continues to provide Level IV work release programs to ensure a smoother and safer transition into the community. The Intensive Community Supervision program offers supervision services at the highest level in the community for offenders awaiting bed space at Level IV. This level of supervision is accomplished through three face-to-face meetings per week with a probation officer who is assigned to the Work Release facility, curfew checks and monitoring through breathalyzer and drug screening tests.

On March 18, 2011, the female work release offenders were moved from PCCC to the Hazel D. Plant Women's Treatment Facility (PTF). The move not only increased the number of available male work release beds by 28, but it also allowed female offenders to become more involved with gender-specific programming.

In May 2011, the CREST program moved out of PCCC. The first two phases of CREST was relocated to Central Violation of Probation (CVOP) and the work release program moved to the Webb Community Correctional Center (WCCC). Relocating the CREST Program increased the number of traditional work release beds in PCCC and decreased the amount of time male offenders wait to be placed in a work release bed from Level V. PCCC continues to provide DNA testing and housing for weekenders.

### **Hazel D. Plant Women's Treatment Facility (PTF)**

In 2011, the New Castle County Women's Work Release/Treatment Center was renamed the Hazel D. Plant Women's Treatment Facility. This female-only facility opened in October 2005 and focuses on treatment of addiction related issues followed by work release.

Functioning as a Level IV substance abuse treatment program modeled after existing CREST programs, offenders deal first with their addiction issues in a gender-specific environment and, upon completion of this phase of treatment, progress to work release for re-entry into the community. The work release phase allows offenders to save funds and establish safe housing to improve their chances of success and independence.

### **Webb Community Correctional Center (WCCC)**

In March 2011, offenders in the work release portion of the CREST program were moved to different sites. All offenders in the work release phase of CREST from New Castle County were moved to WCCC. The relocation allows work release offenders waiting at WCCC to begin job seeking when moved to PCCC. CREST Aftercare continues to be monitored by staff at WCCC and PTF.

## **SUSSEX COUNTY COMMUNITY CORRECTIONS**

### **Sussex Violation of Probation Center (SVOP)**

SVOP is a military style work camp. Various courts, probation offices and Level I-IV correctional programs use SVOP as a sanction facility. SVOP performs approximately 11,000 admissions and releases per year. These are Level V holds awaiting Level IV placement, direct sentences from various courts and technical violators from Probation and Parole offices statewide. In Fiscal Year 2011, offenders at SVOP performed 160,401 hours of community services to over 143 state agencies and organizations.

These services include:

- Grass cutting;
- Vehicle maintenance;
- Farm operations;
- Beekeeping and honey processing;
- Aluminum, tin can and cardboard recycling;
- Shrink-wrap recycling;
- Department of Transportation trash program;
- Beach grass planting for the Department of Natural Resources and Environmental Control (DNREC);
- Firewood programs;
- Venison butcher shop program;
- Restoration and maintenance of the Prime Hook National Refuge; and
- Partnership with Environmental Concerns, Inc.

Offenders at SVOP are encouraged to apply the community service hours they accumulate to the costs and fines they owe. The resulting total paid toward costs and fines for Fiscal Year 2011 was \$446,886. The financial obligations imposed in sentencing orders are partially satisfied prior to their starting Levels I-III probation.

SVOP also receives all offenders sentenced to serve weekends at Level IV. Many of these offenders are individuals who have committed minor violations or owe child support.

# CORRECTION

## 38-00-00

### **Sussex Work Release Center (SWRC)**

SWRC has experienced growth in all aspects of its programs. The work release housing capacity is 244 offenders. Services maintained by SWRC include: DNA testing; victim notification; sex offender registration; offender publications; work release; escape/absconder apprehension; employment site checks; monetary collections of court ordered costs, fines, room and board; and Alcoholics Anonymous and Narcotics Anonymous programs. In Fiscal Year 2011, offenders at SWRC paid \$14,891 toward costs and fines.

The CREST program now encompasses 90 of the 248 beds located in SWRC, of which 18 are dedicated for female offenders. The remaining beds are used for work release offenders, of which 20 are female offenders.

### **KENT COUNTY COMMUNITY CORRECTIONS**

#### **Morris Community Correction Center (MCCC)**

MCCC is a Level IV facility, housing male offenders participating in the re-entry phase of treatment in the CREST program, as well as a work release-only population.

An offender must successfully complete the primary/residential phases of treatment (Phase 1 and 2) of the CREST program before transferring to MCCC to participate in the re-entry phase of treatment. The re-entry phase of treatment consists of two to three months of work release and is typically followed by a period of time in Aftercare.

The work release program is a transition program for offenders who are preparing to live in the community full-time. It is a program in which offenders search for jobs, work, attend outside medical appointments, re-establish family ties and relationships, tend to outside personal business and participate in any mandated treatment programs. Offenders in the work release program are typically sentenced by the Court to participate in Level IV work release or are Level V offenders classified by the department during the last 180 days of their sentence. Accountability to facility rules and regulations, frequent job-site checks, contact with the offenders, as well as attention to the offender's treatment plan, are paramount to ensuring public safety.

Whether a participant in the Work Release program or CREST re-entry phase of treatment, staff work closely with the offenders to develop treatment and release plans to provide for the offender's successful re-entry into the community. Community resources provide additional substance abuse counseling, employment services,

shelter and clothing needs and medical and mental health needs in the community during the offender's transition.

Other treatment programming at MCCC includes the James H. Groves Adult Education program to earn a GED, religious study groups, parenting classes, Alcoholics Anonymous and Narcotics Anonymous.

#### **Central Violation of Probation Center (CVOP)**

CVOP is a 288-bed Level IV facility located in Smyrna. This facility offers the primary phases of treatment (Phases 1 and 2) in the CREST program. CVOP also houses technical violators from Probation and Parole.

In addition to the CREST program, CVOP offers other treatment programs. The pre-release program is designed to provide offenders with the tools and information to aid in successful re-entry into the community. Resources on housing, employment, education, training, substance abuse treatment, community re-entry programs and other social services. Lessons on planning, stress reduction and understanding the conditions of probation/parole are also provided. The Job Search/Employment program provides offenders with information to successfully gain employment upon release, such as job interview skills, applications and resumes. Other programs at CVOP include GED, religious study groups, parenting classes, mental health groups, Alcoholics Anonymous and Narcotics Anonymous.

The technical violators at CVOP are offenders who have violated the terms of probation. These offenders typically have not committed any crimes during their probation in the community but have committed technical violations.

CVOP continues to operate seven outside work crews throughout New Castle and Kent Counties. While assigned to the outside work crews, offenders participate in community service projects that benefit towns, churches, nonprofit organizations, American Legions, senior and recreation centers, schools and cemeteries. In Fiscal Year 2011, these crews provided services to more than 25 state agencies and numerous nonprofit and community service organizations.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	44,005.2	47,857.0	48,668.4
ASF	618.6	905.5	780.5
<b>TOTAL</b>	<b>44,623.8</b>	<b>48,762.5</b>	<b>49,448.9</b>

# CORRECTION

**38-00-00**

	<b>POSITIONS</b>		
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	607.0	607.0	606.0
ASF	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>608.0</b>	<b>608.0</b>	<b>607.0</b>

## **BUREAU CHIEF - COMMUNITY CORRECTIONS**

### **38-06-01**

#### **ACTIVITIES**

- Provide management support and supervision of bureau sections.
- Plan and direct work of the bureau.
- Monitor compliance with department and bureau policies and procedures.
- Oversee bureau management information needs.
- Oversee offender movement.
- Oversee management of bureau grants.
- Oversee management of treatment contracts.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of provider compliance with contractual agreements	100	100	100
% of bureau policies reviewed	70	70	70
# of grants monitored	14	15	15

## **PROBATION AND PAROLE**

### **38-06-02**

#### **ACTIVITIES**

- Supervise probationers and parolees in Levels I, II and III.
- Report probationer and parolee compliance status.
- Oversee probationer and parolee treatment.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
Average caseload size:			
Level II	92	80	95
Level III	36	40	40
% of Positive Safe Streets curfew checks	65	70	70
% of cases successfully discharged	77	80	80
% of offenders employed	70	70	70
% of Level 1, Restitution Only cases closed	50	50	50
% of assessments completed on eligible offenders	75	80	80
% of positive urines	30	25	25

## **HOUSE ARREST**

**38-06-04**

#### **ACTIVITIES**

- Provide electronic monitoring supervision services.
- Install and maintain electronic equipment.
- Monitor offenders' activities.
- Respond to equipment violations.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of cases closed not returning to prison within one year	90	91	91
# of monitoring units in service:			
Standard	200	225	225
Cell	40	65	75
GPS	175	195	225
% of positive urines	17	15	15

## **NEW CASTLE COUNTY COMMUNITY CORRECTIONS**

### **38-06-06**

#### **ACTIVITIES**

- Provide case management for offenders.
- Operate CREST North Treatment Center and CREST Aftercare for men and women in New Castle County.
- Provide treatment planning/coordination and employment counseling/job seeking assistance to offenders.
- Manage collection and disbursement of child support cases.
- Provide federal offender contract administration.

# CORRECTION

## 38-00-00

- Provide pre-release treatment and employment planning.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of successful releases	76	90	90
% of offenders employed*	25	40	40
# of community service hours	22,287	40,000	40,000
\$ savings to public at \$7.25 minimum wage (thousands)	161.6	290.0	290.0
# of walk-aways	25	35	35

\*Includes WCCC, which does not allow for traditional job seeking. Some female offenders at PTF are transferred to Sussex. Although they are included in number of admissions, they job-seek and work in Sussex County.

- Manage collections and disbursements.
- Provide federal offender contract administration.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of successful releases	59	65	70
% of offenders employed	41	50	55
# of community service hours	47,211	65,000	65,000
\$ savings to public at \$7.25 minimum wage (thousands)	342.3	471.3	471.3
# of walk-aways	11	5	5

## SUSSEX COUNTY COMMUNITY CORRECTIONS

### 38-06-07

### ACTIVITIES

- Provide case management for offenders.
- Provide treatment and structured work activities for offenders.
- Manage collections and disbursements.
- Provide federal offender contract administration.
- Operate CREST South Treatment Center and CREST Aftercare for Sussex County.
- Provide treatment planning/coordination and employment counseling for offenders.
- Provide pre-release planning for offenders through I-ADAPT program and other case management actions.
- Provide supervision for offender community service projects.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of successful releases*	41	40	45
% of offenders employed	24	50	50
# of walk-aways	54	70	60
# of community service hours	160,402	185,000	185,000
\$ savings to public at \$7.25 minimum wage (thousands)	1,162.9	1,341.3	1,341.3

\*Population consists of problematic and high-risk offenders.

## KENT COUNTY COMMUNITY CORRECTIONS

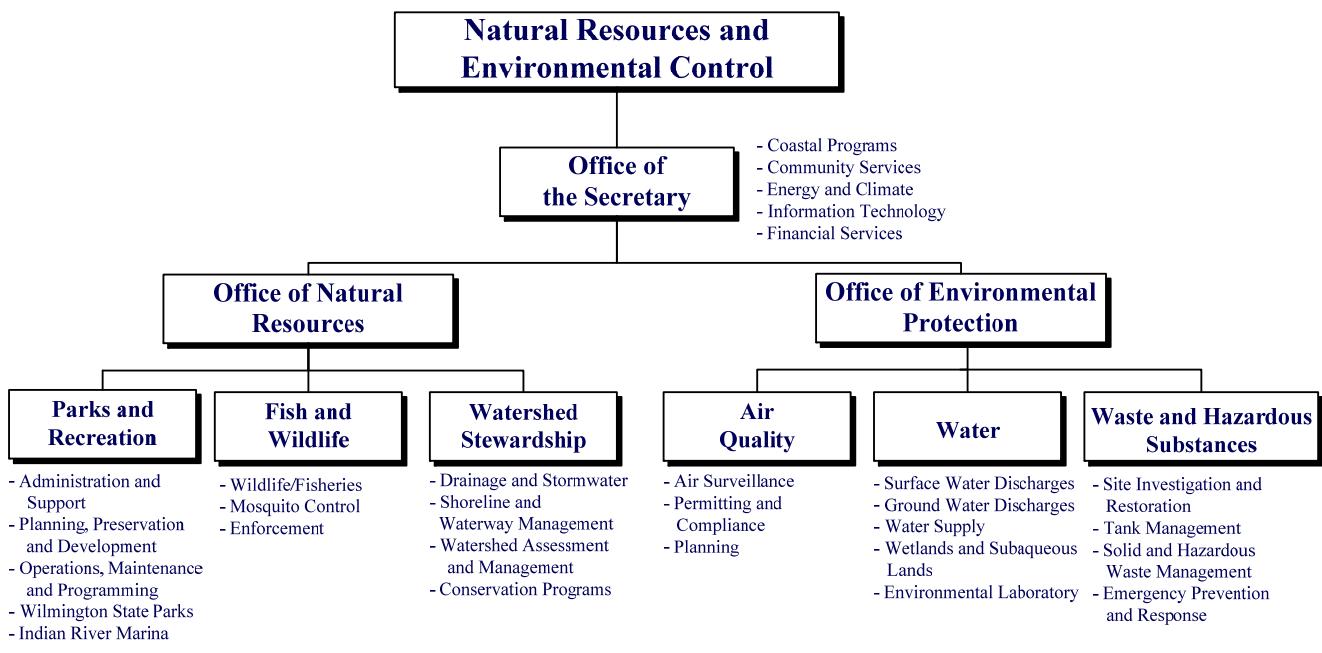
### 38-06-08

### ACTIVITIES

- Provide case management for offenders.
- Provide treatment and structured work activities for offenders.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00



### MISSION

The mission of the Department of Natural Resources and Environmental Control (DNREC) is to engage all stakeholders to ensure the wise management, conservation and enhancement of the State's natural resources; protect public health and the environment; provide quality outdoor recreation; improve the quality of life; and educate the public on historic, cultural and natural resource use, requirements and issues. The department is also charged with leading energy and climate change policy.

### KEY OBJECTIVES

- Promote health and safety by monitoring, maintaining and improving the quality of air, land and water resources, manage populations of mosquitoes and other pests and prevent and clean up spills involving hazardous chemicals to enhance the health and well being of Delaware's residents, wildlife and plants.
- Conserve plant and animal resources through protection and management of species populations and their habitats. This effort involves maintenance of biodiversity, harvest allocation of species populations, protection and restoration of ecological functions and educational outreach.

- Promote and provide recreational opportunities allowing Delaware residents to enjoy natural resources and open spaces enhancing quality of life. The department strives to provide safe and high quality recreational opportunities while balancing resource protection with resource management and use.
- Broaden commitment to environmental protection and resource conservation by working to integrate economic development, environmental quality and social policy making with broad public involvement. The department strives to create an ethic of stewardship that strongly encourages individuals, institutions, corporations and local governments to take responsibility for the economic, environmental and social consequences of their actions.

### PRIORITIES

**Transform DNREC into a model 21<sup>st</sup> century department** - This model better aligns our functions by ensuring efficient service delivery and coordination (air, water, soil and waste), integrating emerging priorities (climate and energy) and modernizing public hearing and permitting processes, so they are transparent, consistent and efficient. It adapts to fiscal realities through realignment and cross-training and improves performance by implementing performance measurement systems that collect and track data on key performance and environmental indicators.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

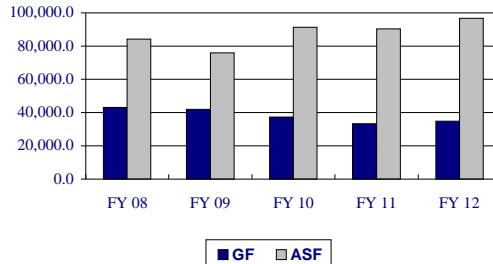
**Provide world-class parks and open-space, recreational opportunities and habitat and biodiversity protection** - DNREC will implement this priority through expanded land conservation efforts by completing key acquisition and preservation projects, enhancing recreational opportunities and coordinating habitat preservation and ecological restoration efforts. These investments will improve the quality of life for residents, enhance the attractiveness of the State to potential residents and growing companies, improve resident health and provide educational opportunities for youth to become environmental stewards of the future.

**Improve public health and environmental outcomes** - DNREC will focus on high impact activities to enhance air quality, water quality and supply, soil quality and waste management and habitat and biodiversity protection. These programs will create additional economic opportunity by encouraging investment and accelerate responsible economic development. This effort will initially focus on larger facilities to ensure every major facility and project is in regulatory compliance.

**Transition Delaware towards a sustainable green economy** - DNREC will strive to integrate a climate prosperity strategy into all aspects of departmental and cabinet-wide operations. This also includes:

- Transforming energy and climate policy by implementing the vision of the Sustainable Energy Utility (SEU);
- Further integrating environmental and health externalities into the Integrated Resource Planning process;
- Participating in Regional Greenhouse Gas Initiative and other climate mitigation efforts;
- Developing adaption plans to address rising sea level and other impacts of climate change;
- Supporting offshore wind deployment/production and other opportunities to grow a green economy;
- Taking a leadership role among state agencies and leading by example on issues related to energy consumption; and
- Promoting sustainable practices through a land use agenda with a focus on more sustainable development practices.

## Five-Year Appropriation History



## FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	\$42,584.0	\$34,877.3	\$35,284.7
ASF	\$51,825.6	\$96,732.8	\$96,398.3
<b>TOTAL</b>	<b>\$94,409.6</b>	<b>\$131,610.1</b>	<b>\$131,683.0</b>

## POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	322.7	322.7	325.7
ASF	304.4	309.3	306.8
NSF	163.9	163.0	161.5
<b>TOTAL</b>	<b>791.0</b>	<b>795.0</b>	<b>794.0</b>

## FY 2013 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- ◆ Recommend (\$269.8) ASF in Personnel Costs to reflect projected expenditures.

### CAPITAL BUDGET:

- ◆ Recommend \$1,300.0 for Clean Water State Grant which leverages \$6.5 million in federal funds to provide low interest loans to communities for wastewater facility improvements and expansions.
- ◆ Recommend \$1,500.0 for Conservation Cost Share program, which provides landowners funding assistance for the design and installation of systems that best protect water supplies and natural resources while minimizing erosion of farmland and the pollution of wildlife habitat.
- ◆ Recommend \$250.0 for Delaware Bayshore Initiative to support the implementation of the Bayshore Action Plan to realize the vision of the Delaware Bayshore becoming a premier global destination for birding, wildlife watching, hunting and outdoor recreation.

## **NATURAL RESOURCES AND ENVIRONMENTAL CONTROL**

### **40-00-00**

- ◆ Recommend \$3,000.0 for statewide trails and pathways to leverage additional funding for the establishment of a world class interconnected network of shared-use pathways and trails to support non-motorized travel and recreational opportunities.
- ◆ Recommend \$740.0 for critical equipment for operations, which will be used for the acquisition/replacement of critical specialized equipment essential to performing environmental and natural resource operations, conservation, protection and research activities.
- ◆ Recommend \$1,148.7 for the maintenance of tax and public ditches and building structures that improve the quality of runoff water and for repairing deteriorated drainage channels in environmentally sensitive areas.
- ◆ Recommend \$2,050.0 for the redevelopment of Strategic Sites, including the continued remediation and redevelopment of the former NVF Facility in Yorklyn and the redevelopment of the Fort DuPont complex in Delaware City.

### **OFFICE OF THE SECRETARY**

#### **40-01-00**

#### **MISSION**

To oversee the development and implementation of state environmental, natural resource and recreational policies and programs, promote employee productivity through technology and training, manage the department's financial and human resources, promote quality and continuous improvement of programs, assist other agencies in the promotion of environmentally sound economic development and coordinate policy among the department's divisions.

#### **KEY OBJECTIVES**

- Lead the transformation of DNREC into a 21<sup>st</sup> century department.
- Integrate clean energy programs, including energy efficiency and renewable energy, and climate change mitigation and adaption efforts into Delaware policy and operations.
- Coordinate land use activities with other state agencies and county and municipal governments to preserve open space and minimize impacts to habitat, air and water quality.
- Implement Delaware's Coastal Zone Act and protect and enhance the natural attributes of Delaware's Coastal Zone to maintain and enhance fish and wildlife populations.
- Engage state, federal and local governments, universities, environmental and citizen groups, private landowners and agricultural and business communities to implement actions for biodiversity conservation and ecosystem protection.
- Increase trust and understanding within DNREC and with its customers.
- Continue the development and implementation of e-government initiatives and the Environmental Navigator to comply with 7 Del. C. § 6014(a).
- Continue to provide timely and appropriate response on a 24-hour basis to resident inquiries and environmental emergencies and enforce compliance for public health and safety objectives.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### BACKGROUND AND ACCOMPLISHMENTS

The Information Technology program unit is responsible for the management of the information resources to ensure investments are optimized to benefit the department and its constituents. The program unit developed an integrated information system containing facility, permitting, enforcement, ambient monitoring and natural resource data.

The Public Affairs unit issues press releases, manages the content of the website and sponsors and participates in Coastal Cleanup, the State Fair, Coast Day and other volunteer activities. It also organizes press events and coordinates responses to media inquiries to promote and explain departmental news, initiatives, events and special projects. Publications include *Outdoor Delaware*, press releases and marketing materials.

The Human Resources unit is increasing efforts in the areas of workforce development, quality and diversity. The unit is spearheading the development of a DNREC specific leadership academy and succession planning program. The unit participates in resolving workplace issues by revising policies and procedures to meet DNREC's changing needs.

Energy and Climate is responsible for strategic energy and climate planning and policy to protect the health, safety and welfare of the residents and economy of the State. The division manages policy activities and programs necessary to achieve the key objective for integration of clean energy programs and climate mitigation and adaptation.

The Coastal Programs program unit serves as the key research and policy entity on matters relating to coastal and ocean resources and habitat, sea level rise and programs and issues arising from the federal Coastal Zone Management Act.

The Financial Services program unit reflects a consolidation of the department's financial assistance and financial management groups into a single program unit to improve efficiencies, reduce overhead costs and promote cross training to support a broad array of financial elements.

The Community Services program unit has been transitioned into the Office of the Secretary to reflect the department-wide activities and duties associated with this unit. The focus of this unit is to improve coordination and collaboration among the various program ombudsmen, community organizations, enforcement and other partners in environmental public health protection.

	FUNDING		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	9,816.0	6,930.3	6,978.3
ASF	9,345.7	27,304.2	26,916.9
<b>TOTAL</b>	<b>19,161.7</b>	<b>34,234.5</b>	<b>33,895.2</b>

	POSITIONS		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	51.2	58.7	60.2
ASF	59.7	76.2	74.2
NSF	40.1	38.1	33.6
<b>TOTAL</b>	<b>151.0</b>	<b>173.0</b>	<b>168.0</b>

### OFFICE OF THE SECRETARY

#### 40-01-01

### ACTIVITIES

- Assist the divisions in meeting their human resources, financial, legislative, policy and other needs promptly and accurately.
- Work with the Department of Health and Social Services (DHSS), Division of Public Health and key department staff to examine the capabilities for environmental health tracking and prepare an action plan for initiation of a tracking program.
- Develop a new employee orientation and DNREC specific leadership academy.
- Assess the department's workforce diversity and develop programs.
- Develop and distribute communication products that heighten awareness of environmental issues in communities and suggest opportunities to reduce environmental impacts.
- Sponsor and participate in special events designed to raise the public's environmental awareness, such as the State Fair, Coast Day, Earth Day, Coastal Cleanup and Christina River Cleanup.
- Work with community organizations, homeowner associations and other groups to help them participate in DNREC's programs and address their environmental concerns.

### COASTAL PROGRAMS

#### 40-01-02

### ACTIVITIES

- Administer National Oceanic and Atmospheric Administration grant awards to DNREC for coastal

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

management and Delaware National Estuarine Research Reserve (DNERR).

- Provide grant funding to improve responsiveness to coastal management issues.
- Administer the federal consistency provisions of the Coastal Zone Management Act for Delaware.
- Conduct initial benthic bottom mapping of Delaware's Atlantic Ocean resources.
- Serve as the key research and policy entity on sea level rise and implement the first phase of the development of a State Sea Level Rise Adaptation plan.
- Implement the master plan for the ecological restoration and facility use of the Blackbird Creek Reserve properties.
- Implement education and training programs for communities, schools, resource users and decision makers addressing coastal resource issues.
- Implement the national System Wide Monitoring Program for water quality, nutrients and biological parameters.
- Serve as Delaware's lead on the Mid-Atlantic Regional Council on the Ocean.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of coastal decision maker workshops hosted by DNERR	13	8	8
# of school children attending DNERR education programs	2,079	2,000	2,000
# of meeting participants hosted by the DNERR conference facility	5,024	2,500	3,000

### COMMUNITY SERVICES

#### 40-01-03

##### ACTIVITIES

- Perform outreach to areas affected by environmental management issues to improve the division's ability to communicate with Delawareans.
- Promote communication and collaboration within DNREC and among environmental protection partners.
- Work with community organizations, homeowner associations and other groups to help them participate in DNREC's programs and address their environmental concerns.
- Coordinate all departmental activities with federal and non-governmental organizations to achieve environmental objectives within the agricultural community.

- Provide timely and appropriate response on a 24-hour basis to resident inquiries and environmental emergencies and enforce compliance for other health and safety objectives.
- Protect public health and safety by maintaining 24-hour emergency response capabilities for weapons of mass destruction, hazardous materials and accidental releases.
- Assist the Department of Safety and Homeland Security in the prevention of acts of terrorism.
- Maintain the toll-free complaint line and investigate inquiries on a 24/7 basis.
- Maintain and deploy the unit's digital surveillance cameras in support of TrashStoppers, the department initiative to deter illegal dumping.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of pro-active operations conducted	616	1,000	800
# of public outreach/training sessions conducted	40	50	50
# of Clean Air Act Ombudsman assistance efforts	11	75	75

### ENERGY AND CLIMATE

#### 40-01-04

##### ACTIVITIES

- Promote energy conservation and energy efficiency as an energy generation resource.
- Promote renewable energy sources, alternative fuels and innovative energy technologies to address energy demands and the economic development of the clean energy economy.
- Implement Delaware's Energy Efficiency Resource Standard and evaluate, measure and verify all reported electricity consumption, electricity demand reduction and natural gas consumption from Delaware's utility programs.
- Implement the recommendations of the Governor's Energy Advisory Council.
- Administer the Green Energy fund and associated energy efficiency and renewable energy programs.
- Manage, oversee, monitor and evaluate SEU programs and contracts as required by 29 Del C. § 8059.
- Coordinate the development of statewide climate mitigation and climate adaptation plans.

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- Conduct the federally required components of the State Energy Plan grant program awarded by the U.S. Department of Energy.
- Coordinate with state and federal agencies in the management of energy data, renewable energy generation, energy efficiency and conservation efforts.
- Collaborate with the Office of Management and Budget in energy efficiency and deployment of renewable energy in state facilities.
- Manage, oversee and implement the State's Weatherization program.
- Administer the Coastal Zone statute and provide timely, efficient services to industries seeking permits or status decisions.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of kW new renewable energy funded	700	700	700
# of GWh new energy saved	40	40	40
# of Therms new energy saved	560,000	560,000	560,000
# of Coastal Zone Act: permit issued	4	4	3
status decisions	2	1	1

### INFORMATION TECHNOLOGY

#### 40-01-05

### ACTIVITIES

- Maintain the network and provide help desk services for all department employees.
- Continue the integration of information into the Environmental Navigator and make information available to department staff and the public.
- Continue development of e-government initiatives to allow the public to do business online with the department.
- Continue to implement the Electronic Document Management System.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of online transactions by the public with the department – using licensing/reporting/permitting systems	59,600	63,000	65,000
# of pages of documents converted to electronic format	50,000	52,500	55,000

### FINANCIAL SERVICES

#### 40-01-06

### ACTIVITIES

- Provide financial planning and fiscal policy development.
- Provide accurate and responsive budget analysis and support to divisions.
- Provide staff support to the Clean Water Advisory Council and provide wastewater engineering and financial planning assistance to communities.
- Provide low-interest water pollution control loans to communities, homeowners and agricultural producers.
- Provide grants to water pollution control loan recipients to make projects affordable as defined by the Clean Water Advisory Council.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
\$ of low interest loans and grants for wastewater projects (millions)	17.3	50.0	15.0
\$ of low interest loans for eligible non-point source expanded use activities (thousands)	251	700	700

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### OFFICE OF NATURAL RESOURCES

#### 40-03-00

#### MISSION

To conserve and manage the natural resources of the State, provide safe and enjoyable recreational opportunities to Delawareans and visitors, manage and make available for public use and enjoyment the lands with which it has been entrusted, provide technical, financial and planning assistance to the public for conservation areas and improve the public's understanding and interest in the State's natural resources through information and outreach programs.

#### KEY OBJECTIVES

- Protect and restore an interconnected system of undeveloped lands.
- Maintain tidal fisheries management.
- Protect, restore and enhance fisheries and wildlife habitats.
- Foster partnerships with private landowners.
- Conserve biodiversity and the integrity of biological function.
- Provide wildlife-related recreational opportunities.
- Restore natural functions of streams degraded by development.
- Provide water management technical assistance through the construction of drainage, flood control and water management systems.
- Achieve no-net-loss of recreational and protective beaches and dunes along the publicly accessible, developed portions of the Delaware Bay shore and Atlantic Ocean coast as measured on a three- to seven-year renourishment cycle.
- Assist the Nutrient Management Commission in managing and regulating the generation and application of nutrients to meet load reduction targets established by approved Total Maximum Daily Load (TMDL) and meet or exceed surface water quality standards for nutrients.
- Increase the percentage of waterways meeting water quality standards for swimming and healthy aquatic life.

- Improve the function and value of coastal and freshwater streams and wetlands for habitat, flood control and water quality enhancements.
- Identify and assess the causes and factors contributing to the sudden dieback of tidal wetland habitats.
- Implement the Delaware Wetlands Conservation Strategy.
- Maintain a system for determining the existence and location of state resource areas, their degree of endangerment, an evaluation of their importance and information related to their natural, historic or open space values.
- Improve the effectiveness of the State's stewardship of plants, animals and their habitats on public lands.
- In conjunction with other public and private land management organizations, undertake special programs to acquire or otherwise permanently protect lands within established state resource areas and other lands identified as having significance according to the procedures of the Delaware Land Protection Act.
- Assist in the addition of park land and outdoor recreation facilities at municipal and county levels through grant assistance.
- Increase preventive maintenance to reduce major rehabilitation expenditures and curb facility deterioration.
- Locate and identify important natural resources on DNREC landholdings and develop resource management plans for parks, nature preserves and wildlife areas.
- Continue creative partnerships with for-profit and nonprofit organizations to provide services and raise funds.
- Integrate recommendations developed by the Children in Nature Task Force to increase children's access to nature through family outdoor programs, development of new nature centers, guided field experiences and community events.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of Natural Resources contains three divisions: Parks and Recreation, Fish and Wildlife and Watershed Stewardship. The former Watershed Management unit has been renamed Watershed Stewardship to reflect an ecosystem-based focus on high impact activities that will enhance air quality, water

## NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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quality and supply, soil quality and habitat and biodiversity protection.

Parks and Recreation has 11 field offices statewide that oversee the operation of 20,364 acres in 16 state parks, the Brandywine Zoo and Baynard Stadium. Parks and Recreation also manages 10 nature preserves (3,169 acres), 12 other sites (2,345 acres) outside of the parks and monitors 78 conservation easements, which protect an additional 3,644 acres.

Parks and Recreation operates units containing a variety of landscape and natural resource features from rolling terrain in the uppermost regions of New Castle County to coastal beaches in Sussex County. Cultural and historic resources are protected while a wide variety of recreational facilities are provided for Delaware residents and out-of-state visitors.

Fish and Wildlife manages a variety of programs including: fish and wildlife management and research; land and habitat management; fishing, hunting and boating access lands and facilities; mosquito control; fish, wildlife and boating enforcement; education and volunteer involvement; and licensing and boat registration. Wildlife and fisheries research and management programs ensure sustainable fish and wildlife populations for now and the future, while land management and habitat restoration efforts enhance fish and wildlife populations on public and private lands. Fish and Wildlife owns and manages approximately 61,000 acres of public lands and 47 boat ramp access areas that provide quality outdoor hunting, fishing, nature observation and boating recreation opportunities.

Watershed Stewardship assists the conservation districts in tailoring programs to meet the needs of diverse constituents and coordinates statewide non-point source pollution control programs. Watershed Stewardship programs combine research and education, technical assistance, financial incentives and regulation with interagency and private partnerships. Initiatives, such as beach nourishment projects, public dune maintenance and emergency storm repair and cleanup, are carried out to improve protection to shorefront homes, businesses, roads and utilities and enhance the basis of the State's coastal recreation and tourism industry. Watershed Stewardship focuses on restoring the functions and values of streams, drainage ditches, wetlands and riparian corridors. These programs focus expertise and resources on restoration projects to re-establish biological diversity. Watershed Stewardship strives to implement a variety of restoration techniques that accelerate the ecological processes resulting in projects, which replicate natural functioning ecosystems.

<b>FUNDING</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	25,372.5	20,695.0	20,890.4
ASF	24,170.6	26,478.3	26,626.5
<b>TOTAL</b>	<b>49,543.1</b>	<b>47,173.3</b>	<b>47,516.9</b>

<b>POSITIONS</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	194.3	194.3	194.8
ASF	96.1	95.5	97.5
NSF	52.6	54.2	56.7
<b>TOTAL</b>	<b>343.0</b>	<b>344.0</b>	<b>349.0</b>

#### **PARKS AND RECREATION**

##### **40-03-02**

#### **ACTIVITIES**

##### **Administration and Support**

- Responsible for all budget and fiscal management, personnel, legislation and volunteer administration, including the AmeriCorps program in support of the division.
- Manage 21<sup>st</sup> Century Park Endowment and state park trusts.
- Manage the marketing program for Delaware State Parks.
- Manage publication and information services, including research, editing and digital design for all commercially-printed state park publications and wayside exhibits.
- Manage the retail sales program, including gift shops, campground stores, vending and food concession operations.
- Administer the central reservation system for camping and other visitor services.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% increase in park and facility revenue	0.094	3.000	3.000
# of volunteer hours	118,000	100,000	100,000

##### **Planning, Preservation and Development**

- Maximize the use of funds and protection methods, other than fee simple acquisition, to permanently protect statewide priority projects through the use of open space criteria and the ranking system adopted by the department.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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- Coordinate conservation easement protection efforts on private lands.
- Coordinate all real estate issues, including utility easements, use agreements and agriculture easements.
- Administer the Natural Areas program through the Land Preservation Office as defined by law.
- Plan, design, engineer and construct facilities and infrastructure within the park system.
- Administer state and federal grants and provide technical assistance to county and local governments for land acquisition, outdoor recreation facility and trail development.
- Plan and develop the park trail system.
- Coordinate and oversee the Council on Greenways and Trails, Natural Areas Advisory Council and Open Space Council.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of acres that meet the criteria of the Land Protection Act	983	650	650
# of new miles of multi-use trails in state parks	1.5	4.0	4.0
# of conservation easements that meet the criteria of the Land Protection Act	5	2	2

### Operations, Maintenance and Programming

- Manage daily operations of 16 state parks, including special revenue generating facilities.
- Enforce state park rules and regulations and provide for site and visitor safety and security, including a water safety program.
- Develop and implement comprehensive natural resource management plans.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% increase of people participating in park programs	3.3	2.0	2.0
# of teacher trainings to support Children in Nature initiative	13	14	15

### Wilmington State Parks

- Manage the Brandywine Zoo, Rockford Park, H. Fletcher Brown Park, Brandywine Park, Baynard Stadium, Alapocas Run State Park and the Blue Ball Barn, including upgrade of facilities.
- Provide public interpretive programming, concert series and coordinate special events.

- Continue to develop relationships and partnerships with surrounding neighborhood associations and City of Wilmington officials.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% increase of visitors to Brandywine Zoo	(8.57)	2.00	2.00
# of stadium field events	53	24	56
# of new park program offerings	6	1	1
# of historic monuments/statues restored	0	1	1

### Indian River Marina

- Manage and operate the Indian River Marina, including 274 wet slips, 24 transient slips, 156 unit dry stack storage building, full service marine fuel dock, ships store and winter storage services.
- Manage a 12-unit cottage complex. Each duplex offers 900-square feet of living space with full amenities overlooking the Indian River Inlet.
- Manage concession operations, including a full service bait and tackle, fish cleaning, head boat operations and retail convenience store/café.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% occupancy of wet slips	70	75	85
% occupancy of dry storage	90	90	95

### FISH AND WILDLIFE

#### 40-03-03

### ACTIVITIES

#### Wildlife/Fisheries

- Conduct research surveys and inventories of fish, shellfish and wildlife populations.
- Develop fish and wildlife management plans for 15 wildlife management areas, manage 54 freshwater pond and marine fishing access sites and comply with management plans for 25 species or species groups of marine fish and shellfish.
- Monitor, maintain and regulate harvestable fish and wildlife populations.
- Provide technical assistance to landowners and government agencies.
- Administer wildlife management and research, including non-game and endangered species, hunter education training, wildlife recreation and wildlife outreach programs.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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- Provide fishing and hunting license services and monitor the users of fish and wildlife resources.
- Provide education and volunteer programs to educate and engage the public on natural resource issues to increase understanding and involvement in fish and wildlife conservation.
- Monitor fish for diseases and investigate fish kills as to extent and probable cause.
- Obtain fish for contaminant testing and inform the public of fish consumption advisories.
- Acquire, develop and maintain lands and waters for recreation and conservation.
- Control aquatic and non-indigenous plants and improve fish and wildlife habitats.
- Develop wetland enhancement programs and coordinate fish, wildlife, acquisition and hunter education and aquatic resource education activities.
- Conduct a trout stocking program in all three counties.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of acres of actively managed wildlife habitats on public lands	8,700	8,700	9,000
# of fisheries management plans complied with	25	25	25
# of hunter education certifications	1,363	1,100	1,500

### Mosquito Control

- Monitor mosquito populations and extent of quality of life and nuisance problems or mosquito-borne diseases (focus on West Nile Virus and Eastern Equine Encephalitis) and undertake control actions in response to infestations, disease outbreaks or adverse economic impacts.
- Respond to resident complaints about excessive numbers of biting mosquitoes or concerns about mosquito breeding areas.
- Investigate and assess mosquito control efficacy and non-target impacts associated with Open Marsh Water Management, impoundment management, mosquito fish stocking and insecticide use (larvicides and adulticides).
- Conduct research surveys and inventories of mosquitoes, fish and wildlife populations.
- Continue implementation of wetland restoration and enhancement projects within the Christina/Delaware River Corridor (Northern Delaware Wetlands Rehabilitation program).

- Interact with the U.S. Fish and Wildlife Service to ensure effective and practicable mosquito control on Delaware's two national wildlife refuges.
- Conduct public education and outreach programs on mosquito control problems and wetlands restoration and management.
- Coordinate with the Riverfront Development Corporation to restore and manage wetlands at the Russell W. Peterson Urban Wildlife Refuge.
- Work with the American Mosquito Control Association to help resolve national mosquito control issues having local impacts.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of Open Marsh Water Management Acres Treated	120	100	100
% of nuisance-free nights (June-August)	86	75	75
# of acres of degraded wetlands under the Northern Delaware Wetlands Rehabilitation program restored	3	50	50

### Enforcement

- Prevent, investigate and prosecute illegal natural resource activity within the State.
- Provide environmental education opportunities through Boating Safety and Hunter Safety education programs.
- Conduct marine search and rescue operations and statewide marine rescue training for coastal fire departments.
- Manage and administer the state Vessel Registration program.
- Assist the Department of Safety and Homeland Security with activities in the prevention of terrorism.
- Manage the Recreational Boating Safety program by conducting safety equipment inspection boardings, investigating accidents and coordinating boating education volunteers.
- Enhance response capabilities during critical incidents, such as homeland security threats, maritime operations, woodland search and rescue and other incidents.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of boating safety presentations delivered to the public	79	211	79
# of recreational boating accidents	9	10	9

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## WATERSHED STEWARDSHIP

40-03-04

### ACTIVITIES

#### Drainage and Stormwater

- Conduct environmentally sensitive tax and public ditch planning and provide technical assistance to landowners on surface water management issues.
- Ensure implementation of the State's no-net-loss of wetlands policy in water management projects and develop wetland and stream restoration techniques.
- Provide technical assistance to local soil and water conservation districts.
- Provide education and outreach to agricultural and environmental communities to demonstrate the working relationship of drainage, agriculture and wetlands.
- Encourage the establishment of riparian corridors along tax ditch rights-of-way to support the Conservation Reserve Enhancement program (CREP), the implementation of TMDLs, Pollution Control Strategies (PCS) and Watershed Implementation Plans (WIPs).
- Implement dam safety regulations and dam inspection standards, provide emergency action plans and provide assistance to private dam owners.
- Investigate and implement solutions to the Resource Conservation and Development projects funded through the Capital Improvement Act and Twenty-First Century Fund.
- Provide comprehensive Erosion and Sedimentation (E & S) and Stormwater Management training to the land development community.
- Provide financial, technical and compliance assistance to delegated agencies for plan review and field inspection of land development projects.
- Provide sediment and stormwater management field inspection on federal- and state-funded, non-Department of Transportation, construction activities.
- Implement National Pollutant Discharge Elimination System (NPDES) Phase II requirements for stormwater management.
- Provide technical and administrative support to the Delaware Clean Water Council.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of acres of agricultural and residential land receiving drainage, flood protection and water management	565,432	569,432	573,432
# of acres of wetland restoration developed and constructed in marginal agricultural fields and/or adjacent to streams and tax ditches	10.8	4.5	4.5
# of feet of stream restoration projects developed and constructed	8,900	2,000	2,000
# of tons of sediment removed from storm water prior to discharge to waterways	563,095	566,682	572,350
% of total recommendations of the Surface Water Management Task Force implemented	85	85	85

#### Shoreline and Waterway Management

- Develop and carry out beach preservation projects to enhance and preserve the recreational and storm protection values of Delaware's beaches.
- Sustain the primary dune and beach system through a regulatory control program that keeps construction off the dunes and beach.
- Improve coastal storm hazard preparedness and mitigation.
- Reduce natural hazard losses through cooperation with the Federal Emergency Management Agency and the Delaware Emergency Management Agency in natural hazard mitigation programs.
- Provide technical assistance to local governments and homeowners to improve beach and dune management.
- Identify sufficient sand sources for beach nourishment work for a 10-year maintenance period.
- Provide understanding of the complex physical dynamics of beach erosion and storm impacts to aid in pre- and post-coastal storm impact reduction and recovery.
- Operate and maintain a sand bypass facility at Indian River Inlet.
- Conduct repair and maintenance program of publicly-owned coastal dunes.
- Improve and maintain navigational channels statewide.
- Implement a regional sediment management strategy for Rehoboth and Indian River Bays.
- Establish and maintain aids to navigation in the State's Inland Bays to ensure channels are properly marked for safe navigation by the boating public.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

- Restore the environmental integrity of state-owned lakes and ponds.
- Mechanically harvest nuisance marine macro algae in the Inland Bays to maintain water quality, aesthetics and boating access.
- Remove abandoned vessels and derelict structures from the Inland Bays.
- Restore ecologically important areas in the Inland Bays and re-establish eel grass populations where appropriate.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of aids to navigation established and maintained in Inland Bays for boating public	170	170	175
# of feet in width that design beach is maintained on Atlantic facing public beaches present for summer recreational use seaward of the designed dunes	100	100	100
% achievement of eliminating shoals in all authorized channels and maintaining channels for safe navigation	11	11	11
% of completed investigations concerning nuisance accumulations of macro-algae in the Inland Bays	100	100	100

### Watershed Assessment and Management

- Implement the water quality monitoring and assessment program.
- Implement the Federal Beaches Environmental Assessment and Coastal Health Act by monitoring guarded beaches and notifying the public of swimming advisories due to unacceptable water quality conditions.
- Develop PCSS and WIPs to meet pollutant load reduction goals established by state and federal TMDLs.
- Work with partner programs and agencies to implement new and existing regulations and voluntary actions, including retrofits and restoration projects, to achieve load reduction goals set by TMDLs.
- Track progress toward achieving load reduction goals using a two-year milestone approach, beginning in the Chesapeake Bay watershed.
- Participate in the implementation of the Delaware Wetlands Conservation Strategy.
- Implement Marine Biotoxin Contingency Plan when hazardous algae bloom-related events threaten commercial and recreational shellfish resources.

- Cooperate with Delaware River Basin Commission, Pennsylvania and New Jersey in developing TMDLs for toxic pollutants for the Delaware Estuary.
- Regulate state shellfish growing areas and certified shellfish dealers through cooperative agreements with the U.S. Food and Drug Administration and the National Shellfish Sanitation Program.
- Serve as lead for fish contamination assessments and coordinate at state and inter-state levels.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of acres of watersheds with PCSSs in place	652,957	866,778	989,124
# of incidences of water-borne disease (swimmer illness)	1.0	1.0	1.9

### Conservation Programs

- Direct and administer Clean Water Act Section 319 grant funds for priority water quality assessment and implementation of best management projects.
- Provide technical assistance to other agencies, engineers and consultants, farmers and animal producers, contractors and developers, educators, college professors and university officials.
- Assist the Nutrient Management Commission with the implementation of Nutrient Management regulations and plans.
- Perform assessment and implementation of TMDL activities in the Piedmont, Chesapeake and Inland Bays and Delaware Bay basins.
- Administer the Conservation Cost Share program and agricultural component of the State Revolving Loan Fund program in coordination with federal farm bill programs.
- Direct the State's efforts and funding for the U.S. Department of Agriculture CREP.
- Administer the Buried Wood Debris Remediation program.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% reduction of nitrogen loadings in the Chesapeake, Delaware and Inland Bays watersheds	6	6	6
# of debris pits remediated	5	14	14

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

## OFFICE OF ENVIRONMENTAL PROTECTION 40-04-00

### MISSION

To protect and enhance the quality of Delaware's air and water resources and assure appropriate waste management practices within Delaware by verifying strict compliance with laws and regulations to protect Delaware's precious resources and by working cooperatively with residents and businesses to protect public health, welfare and the environment.

### KEY OBJECTIVES

- Increase percentage of facilities in compliance at time of inspection.
- Enhance the fairness, consistency, predictability, deterrence value and efficiency of the DNREC enforcement process.
- Monitor and control the occurrence of environmentally-related exposures and diseases.
- Provide the equitable and adequate allocation of safe surface and ground water supplies.
- Reduce nutrients, bacteria and toxic substances entering the State's waterways through the implementation of TMDLs and PCSs.
- Increase the percentage of waterways meeting water quality standards for swimming and healthy aquatic life.
- Reduce exposure to hazardous substances, including carcinogenic substances in the ambient environment.
- Prevent exceedances of air and water quality standards.
- Develop strategies to attain the new 8-hour ozone standard statewide by 2019 and re-designate New Castle County to attainment with respect to Fine Particle (PM2.5) Standards by Calendar Year 2013.
- Maintain monitoring networks to provide representative and accurate data for ambient concentrations of pollutants of concern.
- Promote effective and sustainable cleanup and reuse of Brownfields in conjunction with community land use plans.

- Increase municipal solid waste recycling to 60 percent pursuant to 7 Del. C. § 6056.
- Protect public health and safety by conducting hazardous materials emergency planning and accidental release prevention and by maintaining an effective emergency response capability.
- Provide outreach and educational opportunities on the Office of Environmental Protection's mission, programs and decisions.

### BACKGROUND AND ACCOMPLISHMENTS

This unit merged two former units known as Air and Waste Management and Water Resources. The division is comprised of three internal program units: Air Quality, Water and Waste and Hazardous Substances.

Air Quality monitors and regulates all emissions to the air, issues permits to construct and permits to operate to air contaminant sources, maintains emission inventories from business and industry, develops the state implementation plan as required by the Clean Air Act, adopts new regulations, supports enforcement of existing regulations and permits and inspects asbestos removal sites. The unit continues to move forward with the Title V Operating Permit program that includes issuance of required permits, operating a Compliance Assurance program and issuing Title V permit renewals.

Water implements its various regulatory programs, provides technical skills to programs, laboratory services, inspections and educational services and performs applied research.

Waste and Hazardous Substances is responsible for ensuring Delaware's wastes are managed in a way that protects human health and the environment. The program ensures proper management through a permitting and compliance monitoring program and also through encouragement of waste reduction, reuse and recycling activities. Waste and Hazardous Substances has a major role in investigating and cleaning up hazardous substance release sites that pose a threat to public health, welfare and the environment. Waste and Hazardous Substances programs regulate the installation, operation, removal and remediation of tanks storing petroleum and hazardous substances. The primary objectives of the tank programs are the prevention of tank releases and early detection and expedited cleanup of releases that occur. Waste and Hazardous Substances also ensures all boilers and pressure vessels in the state are inspected to prevent catastrophic failures. Waste and Hazardous Substances provides comprehensive planning and prevention and 24-hour response to time critical

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

emergency and non-emergency environmental and hazardous materials incidents for the protection of human life, health, safety and the environment.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	7,395.5	7,252.0	7,416.0
ASF	18,309.3	42,905.3	42,854.9
<b>TOTAL</b>	<b>25,704.8</b>	<b>50,157.3</b>	<b>50,270.9</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	77.2	69.7	70.7
ASF	148.6	137.6	135.1
NSF	71.2	70.7	71.2
<b>TOTAL</b>	<b>297.0</b>	<b>278.0</b>	<b>277.0</b>

## AIR QUALITY

### 40-04-02

### ACTIVITIES

- Participate in Ozone Transport Commission (OTC), National Association of Clean Air Agencies and Mid-Atlantic Regional Air Management Association activities to take advantage of combined expertise and foster regional and national strategies.
- Evaluate and recommend to the Environmental Protection Agency (EPA) a monitoring strategy in Sussex County to support the attainment status of Delaware's air quality relative to the new sulfur dioxide standards.

#### Air Surveillance

- Monitor or track ambient air quality for all pollutants, especially ozone and fine particulate matter to assess attainment status with National Ambient Air Quality Standards.
- Provide air toxics monitoring at a minimum of two sites in Delaware.

#### Permitting and Compliance

- Develop state implementation plan revisions as required by the Clean Air Act Amendments of 1990 (CAA).
- Continue to implement value stream mapping recommendations for minor source permitting program to maintain permit issuance time at 90 or fewer days.
- Implement new procedures and protocol to expedite major enforcement cases.

- Issue Title V permit revisions and renewals in a timely basis.
- Track facility submission and inspector review of Annual Compliance Certification reports and Semi-Annual Monitoring reports for all Title V facilities.
- Report all stack test results within 120 days of testing.
- Develop and implement a biannual toxics facilities inspection plan.
- Enter and track all enforcement data into the department's database and upload to the EPA compliance database.
- Conduct a full compliance evaluation of large facilities every two years, medium facilities every five years and full compliance evaluations of small facilities as needed.
- Evaluate facility compliance with regulatory and permit requirements and propose enforcement actions for non-compliance facilities.

#### Planning

- Continue planning and implementation efforts to address long-term ozone, fine particulates and regional haze problems.
- Work with public and private entities to develop or implement transportation and voluntary control programs, such as Ozone Action Day.
- Promulgate new air regulations required by the CAAA and OTC.
- Conduct an annual point source emission inventory and a comprehensive emission inventory every three years, consistent with the CAAA.
- Develop and implement a new, web-based emission inventory reporting system for annual submission of facility reports.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of exceedances of Ozone, PM, CO, NO <sub>2</sub> and SO <sub>2</sub> standards	19	0	0
# of ambient air samples collected	1,030	1,097	1,097
# of air samples for air toxics*	5,880	4,600	4,600

\*DNREC received a grant from the EPA to perform enhanced toxics monitoring for a portion of Fiscal Year 2011.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### **WATER**

#### **40-04-03**

#### **ACTIVITIES**

##### **Surface Water Discharges**

- Use NPDES permits to implement PCSs for TMDLs.
- Issue NPDES permits that contain the necessary requirements and conditions (toxic controls, pre-treatment requirements, stormwater, Combined Sewer Overflow (CSO) and sludge requirements).
- Develop and implement a NPDES program for pesticides pursuant to the Clean Water Act.
- Issue licenses for wastewater treatment operators and review plans and issue permits for the construction of wastewater collection and treatment facilities.
- Conduct compliance inspections for NPDES facilities and CSO systems.
- In partnership with the Department of Agriculture, implement a regulatory program for large and medium Concentrated Animal Feeding Operations.
- Review and approve the construction of central wastewater systems for new development.
- Periodically review and update program regulations for point source dischargers.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% major individual NPDES permitted facilities inspected annually	90	100	100
% minor individual NPDES permitted facilities inspected annually	45	50	50

##### **Groundwater Discharges**

- Encourage designers and applicants to incorporate land treatment systems into their wastewater management plans.
- Perform construction and compliance inspections on all large on-site wastewater systems and 75 percent of all small systems.
- Issue large septic and spray permits in compliance with all applicable regulations.
- Issue replacement and repair permits for all known malfunctioning subsurface systems.
- Issue Underground Injection Control (UIC) permits and authorizations in compliance with all applicable regulations.

- Locate and inventory all unauthorized UIC wells, perform inspections and prevent non-compliance.
- Perform statewide compliance inspections of holding tanks.
- Implement aspects of approved PCSs for TMDL watersheds.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of alternative on-site treatment systems inspected for operational compliance	100	100	100
% of construction inspections for on-site wastewater systems that discharge:			
< 2,500 gallons/day	57	60	60
> 2,500 gallons/day	100	100	100
% of compliance inspections for on-site wastewater systems that discharge more than 2,500 gallons per day	382*	100	100
% of statewide compliance inspections on holding tanks	150**	100	100

\*554 compliance inspections on 145 sites.

\*\*503 compliance inspections on 336 holding tanks.

##### **Water Supply**

- Provide technical and policy support to the Water Supply Coordinating Council.
- Review and approve allocation and water well permits for public and environmental protection.
- Conduct research and monitor ground water resources. Included as a priority activity is implementation of the expanded ground water monitoring network in southern New Castle County being conducted by the Delaware Geological Survey.
- Provide assistance to New Castle County for requirements of the New Castle County Water Resource Protection Area Ordinance.
- Implement the Source Water Assessment and Protection program under the federal 1996 Safe Drinking Water Act amendments (joint cooperation with DHSS), including long-term protection strategies for public drinking water supply sources.
- Promote water conservation, wellhead protection and source water protection with public education and cooperative agreements with stakeholders.
- Perform ground water reviews for non-hazardous waste sites.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of water allocation permits issued to reduce backlog of unpermitted projects	49	50	50
% of well permit data entered within five days of receipt of information	95	95	95
% of public water systems with source water protection strategies in place	100	100	100
% of public water systems with source water protection strategies substantially implemented	100	100	100

### Wetlands and Subaqueous Lands

- Maintain an inventory of tidal wetlands, issue wetland and subaqueous lands permits and leases for docks, piers, shoreline stabilization and other projects in tidal and non-tidal waters.
- Review and issue marina construction permits.
- Issue Water Quality Certifications for federal permits.
- Provide customer service to landowners, realtors and developers regarding the location of regulated wetlands and waters.
- Promote wetland, stream channel and riparian restoration.
- Administer a cost-share program to assist waterfront landowners with shoreline stabilization projects using vegetation and other environmentally friendly techniques.
- Support efforts to re-establish fees for commercial and industrial docks and piers on public subaqueous lands.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% requests of shoreline stabilized with soil bioengineering and rip-rap versus bulkheading	100	98	98
% of marinas with approved operations and maintenance plans	60	75	75

### Environmental Laboratory

- Perform biological assessments and chemical analyses to ensure the wise management, conservation and enhancement of the State's natural resources and protect public health and the environment.

- Perform microbial source tracking techniques for DNA fingerprint identification of bacteria, protozoa and other organisms in support of the development and implementation of TMDLs, PCSs, permit allocations and regulatory and enforcement actions.
- Operate the Laboratory Information Management System to enhance quality and productivity and facilitate information sharing throughout the department.
- Implement a balanced scorecard performance measure pilot for the department.
- Provide educational initiatives for teachers and youth in schools, colleges and universities and use skills of senior citizens through job shadowing, internships, mentoring, tours and volunteer programs.
- Identify new market opportunities and improve laboratory efficiencies and analytical capabilities to identify and implement cost-effective technologies.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Average turnaround time to complete for each test (days)	4.5	4.4	4.3

### WASTE AND HAZARDOUS SUBSTANCES

## 40-04-04

### ACTIVITIES

#### Site Investigation and Restoration

- Oversee remedial investigation, feasibility study, remedial design and action at Hazardous Substance Cleanup Act, Voluntary Cleanup program and Brownfield sites.
- Assist in facilitating grants and loans at Brownfield sites to ensure sites are cleaned up and reused in a safe and productive manner.
- Promote field screening procedures to reduce the number of analytical samples sent to the laboratory for full analysis.
- Work with communities to enhance understanding of the Site Investigation and Remediation Section (SIRS) programs and the risks posed by SIRS sites.
- Perform Brownfield assessments or inspections at sites targeted for redevelopment.
- Conduct Natural Resource Damage Assessments at sites where releases of hazardous substances have harmed the environment.
- Enhance and implement the Brownfield inventory and a ranking system to address redevelopment potential and the degree of contamination.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

- Screen shallow public drinking water supplies for contaminants, as recommended by Delaware's Advisory Council on Cancer Incidence and Mortality.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of acres of Brownfields remediated	114	90	95
% of SIRS sites remediated	45	46	45
Average # of months to complete a Brownfield project	14	13	13
# of proposed and final remediation plans issued	49	30	35
# of enforcement sites initiated	4	5	4

### Tank Management

- Conduct Underground Storage Tank (UST) and Aboveground Storage Tank (AST) facility compliance assessments, oversee removals and closures, approve design plans and supervise the installation of new systems.
- Administer contracts for sites using state funding to remove orphan USTs and complete site remediation.
- Implement cost savings for sites through pay-for-performance contracting.
- Review vapor recovery (VR) permit applications and oversee testing of VR systems to ensure compliance with the gasoline VR regulations.
- Reduce the amount of time from identification to closure of Leaking Underground Storage Tank (LUST) sites.
- Continue implementation of risk-based corrective action closure procedures at LUST sites.
- Increase tank inspection frequency, creating a training program for tank owners and operators and establish a delivery prohibition program.
- Increase outreach and inspection activities to educate the UST regulated community, including tank owners, operators, contractors and consultants.
- Commission private insurance boiler inspectors operating within Delaware and monitor their inspections.
- Conduct inspections of boiler and pressure vessels at facilities that do not have insurance.
- Investigate boiler and pressure vessel accidents.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of LUST sites cleaned up: regulated USTs unregulated USTs	93 111	50 35	50 40
% of LUST sites remediated: regulated USTs unregulated USTs	93 97	91 96	91 96
# of new UST releases identified: regulated USTs unregulated USTs	70 103	70 30	70 40
# of new AST releases identified	11	20	20
% of UST facilities in compliance following inspection activities	74	80	80
# of inspections conducted at UST facilities	172	165	165

### Solid and Hazardous Waste Management

- Regulate the disposal of waste generated in Delaware to prevent adverse impacts to the environment.
- Monitor permitted solid and hazardous waste sites to identify any contaminant releases to the environment.
- Require, oversee and approve corrective actions to remedy any significant adverse impacts resulting from contaminant releases.
- Pursue closure and remediation of unauthorized, illegal or environmentally unacceptable solid and hazardous waste disposal sites.
- Track the transport and disposal of solid and hazardous waste to ensure compliance with environmental regulations.
- Communicate and encourage hazardous waste generators on the reduction of hazardous waste.
- Complete solid and hazardous waste compliance assessments and implement a multi-media approach where possible.
- Implement the hazardous waste corrective action process.
- Oversee the scrap tire cleanup program.
- Implement the Universal Recycling law.

# NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

## 40-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of scrap tires cleaned up (tons)	1,478	3,500	3,500
% of municipal solid waste recycled	32.6	40.0	45.0
% of facilities assessed returning to compliance within 180 days	100	100	100
# of tons of waste properly managed under permits	1,268,097	1,350,000	1,450,000
# of participants in 3R's (reduce, reuse and recycle) educational opportunities	404,000	50,000	20,000

### Emergency Prevention and Response

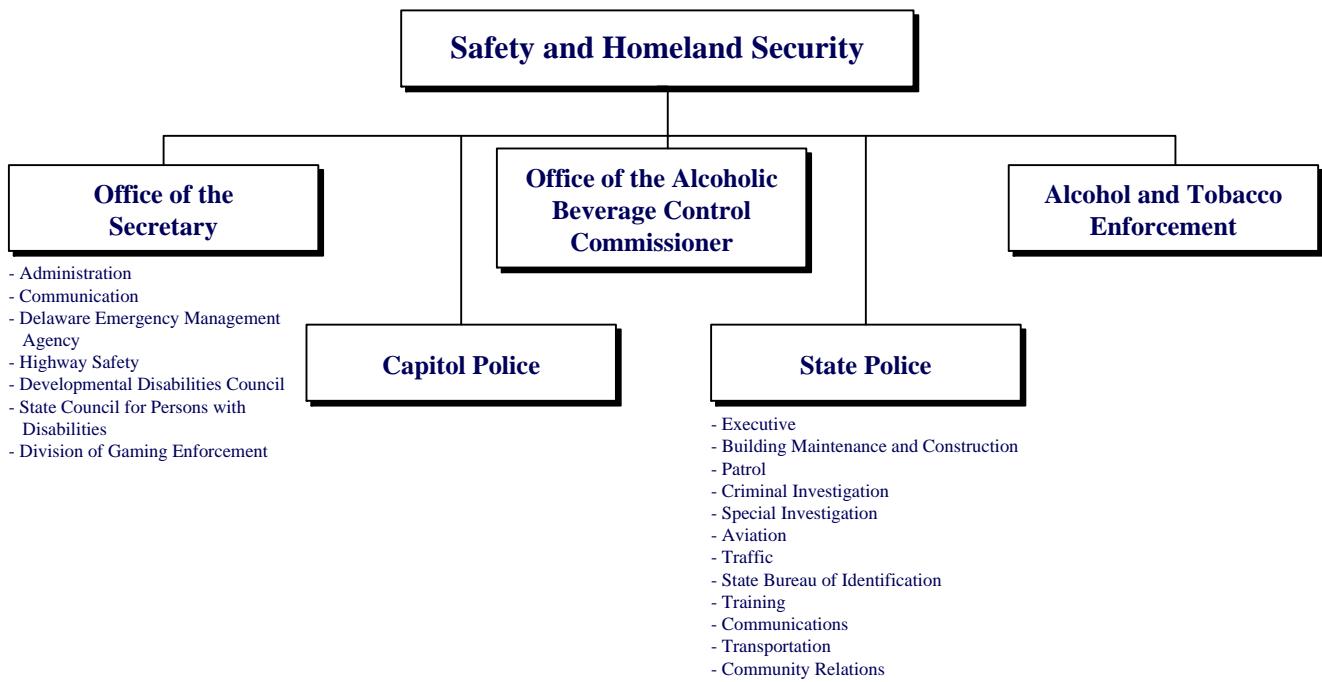
- Respond to and investigate environmental incidents and emergencies on a 24/7 basis.
- Respond to hazardous materials incidents as part of the State Emergency Response Team and the Delaware Emergency Operations Plan.
- Participate in emergency planning and exercises with federal, state and local emergency management and response agencies.
- Provide emergency response and hazardous materials training to state and local response agencies.
- Ensure compliance with hazardous chemical inventory and Toxic Release Inventory (TRI) data reporting pursuant to the Emergency Planning and Community Right-to-Know Act (EPCRA).
- Support State Emergency Response Commission (SERC) operations and local emergency planning committees through collection of EPCRA Tier II hazardous chemical reporting fees and data.
- Analyze TRI data and report data trends.
- Upgrade and maintain response capabilities and activities through SERC.
- Ensure effective risk management programs at extremely hazardous substance facilities by continuing to conduct compliance inspections, review risk management plans and investigate releases pursuant to the Accidental Release Prevention Regulation.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of emergency responses to incidents	299	320	320
# of Accidental Release program inspections	28	24	25
% of EPCRA electronic reporting	99	90	98

# SAFETY AND HOMELAND SECURITY

## 45-00-00



### MISSION

To promote and protect the safety of people and property in Delaware.

### KEY OBJECTIVES

- Successful preparation for and response to natural and man-made catastrophes.
  - Ensure federal and state mandates for services are accomplished, including statewide disaster mitigation.
  - Continue to increase disaster response and recovery capabilities.
  - In conjunction with the Federal Emergency Management Agency (FEMA), assist communities in planning to become disaster-resistant communities.
  - In cooperation with the Delaware State Police (DSP), State Fire School, Division of Public Health and local law enforcement agencies, plan, obtain equipment and support the implementation of training for homeland security or terrorist-related events for the first responder community.
- Prevent crime.
  - Continue to reduce violent crime and Part I crimes within the DSP service area.
  - Increase intelligence gathering, analysis and dissemination to thwart criminal and terroristic acts.

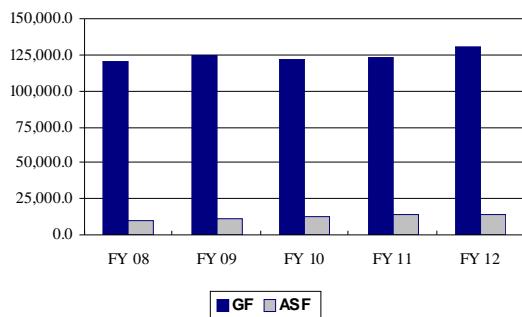
- Increase the number of criminal cases solved.
- Continue training to address growing or emerging crime trends.
- Make the State's highways safe.
  - Conduct enforcement efforts, education programs and public awareness efforts to increase seatbelt use.
  - Enhance enforcement and public awareness efforts, improve the adjudication process and continue to monitor treatment services aimed at reducing alcohol-related fatalities.
  - Enhance enforcement efforts, public awareness programs and educational efforts focused on reducing fatal crashes resulting from aggressive driving behaviors.
  - Continue efforts to develop and implement a statewide integrated data collection system.
  - Enhance enforcement efforts, public awareness programs and educational efforts aimed at reducing pedestrian fatalities.
- Ensure the safety of state employees and facilities.
  - Increase police and security presence within state facilities.
  - Continue to develop and enhance planning, training and exercises in emergency evacuation and threat procedures.

# SAFETY AND HOMELAND SECURITY

## 45-00-00

- Protect the health of residents and youth.
  - Continue enforcing the State Liquor Control Act and the rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
  - Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
  - Produce public educational awareness programs regarding the responsible use of alcoholic beverages and tobacco products.
- Ensure reliable and effective statewide emergency communications capability.
  - Support and maintain the statewide 800 MHz system.
  - Support and maintain the State's conventional radio systems.

### Five-Year Appropriation History



### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	126,593.7	130,941.4	136,261.4
ASF	9,409.6	13,773.7	18,299.6
<b>TOTAL</b>	<b>136,003.3</b>	<b>144,715.1</b>	<b>154,561.0</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	948.9	982.5	991.5
ASF	77.5	77.5	77.5
NSF	90.6	87.0	78.0
<b>TOTAL</b>	<b>1,117.0</b>	<b>1,147.0</b>	<b>1,147.0</b>

### **FY 2013 BUDGET HIGHLIGHTS**

#### OPERATING BUDGET:

- ♦ Recommend \$400.0 in Contractual Services for Comprehensive School Safety Plan program.

- ♦ Recommend \$230.6 in Personnel Costs and 4.0 FTEs and (4.0) NSF FTEs to switch fund positions associated with the Port Security Grant program.
- ♦ Recommend 5.0 FTEs and (5.0) NSF FTEs to switch fund positions to reflect critical workforce needs.

#### CAPITAL BUDGET:

- ♦ Recommend \$1,646.9 for the fifth of five lease payments for the twin-engine helicopter delivered in Fiscal Year 2008.
- ♦ Recommend \$400.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds and maintain a secure environment.

# SAFETY AND HOMELAND SECURITY

## 45-00-00

### OFFICE OF THE SECRETARY

#### 45-01-00

#### MISSION

To promote safety and homeland security by coordinating and advocating for related policy and resources, as well as serving as a liaison with the Governor's Office, other state and non-state agencies and the community at-large.

#### KEY OBJECTIVES

- Provide departmental leadership in matters of safety and homeland security.
- Provide broad policy and fiscal guidance to the operating divisions.
- Encourage collaborative approaches to problem identification and solving.
- Coordinate policy, administrative and support functions for the department, including budgetary and fiscal activities, public relations, information technology, legislative activities and constituent relations.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of the Secretary provides:

- Chairmanship for the Delaware Homeland Security Council;
- Chairmanship for the Delaware Emergency Medical Services Oversight Committee;
- Membership to the Diamond State Port Corporation;
- Leadership and coordination of the Law Enforcement Subcommittee of the Domestic Violence Coordinating Council;
- Administration of State Aid to Local Law Enforcement (Grants-in-Aid appropriation);
- Coordination and development of departmental civilian employee training programs;
- Departmental technology coordination and implementation;
- Guidance to division directors;
- Leadership in security development and implementation;
- Leadership in data collection efforts involving traffic stops; and
- Decision making during emergency response to natural and man-made disasters.

<b>FUNDING</b>			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	7,099.2	4,564.7	4,610.7
ASF	3,069.2	3,544.8	8,040.9
<b>TOTAL</b>	<b>10,168.4</b>	<b>8,109.5</b>	<b>12,651.6</b>

<b>POSITIONS</b>			
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	51.1	47.7	47.7
ASF	11.5	10.5	11.5
NSF	41.4	41.8	41.8
<b>TOTAL</b>	<b>104.0</b>	<b>100.0</b>	<b>101.0</b>

#### ADMINISTRATION

#### 45-01-01

#### ACTIVITIES

- Provide guidance in policy planning, operational priorities and mission execution.
- Promote community outreach activities and establish partnerships to improve delivery of services.
- Coordinate and execute the department's fiscal activities.
- Provide comprehensive human resource services to the division managers and employees, including training and continuing education opportunities.
- Provide public relations assistance to the divisions and coordinate the department's public relations activities.
- Develop, track and advocate the department's legislative agenda.
- Administer the State Aid to Local Law Enforcement program and related programs.
- Manage the department's information technology program.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of fiscal documents received, reviewed and processed within three days	83	85	85
% of constituent contacts responded to within three days	85	86	86

## SAFETY AND HOMELAND SECURITY

**45-00-00**

### ***COMMUNICATION***

**45-01-20**

#### **MISSION**

To promote public safety through the installation, removal, repair, modification and alignment of the State's radio communication systems and electronic equipment, in-shop and at remote locations throughout the state. As resources permit, the division extends its maintenance services to support fire, rescue, ambulance, county and municipal agencies.

#### **KEY OBJECTIVES**

- Support and maintain the State's 800 MHz system, radio systems, mobile traffic radar, portable public address systems and sound systems in Legislative Hall, focusing on minimizing customer outages.
- Implement, support and maintain a 700 MHz system, which offers reliable and integrated digital voice and data communications to and from fixed stations and mobile subscriber devices throughout all parts of Delaware.
- Extend services, subject to availability of resources, to municipalities, towns, counties and volunteer fire, rescue and ambulance companies.

#### **BACKGROUND AND ACCOMPLISHMENTS**

In addition to maintenance and repairs, the division was instrumental in the installation of the 800 MHz and 700 MHz systems, microwave systems, mobile data computers, automatic vehicle location and global positioning systems, automatic passenger counters, annunciators, paging systems, radar equipment, variable messaging/speed signs and sound/recorder systems at Legislative Hall.

The division extended its services to provide support for New Castle and Kent Counties, Delaware Transit Corporation, the Cities of Wilmington, Dover, Milford and the Delaware Volunteer Firemen's Association.

The division collaborated with city, county and private industry representatives to create and implement the rules and regulations to support Senate Bill 79 for in-building radio communications for new buildings constructed over 25,000 square feet.

The division is assisting in the development of the Statewide Communications Interoperability plan in conjunction with the Public Safety Interoperable Communications grant program.

#### **ACTIVITIES**

- Repair and maintain over 20,939 pieces of equipment including:
  - Portable and fixed radios;
  - Public address and sound systems;
  - Mobile traffic radar and video systems;
  - 911 computer consoles;
  - Digital microwave systems;
  - Uninterruptible power supplies;
  - System and fault management terminals;
  - Network servers;
  - Mobile data terminals;
  - Automatic vehicle location systems;
  - Passenger counters; and
  - Annunciators and sirens.
- Perform system and fault management for the 800 MHz system.
- Participate in the planning and implementation of radio systems.
- Respond to emergencies affecting communications.
- Manage the 800 MHz users group.
- Manage tower leases.
- Obtain and manage contractual support for:
  - Depot repairs;
  - Electronics and civil engineering;
  - Generator and air conditioner maintenance;
  - Test equipment calibration;
  - Tower climbing and maintenance;
  - Grounds keeping;
  - Software support;
  - Technical assistance and training;
  - Shipment and delivery; and
  - Fire suppression systems.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of statewide 800 MHz portable radio coverage	97	97	97
% of statewide 800 MHz portable radio in-building coverage (critical)	97	97	97

### ***DELAWARE EMERGENCY MANAGEMENT***

**AGENCY**

**45-01-30**

#### **MISSION**

The Delaware Emergency Management Agency (DEMA) is the lead agency for coordination of comprehensive, all-hazard emergency preparedness,

## SAFETY AND HOMELAND SECURITY

**45-00-00**

training, response, recovery and mitigation services to save lives, protect Delaware's economic base and reduce the impact of emergencies.

### **KEY OBJECTIVES**

- Ensure federal and state mandates for planning and services are accomplished to satisfy preparedness, response, recovery and mitigation goals and objectives.
- Sustain and increase disaster response and recovery capabilities through emergency management skill development and training and exercise initiatives for emergency operations.
- Continue to meet the federal requirements for state and local Mitigation Plans in conjunction with FEMA.
- Ensure the update and sustainment of the Threat and Hazard Identification and Risk Assessment within state and local Mitigation Plans.
- Sustain the National Incident Management System (NIMS) within state and local emergency plans and assist local municipalities with maintenance of compliance standards.
- Ensure all emergency plans are consistent with the National Preparedness Goals and Objectives; Federal Comprehensive Preparedness Guides; and National Emergency Management Standards.
- Develop and maintain a multi-year training and exercise plan to provide to Delaware's response community, private sector, volunteer agencies and organizations.

### **BACKGROUND AND ACCOMPLISHMENTS**

DEMA, along with local organizations for emergency management, addresses the possibility of the occurrence of emergencies, including natural, radiological, chemical hazards, terrorism and situations pertaining to public safety.

DEMA continues to coordinate and participate in both disaster response and preparedness activities. Agency accomplishments include:

- Provided emergency management operations in response to natural disaster incidents affecting Delaware;
- Revised the Delaware Emergency Operations Plan (DEOP) and developed hazard specific annexes to comply with the Incident Command System format;

- Reviewed State and local emergency plans for compliance and integration with the DEOP;
- Developed the Comprehensive School Emergency Planning Model;
- Improved capability to secure federal disaster declarations and administer federal disaster recovery;
- Conducted Emergency Management Assistance Compact training for state and local personnel;
- Developed private-public and state-local partnerships to coordinate information and resources for emergency planning, response and recovery;
- Maintained Storm Ready status, as recognized by the National Oceanic and Atmospheric Administration;
- Supported and maintained a mobile radiation monitoring vehicle for gathering radiological information and electronic relay to the State Emergency Operations Center (EOC);
- Administered approximately \$90 million of federal grants, providing equipment, training, exercise and planning activities to over 10,000 emergency response personnel to improve their terrorism preparedness; and
- Revised the State Emergency Response Team plan to comply with NIMS and incorporate procedures for responding to radiological incidents not associated with commercial nuclear power plants.

### **ACTIVITIES**

- Plan, train, coordinate and support response efforts of all-hazards homeland security issues, including chemical, biological, explosive, incendiary, radiological, technological and natural or storm-related hazards.
- Review and sustain the DEOP as a living document for compliance with federal guidance and complete the development of Hazard Specific Annexes.
- Provide position-specific training to DEMA Staff and State EOC participants, which includes local and state partners on the DEOP.
- Coordinate review of emergency plans with state and local partners.
- Conduct emergency management/response training statewide to prepare for, respond to and recover from incidents.
- Conduct statewide terrorism preparedness threat, capability and needs assessments for emergency response disciplines.
- Continue the development of a comprehensive Delaware shelter strategy for community shelters, serving general population evacuees, as well as

## SAFETY AND HOMELAND SECURITY

**45-00-00**

- evacuees with medical and special needs, unaccompanied minors and pets.
- Support Protective Action and Resource Collaboration planning for the Delmarva Peninsula.
- Participate in emergency planning for the developmentally disabled and special needs communities.
- Maintain preparedness in order to activate the EOC as the central point of coordination and support for pre-disaster, ongoing and post-disaster recovery activities.
- Coordinate post-emergency recovery efforts with our local, state and national partners.
- Conduct, coordinate and support exercises to deliver services during domestic threats and natural or technological emergencies.
- Maintain the Delaware Emergency Notification System, a statewide system for rapidly notifying the public by telephone in the event of an emergency.

### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of completed plans within the mandated time period	5	15	15
# of comprehensive annual reviews and updates of plans during the required time period	10	9	9
% of plans and procedures exercised and evaluated	100	60	60
# of emergency management jurisdictions in which training and outreach were provided in support of plans	4	4	4

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## **HIGHWAY SAFETY**

### **45-01-40**

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#### **MISSION**

The Office of Highway Safety (OHS) is committed to improving safety on Delaware roadways through the administration of federal highway safety funds, the analysis of crash data to identify problem locations as priority areas and the development and implementation of countermeasures to combat unsafe driving behavior.

#### **KEY OBJECTIVES**

- Conduct enforcement and public awareness initiatives to increase the statewide seatbelt use rate.
- Conduct enforcement and public awareness initiatives and continue to monitor alcohol and other drug treatment services to decrease the percentage of impaired driving-related fatalities.

- Conduct enforcement and public awareness initiatives to decrease the percentage of fatal crashes resulting from aggressive driving behaviors.
- Continue to support Traffic Records Coordinating Committee partners' efforts to upgrade existing traffic records systems and efforts to identify additional resources to further aid in accurate, timely and complete data analysis.
- Conduct enforcement and public awareness initiatives to decrease the percentage of pedestrian and motorcycle fatalities.

#### **BACKGROUND AND ACCOMPLISHMENTS**

OHS coordinates highway safety initiatives focused on public outreach and education, high-visibility enforcement and collaboration with various safety and business organizations and other state and local governments. Programming resources are directed to the following identified highway safety priority areas: occupant protection, impaired driving, aggressive driving, traffic records, pedestrian safety and motorcycle safety.

In cooperation with DSP and other local law enforcement agencies, efforts to increase seatbelt and child restraint use include participation in the national Click It or Ticket campaign, coordination of overtime enforcement and traffic safety checkpoints and implementation of free car seat safety checks. OHS also offers a child-safety seat fitting station in each county where parents and caregivers can have their car seat installed for free.

To reduce the incidence of impaired driving, OHS coordinates the State's participation in the National Highway Traffic Safety Administration Region III impaired driving enforcement and public awareness initiative, Checkpoint Strikeforce. Additionally, OHS coordinates DUI-related training opportunities for law enforcement officers, prosecutors and the Judiciary and provides traffic-related enforcement equipment for the law enforcement community.

To address the problem of aggressive driving, OHS coordinates the Respect the Sign enforcement and public awareness program. Through a data-driven problem identification process, targeted enforcement initiatives are conducted in prevalent aggressive driving-related crash locations.

OHS continues to work with many partners, including the Department of Transportation (DOT), DSP, Delaware Justice Information System, Office of Emergency Medical Services and others to upgrade

## SAFETY AND HOMELAND SECURITY

**45-00-00**

existing traffic records systems. The upgrades will provide for complete and accurate data analysis to ensure resources are allocated in a manner consistent with identified problems.

OHS works with a variety of partners to create education and enforcement campaigns designed to decrease the incidence of pedestrian and motorcycle crashes. The OHS pedestrian safety campaign encourages pedestrians to use crosswalks, wear reflective materials and be alert when walking on roadways. The motorcycle campaign encourages motorists to be alert for motorcyclists and encourages motorcyclists to drive responsibly.

### **ACTIVITIES**

- Management of federal and state highway safety funds, distribution of federal funds to sub-grantee agencies and the preparation of the Annual Highway Safety Plan and Annual Evaluation Report.
- Problem identification including analysis of traffic safety data, as well as the development of effective counter measures based on that analysis.
- Monitoring and evaluation of implemented counter measures including proposed legislative initiatives and approved highway safety projects.
- Public information and education including development and coordination of media events, public awareness and outreach activities with an emphasis on the identified priority areas.

### **PERFORMANCE MEASURES**

	CY 2011 Actual	CY 2012 Budget	CY 2013 Gov. Rec.
% of seatbelt use	90	92	93
% of alcohol-related fatalities	25	24	23
% of aggressive driving-related fatal crashes	41	38	36
% of pedestrian fatalities	17	15	12
% of motorcycle fatalities	21	17	12

\*Data is collected on a calendar year (CY) basis. CY 2011 Actual reflects available data for the period January through August 2011.

## **DEVELOPMENTAL DISABILITIES COUNCIL 45-01-50**

### **MISSION**

The mission of the Developmental Disabilities Council (DDC) is to promote and embrace inclusion, equality and empowerment for persons with disabilities.

### **KEY OBJECTIVES**

- The council will advocate for change and educate communities to be responsive and sensitive to the

needs, preferences and choices of all people with developmental disabilities and their families, which will enhance their participation in life and society. This is achieved through:

- Holding agencies accountable;
- Facilitating access to culturally competent services;
- Educating the public and policy makers; and
- Funding projects that promote systems change.

### **BACKGROUND AND ACCOMPLISHMENTS**

The DDC is authorized by Public Law 106-402 to address the unmet needs of people with developmental disabilities through system-wide advocacy, planning and demonstration projects.

### **ACTIVITIES**

- **Partners in Policy-making Program:** This program runs one weekend a month for eight months. It trains young adults with disabilities and the parents of children with disabilities on how to advocate for themselves, a family member with a disability and the disabled community in Delaware as a whole. Students are also educated on the current important disabilities issues both nationally and within Delaware.
- **Y.M.C.A. Staff and Volunteer Coaches Training:** This project will train Y.M.C.A. Youth Sports Directors and selected volunteer coaches on how to include kids with disabilities on their youth sports teams.
- **Legislation, Independence through Assistive Technology, Family and Education Conference:** This annual conference is the largest disabilities-related conference in the state. It is a multi-agency collaboration that conducts 12 workshops in four main tracks involving disabilities issues.
- **Kids on the Block Puppet Shows:** This is a national program that teaches elementary school children about disabilities, so they understand disabilities are a natural part of the life experience. Trained volunteers go into schools and other venues using large puppets of children with and without various disabilities to conduct the training.
- **Early Screening Public Awareness Campaign:** This project is geared to low income and at risk mothers throughout Delaware. Its goal is to make them aware of the importance for their young infants or unborn children of getting early screening for possible disabilities. It also helps the mothers understand the earlier a child begins treatment, the better the outcome will be for the child.

# SAFETY AND HOMELAND SECURITY

## 45-00-00

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of Partners in Policy-making programs	18	20	20

### STATE COUNCIL FOR PERSONS WITH DISABILITIES

#### 45-01-60

#### MISSION

The mission of the State Council for Persons with Disabilities (SCPD) is to unite in one council disability advocates and state agency policy makers to ensure individuals with disabilities are empowered to become fully integrated within the community.

#### KEY OBJECTIVES

- Monitor implementation of the Medicaid for Workers with Disabilities program.
- Advise the Division of Medicaid and Medical Assistance (DMMA) on the implementation of the Money Follows the Person program and rebalancing of long-term care funds.
- Monitor and advise Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) and DMMA on the Diamond State Health Plan Plus.
- Monitor and advise DSAAPD on its personal attendant services program.
- Advocate for increased services and programs for individuals with acquired brain injuries.
- Advocate for people with disabilities to have the opportunity to live in safe, affordable housing that is accessible and integrated in the community with appropriate support services.
- Monitor and make recommendations regarding public paratransit services.
- Advocate for legislation that better defines the State's role in addressing Americans with Disabilities Act (ADA) complaints in places of public accommodation.

#### BACKGROUND AND ACCOMPLISHMENTS

SCPD analyzes and promotes state, federal and local legislation, regulations, programs and policies to ensure they effectively meet the needs of persons with

disabilities in Delaware. SCPD is a cross-disability council created by Delaware Code. Membership includes state agencies, providers, advocacy organizations, individuals with disabilities and their family members. The council addresses a vast scope of disability-related issues including, but not limited to, housing, employment, transportation, workforce, health care and community-based services.

SCPD has been critical in the passage of the following pieces of legislation:

- House Bill 30, which mandates a statewide attendant services program;
- House Bill 447, which strengthens accessible parking laws for people with disabilities;
- House Bill 154, which makes it easier to integrate community-based housing for all persons with disabilities and eliminates provisions that are invalid under the Federal Fair Housing Act;
- Senate Bill 121, which provides opportunities for persons with disabilities in state employment;
- Senate Bill 261, which creates an exception to the Nurse Practices Act and clarifies that competent individuals should be allowed to delegate health care acts to others;
- House Bill 433, which creates a lemon law for assistive technology devices;
- House Bill 355, which ensures eligible persons may receive services from the DSAAPD even when those persons are receiving primary case management services from another state agency;
- House Bill 83, which requires accessible call buttons at gas stations to assist drivers with disabilities with refueling activities;
- House Bill 237, which requires automatic doors or accessible call buttons at newly constructed businesses and places of public accommodation; and
- Senate Bill 285, which promotes accessibility of polling locations.

SCPD initiated the revamping of the regulations for group homes for people with mental illness and staffed two committees of the Commission on Community-Based Alternatives for Individuals with Disabilities. The council has been involved with numerous amendments to state regulations, policies, programs and other legislation that affect persons with disabilities and their families.

SCPD also houses the state ADA Coordinator position, which mediates grievances and issues regarding ADA as it pertains to state agencies. In addition, this position coordinates various trainings on disability-related issues. SCPD also houses the Council on Deaf and Hard of Hearing Equality.

# SAFETY AND HOMELAND SECURITY

## 45-00-00

### ACTIVITIES

- Review all state policies, plans, programs and activities concerning persons with disabilities to determine whether such policies, programs, plans and activities effectively meet the needs of persons with disabilities.
- Make recommendations to the Governor, General Assembly and all state agencies on ways to improve the administration of services for persons with disabilities and facilitate the implementation of new or expanded programs.
- Propose and promote legislation, regulations and policies to improve the well-being of persons with disabilities.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of bills, regulations and policies reviewed by SCPD	137	140	140
# of bills, regulations and policies impacted by SCPDs comments	35	40	40
# of trainings for council members and/or staff	3	3	3

## DIVISION OF GAMING ENFORCEMENT

### 45-01-70

### MISSION

The Division of Gaming Enforcement (DGE) is committed to ensuring the integrity of Delaware's gaming industry. This is accomplished by identifying and engaging in contemporary, professional and ethical enforcement initiatives. To this end, DGE is founded upon a three-pronged organizational structure: applicant/vendor background investigations, criminal enforcement/investigations and intelligence gathering. These three distinctive components work together to provide a comprehensive approach ensuring the integrity of the gaming industry in Delaware.

### KEY OBJECTIVES

- Ensure a safe environment for the visitors and employees of Delaware's casinos through DGE presence.
- Ensure suitability of casino employees and vendors through thorough background investigations.
- Provide investigative and intelligence gathering training for employees of the newly created unit.

- Monitor daily casino activity reporting requirements.
- Ensure the most efficient use of personnel and assets using the tenets of intelligence led policing and the strategic planning process.
- Partner with other agencies on issues of mutual concern.

### BACKGROUND AND ACCOMPLISHMENTS

The DGE was created with the implementation of table games in Delaware's three gaming venues: Delaware Park, Dover Downs and Harrington Raceway.

### ACTIVITIES

- Deter, detect, investigate and prosecute criminal offenses relating to gaming in a video lottery facility or which occur elsewhere and relate to the operation of the Delaware Lottery.
- Gather, analyze and disseminate intelligence information regarding casino-related crimes to law enforcement partners and video lottery facilities as permitted by law.
- Investigate the background, qualifications and suitability of each applicant prior to licensing by the Director of the Delaware Lottery.
- Assist the Delaware Lottery in the consideration, promulgation and application of its rules and regulations.
- Exchange information with and receive criminal history information from the Federal Bureau of Investigation for use in considering applicants for any license or registration issued by the State Lottery Office.
- Request or receive information, materials and any other data from any licensee, registrant or applicant for a license or registration.
- Notify the Lottery Office of any information that may affect the continued qualifications or suitability of any licensee or registrant.
- Maintain the Involuntary Exclusion List to exclude from all licensed video lottery facilities persons whose presence would be inimical to the interest of the State of Delaware or of lottery operations therein.

## SAFETY AND HOMELAND SECURITY

**45-00-00**

### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of criminal investigations investigated by DGE detectives	442	250	250
# of background investigation completed by DGE investigators	2,160	2,000	2,000
# of applicants recommended for license denial	34	40	40
# of persons recommended for Lottery involuntary exclusion list	221	175	175

### **CAPITOL POLICE**

**45-02-00**

#### **MISSION**

The Capitol Police are dedicated to protect the occupants and assets within specific state facilities and their environs through a strategic deployment of resources and law enforcement related technologies.

#### **KEY OBJECTIVES**

- Increase and enhance the services provided to the facilities and agencies serviced by the division.
- Complete a Continuity of Operations Plan addressing statewide operations and services.
- Acquire accreditation through the Delaware Police Chiefs Council.
- Initiate law enforcement services within the new Kent County Courthouse.
- Continue to develop and enhance planning, training and exercises in facility emergency response procedures.

#### **BACKGROUND AND ACCOMPLISHMENTS**

Since its inception in 1965 as Capitol Security, the Capitol Police has grown through the years in strength, duties, responsibilities and authority. Through the assignment of police officers, security officers, dispatchers, a civilian employee and technologies, the division provides primary law enforcement services to the New Castle County Courthouse, Carvel State Office Building, Kent County Courthouse, Kent County Family Court, Legislative Hall, Woodburn, Tatnall Building, Supreme Court, DOT Complex in Dover, Sussex County Courthouse, Sussex County Family Court, Sussex County Chancery Court and over 70 state facilities in the greater Dover area.

Capitol Police continue to assist, in conjunction with other state agencies, in the development of emergency response plans for state facilities serviced by the agency.

#### **FUNDING**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	4,734.9	4,656.4	5,119.3
ASF	17.9	36.0	111.0
<b>TOTAL</b>	<b>4,752.8</b>	<b>4,692.4</b>	<b>5,230.3</b>

## SAFETY AND HOMELAND SECURITY

### 45-00-00

	POSITIONS		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	75.0	75.0	75.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>

### CAPITOL POLICE

**45-02-10**

#### ACTIVITIES

- Conduct routine vehicle and foot patrols.
- Respond to criminal activity either through self-initiated actions or in response to a request for service.
- Conduct investigations involving suspected criminal activity.
- Arrest and process subjects for violations of the Delaware Code.
- Arrest and process subjects wanted by the courts on active capias and Rule IX warrants.
- Arrest and process subjects wanted by other law enforcement agencies, in and out of state, on active warrants.
- Prepare and execute arrest and search warrants.
- Transport committed subjects to correctional institutions or treatment centers.
- Provide protective services to the Governor, General Assembly and Judiciary.
- Perform entrance screening for weapons and contraband.
- Provide community policing seminars, resuscitation and first aid training/certification to state employees as requested.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of community policing seminars offered to state employees	8	15	15
# of weapons/contraband/unauthorized items confiscated	3,335	4,000	4,000

## OFFICE OF THE ALCOHOLIC BEVERAGE CONTROL COMMISSIONER

### 45-03-00

#### MISSION

To ensure the health, safety and welfare of the public by regulating the activities of the alcoholic beverage industry while permitting open competition and legal marketing practices that meet the lawful needs and convenience of the consumer.

#### KEY OBJECTIVES

- Revise and streamline the rules governing the alcoholic beverage industry.
- Develop a strategic plan and operating policies.
- Revise and maintain an updated and accurate file system to enable the prompt and accurate dissemination of information regarding licensees.

#### BACKGROUND AND ACCOMPLISHMENTS

Delaware has a three-tier system for the sale of alcoholic beverages: suppliers, wholesalers and retailers. The State's control over the business of alcohol consumption, distribution and sale is performed through the licensing and enforcement process. Strict lines between suppliers, wholesalers and retailers exist, so there is no controlling interest among the three.

The Delaware Alcoholic Beverage Control Commission underwent Joint Sunset Committee review from 1998-2000. Pursuant to House Bill 660, a new system for the regulation of the alcoholic beverage industry was established. Effective December 1, 2000, regulation of the industry became the responsibility of the Alcoholic Beverage Control Commissioner, who is appointed by the Governor and confirmed by the Senate. The Commissioner's decisions may be appealed to a three-member Appeals Commission whose members are also appointed by the Governor and confirmed by the Senate.

Pursuant to House Bill 660, enforcement of 4 Del. C. and the rules of the Office of the Alcoholic Beverage Control Commissioner shall remain with the Division of Alcohol and Tobacco Enforcement (DATE) with the Commissioner holding administrative hearings and rendering decisions on these prosecutions.

## SAFETY AND HOMELAND SECURITY

### 45-00-00

	<b>FUNDING</b>		
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	480.6	483.6	491.2
ASF	38.0	83.9	83.9
<b>TOTAL</b>	<b>518.6</b>	<b>567.5</b>	<b>575.1</b>

	<b>POSITIONS</b>		
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

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**OFFICE OF THE ALCOHOLIC BEVERAGE  
CONTROL COMMISSIONER**

**45-03-10**

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#### ACTIVITIES

- License alcoholic beverage establishments, which include package stores, taprooms, taverns, restaurants serving alcohol, hotels, clubs, horse racetracks, multi-purpose sports facilities, wholesalers, suppliers, wineries, breweries and nonprofit organizations gathering licenses.
- Consider and approve or deny requests for transfers and extensions of premises for existing licensees.
- Review license renewals and collect licensing fees.
- Approve the employment of minors, where allowed and appropriate, in a licensed premise.
- Hold administrative hearings for complaints brought by DATE regarding the manner in which licensees conduct their alcoholic beverage establishments including but not limited to sales by licensees of alcoholic beverages to minors.
- Hold administrative hearings to hear protests of applications for licensure and complaints by adjoining property owners of the manner in which licensees conduct their business.
- Identify issues regarding alcohol that are important on the national and local levels and assist in addressing these issues.
- Provide administrative support to the Appeals Commission.

	<b>PERFORMANCE MEASURES</b>		
	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of new applications prepared to be heard before the Commissioner within 30 days of application	94	97	97
# of applications reviewed	119	160	160

## SAFETY AND HOMELAND SECURITY

**45-00-00**

### **ALCOHOL AND TOBACCO ENFORCEMENT 45-04-00**

#### **MISSION**

To protect the health, safety and welfare of people in Delaware through the enforcement of liquor and youth access to tobacco laws, while maintaining the highest state of preparedness for responding to threats against homeland security.

#### **KEY OBJECTIVES**

- Continue enforcing the State Liquor Control Act and rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
- Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
- Produce public awareness and educational programs regarding the responsible use of alcoholic beverages and tobacco products.

#### **BACKGROUND AND ACCOMPLISHMENTS**

DATE is a recognized leader in alcohol and tobacco prevention and known for unwavering commitment to community education initiatives. Dedicated to decreasing the illegal use of alcohol, DATE promotes responsible distribution of alcoholic beverages by licensees, responsible consumption by those of legal age and zero-tolerance for underage consumption.

DATE agents are sworn and certified police officers, vested with statewide authority of arrest for commissioner rule violations, as well as any other Delaware criminal law violation. DATE agents have a diverse range of duties from investigating resident complaints and conducting underage sale compliance checks to enforcing criminal laws and commissioner rules in more than 2,000 licensed establishments. DATE agents attend yearly training to maintain the highest state of preparedness for responding to threats against homeland security and provide security to DEMA during heightened security alerts and exercise drills on the campus.

DATE continues its mission by working with federal agencies and local law enforcement to enforce the prohibitions on the sale of alcohol and tobacco products to minors and has assumed an active role in homeland security. DATE organizes and hosts training designed to assist law enforcement officers to recognize fake, stolen

or bootleg items, such as cigarettes, CDs, DVDs and popular apparel. In coordination with the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives, DATE increased its emphasis on interdiction of illegal alcohol and tobacco being transported through Delaware.

At the state level, DATE continues to work with the Division of Public Health and Department of Services for Children, Youth and Their Families to continue the implementation of the statewide strategy for compliance with the Federal Synar Amendment.

In December 1999, the division implemented a zero-tolerance policy on retailers who sold tobacco to youth under age 18. By August 31, 2002, the compliance rate had risen dramatically from 67 to 97 percent and remains at a similar rate today, which is significantly higher than the target compliance rate (80 percent) mandated by the federal government.

The Rewards program for compliant tobacco retail clerks, in which they receive a pizza coupon when they do not sell tobacco products to the cooperating underage witness (CUW), contributed to Delaware having the highest compliance rate in the nation. DATE also created a website that contains information for the public and online reporting for agents while out in the field. The agents can access the website from mobile data terminals in their undercover police vehicles.

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	804.3	862.9	869.6
ASF	452.8	801.9	723.8
<b>TOTAL</b>	<b>1,257.1</b>	<b>1,664.8</b>	<b>1,593.4</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	11.0	11.0	11.0
ASF	8.0	8.0	8.0
NSF	--	--	--
<b>TOTAL</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

### **ALCOHOL AND TOBACCO ENFORCEMENT**

**45-04-10**

#### **ACTIVITIES**

- Enforce alcohol and tobacco laws and all other public safety laws.
- Develop programs to promote the reduction of alcohol consumption.
- Conduct the CUW program.

## SAFETY AND HOMELAND SECURITY

### 45-00-00

- Promote and participate in the Cops-in-Shops program.
- Participate in impaired driving checkpoints in all counties.
- Lead the Tobacco Enforcement program and cooperate with the Department of Health and Social Services' tobacco compliance activities.
- Administer and conduct alcohol server training.
- Provide security to DEMA during heightened security alerts and during exercises on the campus.
- Maintain web-based tobacco and alcohol database for field agent real-time online reporting.
- Assist the DGE in enforcing alcohol and tobacco prevention within licensed gaming establishments.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of compliance with prohibition on sale of alcohol to minors (under 21)	81	87	87
% of compliance with prohibition on sale of tobacco to minors (under 18)	91	96	96
% of complaints investigated and resolved within 30 days	95	96	96
# of servers trained to serve alcohol	7,562	8,000	8,000

## STATE POLICE

### 45-06-00

#### MISSION

To provide residents and visitors in the state with a professional and compassionate police service, including prevention of and response to acts of terrorism.

#### KEY OBJECTIVES

To directly support the departmental key objectives, the DSP will:

- Continue to reduce violent crimes and Part I crimes within the DSP service area;
- Maintain or reduce complaints investigated per officer, particularly in the fastest growing areas of the state;
- Reduce highway crashes and resultant fatalities and injuries, focusing in particular on curbing identified aggressive driving behaviors;
- Implement and support technology improvements and maintain existing systems, which maximizes officer productivity, enhances data accuracy and collection and facilitates meaningful participation in the nation's homeland security efforts;
- Continue training to address growing or emerging crime trends, including those related to terroristic activities; and
- Recruit and retain a diverse and well-trained workforce.

#### BACKGROUND AND ACCOMPLISHMENTS

DSP has undertaken or expanded several projects that have directly improved the delivery of services.

- Reduced traffic fatalities by 10 percent.
- Created the Maritime Unit, which is responsible for Port Security.
- Created an online residents' satisfaction survey.
- Partnered with the Mental Health Task Force and Criminal Justice Council to conduct a three-day training conference on mental health awareness for police officers.
- Received a federal Secure Our Schools grant, which allowed DSP to partner with schools to address identified security issues.

## SAFETY AND HOMELAND SECURITY

**45-00-00**

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	113,474.7	120,373.8	125,170.6
ASF	5,831.7	9,307.1	9,340.0
<b>TOTAL</b>	<b>119,306.4</b>	<b>129,680.9</b>	<b>134,510.6</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	805.8	842.8	851.8
ASF	58.0	59.0	58.0
NSF	49.2	45.2	36.2
<b>TOTAL</b>	<b>913.0</b>	<b>947.0</b>	<b>946.0</b>

### EXECUTIVE

**45-06-01**

### ACTIVITIES

- Perform administrative and executive duties of the department.
- Oversee hiring and manage personnel and associated issues.
- Oversee financial management, policy development and legal affairs.
- Coordinate and develop agency planning.
- Oversee internal affairs and outcomes.
- Oversee delivery of computer support and information technology services.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of persons in recruit class	35	25	25
% of minority representation in recruit class	18	34	34

### BUILDING MAINTENANCE AND CONSTRUCTION

**45-06-02**

### ACTIVITIES

- Provide building maintenance and janitorial services.
- Coordinate and administer construction and renovation projects.
- Develop and maintain a formal, long-range Capital Improvement plan.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of minor capital improvement projects performed in-house	12	15	15
# of projects	5	15	15

### PATROL

**45-06-03**

### ACTIVITIES

- Provide primary enforcement of traffic and criminal laws.
- Investigate criminal offenses and traffic crashes.
- Provide initial response to public requests for service.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of complaints handled by patrol officers	133,336	140,000	140,000
# of drivers arrested for traffic charges	89,669	100,000	100,000
# of traffic arrests (charges)	135,038	145,000	145,000
# of DUI arrests	3,715	4,500	4,500

### CRIMINAL INVESTIGATION

**45-06-04**

### ACTIVITIES

- Investigate serious or highly involved criminal complaints.
- Provide polygraph services.
- Provide criminalistic services for many police agencies.
- Investigate all suspicious deaths.
- Provide crime lab services.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of criminal cases investigated	5,154	5,200	5,200
% of cases cleared	62	75	75
# of domestic violence complaints:			
investigated	11,250	11,500	11,500
cleared by arrest	2,695	2,850	2,850
referred to victim services	1,688	2,000	2,000
# of high tech crime cases	365	500	500

## SAFETY AND HOMELAND SECURITY

**45-00-00**

### **SPECIAL INVESTIGATION**

**45-06-05**

#### **ACTIVITIES**

- Conduct undercover drug investigations.
- Investigate organized auto-theft activities and dealer fraud.
- Investigate vice-related complaints.
- Investigate white-collar complaints and coordinate asset seizure activities.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of special investigations:			
auto theft	564	700	700
vice	16	75	75
drug unit	744	4,000	4,000
# of special investigation arrests:			
auto theft	37	125	125
vice	21	80	80
drug unit	1,661	6,000	6,000
\$ of drugs seized	1,758,617	4,000,000	4,000,000
\$ of cash seizures	3,098,416	3,500,000	3,500,000

### **AVIATION**

**45-06-06**

#### **ACTIVITIES**

- Provide paramedical treatment.
- Provide medivac services.
- Enforce traffic laws.
- Support criminal investigative activities.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of missions	2,146	2,500	2,500
% of medivac missions	38	50	50

### **TRAFFIC**

**45-06-07**

#### **ACTIVITIES**

- Maintain traffic crash and enforcement data.
- Administer radar and alcohol programs at troop level.
- Oversee federal highway safety and truck enforcement programs.
- Design public information campaigns.
- Evaluate traffic safety efforts.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of investigated crashes	18,416	18,500	18,500
# of investigated injury-producing crashes	3,414	3,600	3,600
# of investigated property damage only crashes	15,002	15,000	15,000
# of drivers arrested in investigated crashes	10,423	10,000	10,000
# of drivers arrested in investigated injury-producing crashes	2,667	2,500	2,500
# of drivers arrested in investigated property damage only crashes	7,756	8,000	8,000
# of investigated hit-and-run crashes	2,877	2,000	2,000
# of investigated animal-related crashes	1,555	1,500	1,500
# of commercial motor vehicle summons issued	4,382	5,000	5,000

### **STATE BUREAU OF IDENTIFICATION**

**45-06-08**

#### **ACTIVITIES**

- Prepare National Incident Based Reporting System reports.
- Maintain criminal history record information.
- Provide fingerprint identification services.
- License and regulate private detectives and constables.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of criminal histories requested	40,162	43,000	43,000
Average wait time for a criminal history check (weeks)	2.5	2.0	2.0
# of firearm transactions:	14,392	14,000	14,000
approved	13,963	14,950	14,950
denied	429	550	550

### **TRAINING**

**45-06-09**

#### **ACTIVITIES**

- Administer and support Council on Police Training activities.
- Deliver training for DSP and municipal recruits.
- Provide specialized training to DSP officers.

## SAFETY AND HOMELAND SECURITY

**45-00-00**

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of in-service training classes offered	90	100	100
# of students trained	1,192	1,400	1,400
# of recruits trained: DSP non-DSP	35 23	25 55	25 55

### **COMMUNICATIONS**

**45-06-10**

#### **ACTIVITIES**

- Support and maintain data and audio transmission systems.
- Coordinate telephone systems.
- Maintain the communications message processor.
- Support and administer the Emergency Reporting (911) centers.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of calls for service at 911 centers	325,803	275,000	275,000
# of calls dispatched to officers	222,527	285,000	285,000
# of calls teleserved by dispatcher	103,276	110,000	110,000
# of building alarms received	22,847	25,000	25,000
# of officers for whom communications centers are responsible	762	800	800
# of technology problems addressed	3,870	4,300	4,300

### **TRANSPORTATION**

**45-06-11**

#### **ACTIVITY**

- Provide preventive maintenance and mechanical repairs for all division vehicles.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of vehicles requiring outside contractual repairs	15	10	10
Average repair time including rollout activities (days)	0.7	0.5	0.5

### **COMMUNITY RELATIONS**

**45-06-12**

#### **ACTIVITIES**

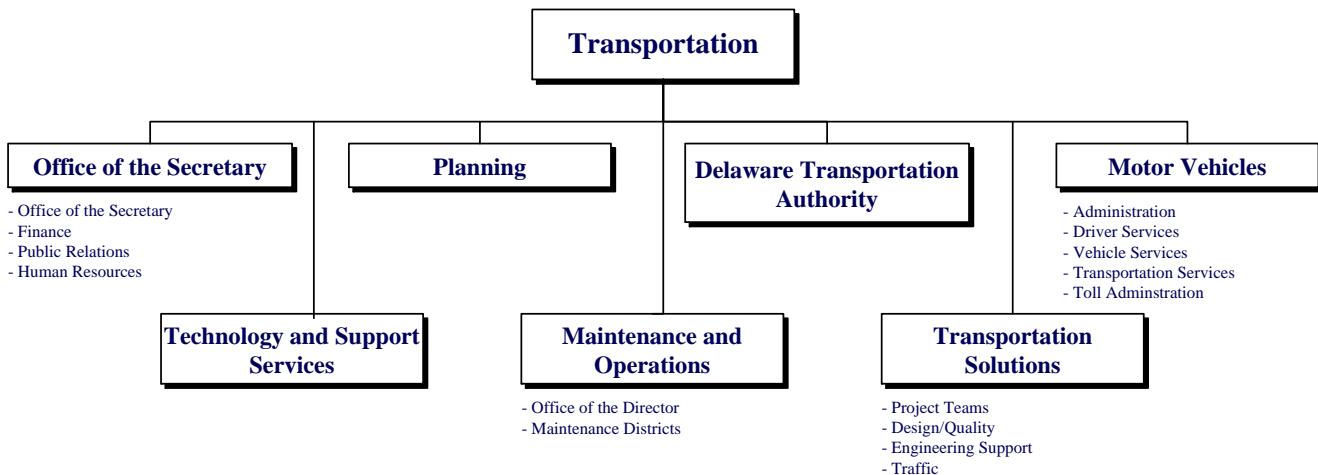
- Provide post-incident referral services enabling follow-up counseling to crime victims.
- Develop and present safety education programs for schools and other community organizations.
- Provide public information through media relations staff.
- Participate in the Strong Communities Initiative for Kent and Sussex counties.
- Provide training for Citizens' Police Academy and a business academy.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of total victim service cases with:			
immediate response	238	325	325
interviews in person	930	1,000	1,000
interviews by phone	12,468	10,000	10,000
written correspondence	12,913	9,000	9,000
# of Citizens' Police Academy classes	0	2	2
# of citizens trained	0	40	40

# TRANSPORTATION

**55-00-00**



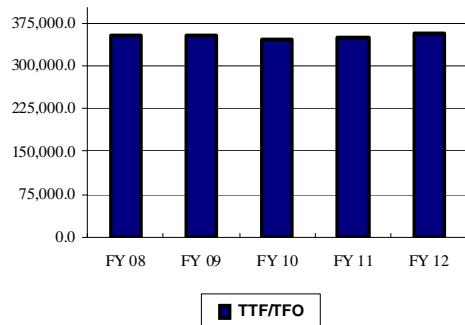
## MISSION

The mission of the Department of Transportation (DOT) is to achieve organizational excellence by providing quality customer service to residents, travelers and other stakeholders; to develop and operate a multi-modal transportation system that considers all users motorists, bus and rail users, bicyclists and pedestrians while preserving environmental sustainability and economic development; and to make DOT a national leader and a model that other states turn to for innovative solutions in transportation.

## KEY OBJECTIVES

- Enhance the quality of life in Delaware's communities by integrating transportation, land use and air quality strategies.
- Maintain a transportation program that integrates all modes statewide, including critical roadway projects, transit service and bicycle and pedestrian improvement.

## Five-Year Appropriation History



## FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
TFO	332,301.8	353,980.7	346,440.6
<b>TOTAL</b>	<b>332,301.8</b>	<b>353,980.7</b>	<b>346,440.6</b>

## POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
TFO	1,509.0	1,516.0	1,517.0
TFC	309.0	301.0	299.0
NSF	2.0	2.0	2.0
<b>TOTAL</b>	<b>1,820.0</b>	<b>1,819.0</b>	<b>1,818.0</b>

## FY 2013 BUDGET HIGHLIGHTS

### OPERATING BUDGET:

- Recommend \$1,441.6 TFO in Transit Operations for increased costs associated with Paratransit and Rail services.
- Recommend \$522.4 TFO in Contractual Services to reflect increased utilization of E-ZPass.
- Recommend (\$9,730.0) TFO in TTF Debt Service and (\$164.0) in General Obligation Debt Service to reflect reductions in debt service needs.

### CAPITAL BUDGET:

- Recommend \$164,490.3 for the Road System. Projects include highway safety improvements in each county and paving improvement and bridge maintenance statewide.
- Recommend \$12,375.0 for Grants and Allocations to support the Community Transportation Fund and

## TRANSPORTATION

### 55-00-00

provide grants to municipalities to maintain streets and meet other transportation-related needs.

- ◆ Recommend \$14,935.5 for Transit System to support the purchase of vehicles and for improvements to facilities statewide.
- ◆ Recommend \$21,283.1 for Support System for the preservation of transit facilities, technology upgrades and equipment replacement.

## OFFICE OF THE SECRETARY

### 55-01-00

	FUNDING		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
TFO	7,705.8	7,684.8	7,596.9
<b>TOTAL</b>	<b>7,705.8</b>	<b>7,684.8</b>	<b>7,596.9</b>

	POSITIONS		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
TFO	83.0	80.0	78.0
TFC	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>84.0</b>	<b>81.0</b>	<b>79.0</b>

## OFFICE OF THE SECRETARY

### 55-01-01

## MISSION

To represent the Governor in issues involving DOT and to provide leadership as the department strives to be a transparent, efficient and accountable institution in which safety, performance management and customer satisfaction are of highest priority.

## KEY OBJECTIVES

- Provide leadership and direction to the department in support of the statewide Long-Range Transportation plan.
- Enhance working relationships between the department and various external groups including but not limited to other state agencies, the legislature, municipal governments and civic associations.
- Assist the department in the protection of public assets and recovery of damages to those assets as allowed by law.
- Develop and maintain a Continuity of Operations Plan to ensure core business functions are performed during major disruptions of normal business activities.

## BACKGROUND AND ACCOMPLISHMENTS

The Office of the Secretary provided leadership and direction for the department. Major accomplishments include:

## TRANSPORTATION

### 55-00-00

- **Continuous Improvement Process:** As part of the strategic planning process, DOT identified a need for a continuous improvement process. “Hot teams,” or self-managed, problem-solving groups, were created to evaluate key areas to improve effectiveness and efficiencies;
- **Transit Services:** A long-range plan has been developed to better understand the service areas that could be supported by buses. DOT continues to emphasize the need for transit-ready land use designs, as well as designs supporting bikes and pedestrians for future service delivery; and
- **Environmental Stewardship:** Through quarterly joint agency meetings between DOT and the Department of Natural Resources and Environmental Control, information sharing has been evaluated within senior-level management on the interrelationships between the State’s environmental resources and transportation system. This effort provides opportunities to pursue cost saving measures beneficial to both agencies.

#### ACTIVITIES

- Coordinate the development and implementation of the State’s transportation policy/plan.
- Provide counsel and other legal services.
- Pursue and recover claims to DOT.
- Develop strategic measures and policies which improve DOT.

#### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of Freedom of Information Act (FOIA) already corrected responses within 10 days	83	95	95

## FINANCE

### 55-01-02

#### MISSION

To provide our external and internal stakeholders with excellent and expedient customer service; to collect all revenue and pay all vendors in a timely manner; and to manage and maintain financial records in conformity with generally accepted accounting principles and in compliance with state and federal laws.

#### KEY OBJECTIVES

- Serve as steward of the department’s financial functions, financial statement preparations and

federal, state and department independent audit processes.

- Develop and manage the operating and capital budgets, including federal transportation appropriations and grants that support goals and other key departmental objectives.
- Process payables and receivables through a variety of sources in a timely manner and maximizing the use of the statewide procurement card and automated clearinghouse transactions.

#### BACKGROUND AND ACCOMPLISHMENTS

Finance is the support division responsible for developing and managing the department’s six-year Capital Transportation program and annual operating and capital budgets. In addition, Finance ensures fiscal resources are available to meet the department’s goals and objectives by managing the Transportation Trust Fund, analyzing the fiscal impact of internal and external rules, regulations and policies and pursuing federal and alternate fiscal resources for the department.

Major accomplishments include:

- Led a successful bond sale providing \$102.9 million in proceeds to fund capital projects. The bond issue also included the department’s first issuance of Build America Bonds;
- Refunded existing bonds to provide savings over \$2.4 million in debt-service payments;
- Maintained a minimum of 50/50 pay-go for capital program investments;
- Completed the annual audit successfully;
- Standard and Poor reviewed the rating on the Authority’s Grant Anticipation Revenue Vehicle (GARVEE) Bonds and affirmed the “AA” rating and stable outlook;
- Created an electronic, six-year Capital Transportation plan for use by federal agencies, planning organizations and the public; and
- Enhanced operating expenditure reporting requirements to facilitate more comprehensive projections and cost containment opportunities.

#### ACTIVITIES

- Provide day-to-day fiscal management.
- Coordinate the development of the department’s strategic plan, Capital Transportation program and annual operating and capital budgets.
- Acquire and obligate federal funds.
- Manage the Transportation Trust Fund.
- Issue debt to meet capital needs.

## TRANSPORTATION

### 55-00-00

- Enter, approve and process all accounting documents.
- Coordinate independent and internal audits.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Department bond rating	AA+	AA+	AA+
% pay as you go revenue	125.0	51.8	50.0
Debt service coverage ratio	3.03	2.95	2.87

#### PUBLIC RELATIONS

##### 55-01-03

#### MISSION

To facilitate an open, meaningful and informative dialogue between the agency, its employees and the residents with the goal of achieving customer satisfaction among those who pay for and use the State's transportation system.

#### KEY OBJECTIVES

- Enhance the department's image and generate increased positive public perceptions about agency employees, services and projects.
- Adopt a client-centered, service-oriented public relations culture that views agency divisions as customers and develops division-level strategies and tactics appropriate to their need to communicate frequently, openly and honestly about the work they do on behalf of taxpayers.
- Reinvent internal communications that are more timely, actionable and able to foster a greater sense of informed ownership and pride among agency personnel at all levels.
- Leverage existing and emerging social media assets to deliver essential public information about the State's transportation network; showcase the new, unique and different; and facilitate a dialogue about agency operations and objectives with new media users.

#### BACKGROUND AND ACCOMPLISHMENTS

Public Relations is responsible for the development, coordination and implementation of all legislative, community and media communication for the department. Among its accomplishments:

- Developed a Strategic Communications Plan for the agency and began implementation;

- Deployed various social media platforms to disseminate agency information via the Internet;
- Launched a weekly, Internet-based internal agency newsletter to replace outmoded monthly and quarterly newsletters;
- Developed and implemented an administrative process for handling FOIA requests;
- Served as a critical agency in the dissemination of safety information during the 2010/2011 snow storms;
- Delivered educational programs supporting science, technology, engineering and math fields at various projects, including the Indian River Inlet Bridge Project; and
- Continued 20-plus years of managing the Adopt-A-Highway program with over 858 volunteers.

Additionally, in Fiscal Year 2011, Public Relations:

- Issued 306 news releases;
- Responded to 1,335 media contacts;
- Managed 28 public workshops and resident working groups on various transportation projects;
- Managed three Virtual Workshops, which generated 3,243 visits to the DOT website; and
- Answered approximately 10,376 phone calls and 6,848 e-mails from residents.

#### ACTIVITIES

- Develop and implement a variety of outreach initiatives targeted to elected and municipal officials, the general public and civic/community groups.
- Implement the agency's strategic communication plans for divisions and sections.
- Communicate with department staff through the preparation of weekly newsletters and special bulletins.
- Interface with municipal and county administrators, chambers of commerce, tourism groups, the Delaware League of Local Governments and others regarding department projects, programs and policies.
- Research and respond to telephone calls, e-mails and other written correspondence from elected officials, the media or the public.
- Manage the department's public workshops and hearings, including advertisement, site selection, mailings and message.
- Provide photographic, video and graphics services during projects, programs and special events for both internal and external clients.

## TRANSPORTATION

55-00-00

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of participants attending public workshops and hearings	818	900	1,000
% of responses to inquiries within 10 working days	87.2	95.0	95.0

### HUMAN RESOURCES

55-01-04

#### MISSION

To provide high-quality customer service; to recruit and hire a diverse and highly-qualified workforce through various outreach efforts; to develop and retain employees through continuous communication and training which provides career enhancement and advancement; and to ensure equity and fairness in all employment practices.

#### KEY OBJECTIVES

- Continue to provide outreach at universities, schools and job fairs to encourage awareness of career opportunities at DOT.
- Continue to foster a workplace environment that embraces diversity and encourages respectful treatment of all individuals.
- Continue to provide key training relevant to current operational needs and provide a foundation for both career enhancement and advancement within state government.

#### BACKGROUND AND ACCOMPLISHMENTS

Human Resources coordinates activities required to support all aspects of staffing including recruitment, hiring, training, recognition, labor relations, employee relations, classification, compensation, benefits administration and workplace diversity.

Major accomplishments include:

- Continued to market, attract, recruit and hire entry-level civil engineers through attending career/job fairs at universities and in the community;
- Represented and/or coordinated DOT representation at nine Delaware Business, Industry, Education Alliance initiatives and programs in discussing operational and occupational posturing with elementary, middle and high school students;
- Provided CPR, First Aid and AED training for 323 employees (272 of whom are first responders);

- Coordinated training on electrical safety and equal opportunity employment;
- Implemented a department-wide electronic Online Leave request system in lieu of hard copy submitted documents;
- Selected as one of three recipients of the 2011 Governor's Health Worksite Wellness Award;
- Provided an overview of DOT's affirmative action plan to the Governor's Equal Opportunity Council; and
- Contracted with a third party administrator for Commercial Drivers License (CDL) medical certifications and streamlined the internal process used to notify employees of recertification.

#### ACTIVITIES

- Administer the State's benefits for all DOT employees.
- Investigate, mediate and resolve informal and formal complaints related to any form of discrimination.
- Develop and enhance internal training programs.
- Partner with Human Resource Management to find creative solutions to human resource challenges.
- Develop written procedures and guidance, which explain human resource processes and rules in easy-to-understand language.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of new hires who attended Respectful Behaviors in the Workplace	99	80	100
% to employees trained on Respectful Behavior in the Workplace	*	*	50

\*New performance measure.

## TRANSPORTATION

55-00-00

### TECHNOLOGY AND SUPPORT SERVICES 55-02-01

#### MISSION

To pursue excellent customer service, provide timely and accurate support to all divisions in the department in the performance of day-to-day operations and evaluate alternative courses of action for operations.

#### KEY OBJECTIVES

- Support the Governor's initiative for economic development as it relates to the growth of small and minority businesses.
- Explore opportunities to implement e-government initiatives to improve service for the business community and the public.
- Ensure the support needs of the department are met in the areas of facilities management, contract administration and auditing.
- Ensure departmental compliance with the Federal Highway Administration (FHWA) Civil Rights requirements and programs.
- Develop and implement the technology required to support the department's ongoing business goals.
- Provide a secure, reliable and fully-integrated telecommunications network in support of the department's vision to ensure the safe and efficient movement of people and goods.

#### BACKGROUND AND ACCOMPLISHMENTS

Technology and Support Services is responsible for contract administration, including compliance with federal Civil Rights requirements, auditing and other administrative services, as well as the provision of technology services for the department, including the coordination of information technology activities with external agency personnel.

In Fiscal Year 2011, Technology and Support Services:

- Executed competitively bid contracts, new consultant agreements and supplemental agreements;
- Certified 61 Disadvantaged Business Enterprises;
- Audited over \$272 million in project costs;
- Added features to existing websites, including real-time streaming video of waiting areas and inspection

lanes, Red Light cameras and bridge restrictions to the Interactive Traffic map;

- Implemented Digital Drivers' License and Facial Recognition software for Motor Vehicles;
- Managed transit facility projects, including construction of the Dover Transit hub, restoration of the Wilmington Train Station, improvements to the Claymont Train Station, reconstruction of the Mid-County location, use of leased space at the Beech Street office and vendor selection for the Solar Panel project;
- Implemented automated Paratransit scheduling; and
- Supported E-ZPass Customer Service Center's back office conversion to TransCore.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
TFO	18,165.0	19,415.7	19,285.7
<b>TOTAL</b>	<b>18,165.0</b>	<b>19,415.7</b>	<b>19,285.7</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
TFO	90.0	89.0	88.0
TFC	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>90.0</b>	<b>89.0</b>	<b>88.0</b>

#### ACTIVITIES

- Maintain and manage departmental competitive bidding and professional service procurement process.
- Manage compliance with FHWA Civil Rights regulations on construction projects.
- Participate with the Office of Minority and Women Business Enterprise to expand the use of small businesses.
- Identify opportunities for web applications to support audit, contract administration and support services transactions.
- Coordinate facility maintenance to support the department's administrative infrastructure with material and supply.
- Maintain a central supply point to accommodate the department's requirements for office and other critical supplies.
- Provide uninterrupted mail/courier service in the immediate Dover area and outlying districts.
- Provide a program integrity function through proactive and reactive investigative programs to detect incidents of fraud, waste and abuse in the department.

## TRANSPORTATION

**55-00-00**

- Provide training for municipalities on the proper use and accounting of Grants and Allocations.
- Research, develop, implement and maintain department information systems to conform with the Information Technology plan and established technology standards.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of help desk calls resolved within three working days	99.1	98.0	98.0
% of critical computer applications available	91.2	90.0	92.0

### PLANNING

**55-03-01**

### MISSION

To provide comprehensive transportation planning, real estate services, entrance subdivision regulation management and to address the mobility needs of Delaware's residents, businesses and visitors based on a dedication to excellence, attention to detail and uncompromising quality.

### KEY OBJECTIVES

- Work with internal and external customers to create plans that result in a comprehensive system of transportation options in coordination with state policies and local government comprehensive plans.
- Provide transportation information and advice to local governments with land use decision-making responsibilities to help coordinate zoning, subdivision and annexation decisions among state agencies, counties and municipalities.
- Acquire real estate needed for protecting and improving the State's transportation system.
- Support the State's efforts to discover and solve transportation problems by collecting, analyzing, summarizing and publishing transportation-related data in both tabular and graphic form that is also geographically enabled, including customer service and satisfaction data.

### BACKGROUND AND ACCOMPLISHMENTS

Planning works to address the mobility needs of Delaware residents, as well as visitors, through the systematic identification and definition of transportation problems within Delaware and, where appropriate, with counterparts in adjoining states to solve transportation problems that are regional in nature. Planning strives to provide its customers with the opportunity to use all transportation modes in a manner consistent with state policies, county and local comprehensive plans and the wishes of affected communities within the bounds of fiscal and environmental constraints.

Planning is involved with local governments and other state agencies in making decisions about prospective changes in land use. This includes providing technical analysis and advice regarding proposed policies and standards, comprehensive plans, zoning and re-zoning, site plans and entrance (driveway) permits.

## TRANSPORTATION

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Planning also supports the department through data and real estate services. Data services involve the collection, storage, quality control, analysis and publication of various data items, including traffic volumes, accident statistics, roadway information and other transportation system and user characteristics.

Real estate services include transportation-related appraisal, acquisition and relocation activities to include the management and disposal of the land resources required to accommodate the State's transportation system improvements.

Planning develops and continually refines transportation strategies for maintaining conformity with federal air quality standards and undertakes community-based transportation plans. Planning also develops and maintains long-range transportation plans for the State and Sussex County and develops and maintains statewide programs, such as the Safe Routes to School program.

Planning is in a multi-year effort to improve the data quality and accessibility of the traffic count program, update the technology used in mapping or geographic-based information systems and automate the Highway Performance Monitoring System process. In addition, Planning worked with the Technology and Support Services Division, Traffic Section and Delaware State Police (DSP) to automate the department's accident reporting system.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
TFO	5,895.8	6,325.9	6,282.3
<b>TOTAL</b>	<b>5,895.8</b>	<b>6,325.9</b>	<b>6,282.3</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
TFO	61.0	62.0	62.0
TFC	26.0	24.0	24.0
NSF	--	--	--
<b>TOTAL</b>	<b>87.0</b>	<b>86.0</b>	<b>86.0</b>

### ACTIVITIES

- Partner with state and local governments for transportation-related projects to enhance communities through assessing demand forecasting, federal air quality regulations, land use issues and impact studies.
- Work in partnership with elementary and middle schools to implement the Safe Routes to School programs.
- Manage the State's Byways program.

- Measure the volume and flow of traffic through the transportation system to find problems and provide that information to other department staff.
- Provide real estate services, including appraisals, acquisitions, relocations and property management for all transportation projects.
- Provide Sussex County with technical assistance equal to that provided to Kent and New Castle Counties through their respective metropolitan planning organizations.
- Increase the public's understanding of the Statewide Transportation plan and its purpose in building, operating and maintaining the State's roads, bridges, bikeways, sidewalks, bus and train systems, airports and water ports over the next 20 years.
- Partner with DSP to implement the State's federally mandated Commercial Vehicle Size and Weight Enforcement program.
- Implement commercial vehicle information systems.
- Provide the public with information about the transportation system including maps, key facts and geographically-based representations of data.
- Conduct safety inspections of all public use airports in Delaware and identify and remove obstructions to operating safe flights.
- Work with the Advance Acquisition Committee on the transparent acquisition and reservation of certain real property by the department.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of preliminary traffic impact studies reviewed within 20 days of receipt	79	80	80
% of subdivision plans reviewed within 60 days of receipt	99	80	90
% of properties needed for projects that are cleared by the plans, specifications and estimates date	96	80	90

## TRANSPORTATION

**55-00-00**

### MAINTENANCE AND OPERATIONS

**55-04-00**

#### MISSION

To provide consistently high-quality customer service while maintaining and operating a convenient, safe, efficient, cost-effective and environmentally-sensitive transportation system and striving for continuous improvement in every aspect of our work.

#### KEY OBJECTIVES

- Perform emergency response to weather events, including winter snow removal and seasonal responses to conditions.
- Manage the Community Transportation Fund (CTF), ensuring requests are estimated, responded to and funded in an appropriate timeframe.
- Manage our equipment fleet maintenance to have our assets functional and available as needed to support our highway system maintenance activities.

#### BACKGROUND AND ACCOMPLISHMENTS

Maintenance and Operations is responsible for the daily operation and maintenance of Delaware's multi-modal transportation network within established levels of service. This responsibility includes maintaining highway lighting, roadways, bridges, drainage, vegetation, sweeping and landscaping.

Major accomplishments include:

- Resurfaced 210 lane miles under the Paving and Rehabilitation program and converted 38 lane miles from a tar and chip surface to a hot mix surface;
- Treated 214 lane miles using micro-surfacing technology under the Paving and Rehabilitation program;
- Treated 425 lane miles using tar and chip application as part of the Surface Treatment program;
- Performed 144 sign structure inspections, five high-mast light inspections and 60 cantilevered traffic-sign structure inspections;
- Performed 743 routine bridge inspections, 26 fracture critical bridges inspections, 34 underwater inspections and 32 low-clearance bridge inspections;
- Performed 37 annual dam inspections and 111 quarterly dam inspections;
- Replaced 22 structurally-deficient pipe culverts;
- Conducted 17,195 maintenance inspections on storm sewer structures and 208 stormwater best

management practices for condition, functionality and water pollutant detection;

- Conducted mower safety training for all new equipment operators, supervisors and other employees responsible for equipment maintenance; and
- Continued to use bio-diesel fuel in the fleet to reduce the impact of fuel on air quality.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
TFO	62,902.9	58,073.9	57,739.7
<b>TOTAL</b>	<b>62,902.9</b>	<b>58,073.9</b>	<b>57,739.7</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
TFO	736.0	697.0	686.0
TFC	41.0	27.0	27.0
NSF	--	--	--
<b>TOTAL</b>	<b>777.0</b>	<b>724.0</b>	<b>713.0</b>

#### OFFICE OF THE DIRECTOR

**55-04-01**

#### ACTIVITIES

- Identify and manage fiscal resources necessary by providing analytical evaluations and planning support.
- Offer appropriate resource center training opportunities to improve maintenance troubleshooting, operator work processes and promote safety for equipment operators and mechanics, as well as to provide career advancement opportunities for our staff.
- Update and maintain the Certification Tracking application and certification manual for all equipment operators.

#### PERFORMANCE MEASURE

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of equipment exceeding age and/or usage parameters	16.7	15.5	17.0

## TRANSPORTATION

**55-00-00**

**MAINTENANCE DISTRICTS**  
**55-04-70**

### ACTIVITIES

- Manage, implement and maintain the National Pollutant Discharge Elimination System and Municipal Separate Storm Sewer System.
- Maintain an incident response plan that ensures the removal of snow/ice and wind/flooding hazards in a reasonable time frame.
- Maintain roadside vegetation, drainage maintenance, overhead highway lighting and outdoor advertising activities along the right-of-way statewide.
- Provide pothole patching, highway sealing (joints and cracks), short overlay patching, bump removal, sweeping and material management by digging, hauling and stockpiling materials.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of time snowfall of 4" or less removed within 24 hours after end of storm	100	100	100
% of time snowfall of 4-8" removed within 48 hours after end of storm	100	100	100
% of time snowfall of 8" or greater removed within 72 hours after end of storm	100	100	100
% of time wind and flood cleanup occurs within 48 hours	100	100	100
% of CTF requests for estimates processed within 20 business days	90.6	85.0	85.0

**DELAWARE TRANSPORTATION AUTHORITY**  
**55-06-01**

### MISSION

To design and provide the highest quality public transportation services that satisfy the needs of the customer and the community.

### KEY OBJECTIVES

- Improve efficiency of paratransit and fixed-route services.
- Maximize statewide ridership by implementing an equitable fare structure for bus and train service.
- Define and develop bus and train services that meet community needs in an environmentally-friendly way.
- Maintain 95 percent on-time performance rate for fixed-route and 90 percent for paratransit services.
- Maintain data integrity through audit processes, educate end users, implement new audits and use enhanced functionality of PeopleSoft Human Resources Management System (HRMS).
- Maintain quality of diversity within the workforce.
- Provide career enrichment training programs to meet the needs of current staff, continuing succession plans, reduce preventable accidents and enhance leadership.
- Encourage employees to maintain a healthy lifestyle through cost effective wellness initiatives that can be incorporated into their daily schedules.

### BACKGROUND AND ACCOMPLISHMENTS

Delaware Transportation Corporation (DTC) operates the public transit system and manages public transport assets within Delaware, including bus service along fixed routes (DART First State), specialized paratransit services for disabled or elderly patrons and dialysis patients and rail commuter services. DTC also coordinates the ride-sharing program that promotes carpooling and other non-single occupancy vehicle modes of transportation. DTC supports transportation programs for the statewide Jobs Access Reverse Commute (JARC) and New Freedom projects.

Recent accomplishments include the following:

## TRANSPORTATION

**55-00-00**

- Established Americans with Disabilities Act (ADA) service boundaries for paratransit service;
- Expanded express and local services to match emerging transit demands in southern New Castle County;
- Completed a record-breaking resort service, including the weekend round-trip bus service from Wilmington to the Rehoboth Park and Ride;
- Continued the Ozone Action program with the Transportation Management Association of Delaware to encourage more people to ride transit;
- Continued the JARC grant initiative, including reverse commute to suburban worksites, reverse commute inter-county services between New Castle and Kent County, late-night hotel shuttle and the Delmar shuttle;
- Completed the Automated Voice Recognition system allowing paratransit riders to make and adjust reservations without waiting to speak to reservations staff;
- Contracted with an agency to provide the New Freedom transportation grant for disabled persons;
- Completed financing and executed an updated Construction Agreement between DTC and Amtrak to construct a third track west of Wilmington on the Northeast Corridor to result in improved reliability and future expansion of commuter rail to Newark;
- Developed Google transit for use on the DART First State website directly connecting customers with transit information and reducing calls to DTC Customer Service;
- Continued the successful Operation Lifesaver Outreach program, promoting safety around freight railroads to high school and University of Delaware students;
- Held trainings on fare trends, customer service and hybrid bus fire safety;
- Conducted inspections of all DTC facilities accomplishing an Occupational Safety and Health Administration (OSHA) compliance rate of 98 percent;
- Received a federal grant of \$951,438 for camera systems at seven DTC facilities;
- Increased the number of buses equipped with video surveillance to 100 percent; and
- Increased rail freight on state-owned railroad lines, including shipment of goods by rail instead of on Delaware highways.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
TFO	192,497.9	212,162.7	203,710.3
<b>TOTAL</b>	<b>192,497.9</b>	<b>212,162.7</b>	<b>203,710.3</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
TFO	1.0	1.0	1.0
TFC	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

### ACTIVITIES

- Market transit to increase ridership on all modes.
- Encourage advanced technologies that reduce fuel consumption, emissions and vibration.
- Respond to and address service requests, complaints and suggestions in a prompt, fair and thorough manner.
- Continue onboarding initiative to enhance employee morale and retention.
- Maintain and/or improve the quality and diversity of the workforce through effective recruitment, hiring, promotion, training and retention programs.
- Improve the workforce through targeted trainings and reviews.
- Reduce accidents with assessments and use of simulators.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
Statewide annual ridership (millions)	12.1	11.3	13.0
% on-time fixed route	96	95	95
% on-time paratransit	85	90	90
% system-wide recovery ratio	13.4	15.8	15.8
# of accidents per 100,000 miles	2.43	2.11	2.11

## TRANSPORTATION

### 55-00-00

#### TRANSPORTATION SOLUTIONS

55-08-00

#### MISSION

To provide exceptional service to the residents of Delaware by developing, constructing and maintaining the State's infrastructure in an efficient manner that results in a first class multi-modal transportation network that enhances safety, mobility and livability. In addition, Transportation Solutions will continue to provide high quality support services to other divisions in the department.

#### KEY OBJECTIVES

- Consistently deliver high-quality projects from concept through construction and ensure projects are completed as scheduled in the Capital Transportation program.
- Maximize operational efficiency of the transportation infrastructure by effectively using technology, such as video cameras and signal system coordination.
- Continue to design and manage the rehabilitation and replacement of all bridges determined to be structurally deficient according to federal rating criteria.
- Comply with all ADA standards relating to curb ramps.
- Maintain consistent materials, traffic control devices, signage, pavement markings and surfaces of quality for the traveling public.
- Maintain a highway system rating of at least 85 percent fair or better for all roads.

#### BACKGROUND AND ACCOMPLISHMENTS

Transportation Solutions coordinates all activities required to prepare plans and construct transportation projects involving the roadway network, bridges, transportation facilities, railroad crossings, traffic markings, traffic control devices and toll roads, including the quality assurance and control responsibilities for both development and construction.

Significant accomplishments in Fiscal Year 2011 included:

- Advertised 80.6 percent of the projects as scheduled;

- Awarded over \$259 million on 82 construction contracts;
- Used 142,798 tons of recycled asphalt pavement in the hot-mix tonnage produced, saving on material costs;
- Used 58,113 tons of warm mix asphalt, lowering the energy costs associated with the production of pavement materials;
- Completed improvements at 11 railroad crossings, including installation of cantilevered flashing lights, new crossing gates and new crossing surfaces;
- Completed construction on the I-95 Newark Toll Plaza High-Speed E-ZPass Lanes;
- Completed widening of existing US 301 in Middletown between United Drive and Ash Boulevard;
- Completed Construction of the SR 1, North Frederica Grade Separated Intersection Project;
- Completed construction of the South Governors Avenue project;
- Completed construction on the first dam safety improvement project with the replacement of the Williams Pond spillway in Seaford;
- Completed construction on SR 141 from Kirkwood Highway to Faulkland Road;
- Completed construction on five Hazardous Elimination Program locations: Silverside and Marsh Road; SR 273 and Prangs Lane; SR 896 and Four Seasons Parkway; SR 2 and Upper Pike Creek Road; and SR 7 Turn Lane Improvements;
- Started construction the SR 54 Mainline Improvements Project;
- Started Construction on Elkton Road from Casho Mill Road to Delaware Avenue;
- Advertised the I-95 and SR 1 Interchange project;
- Continued final design and right-of-way acquisition phases on US 301 Mainline project;
- Adopted the Delaware Manual of Uniform Traffic Control Devices;
- Developed and published a Highway Safety webpage;
- Developed and published real-time traffic flow information on the DOT website;
- Updated and published the Delaware Strategic Highway Safety Plan;
- Implemented pedestrian safety improvements along the US 13 corridor in New Castle County, including crosswalks with countdown pedestrian signals and roadway lighting;
- Submitted and Received Innovative Bridge Research Deployment funds in the amount of \$300,000 for complete precast construction of bridge 2-195A and

## TRANSPORTATION

**55-00-00**

\$250,000 for Geo-synthetic Reinforced Soil construction of bridge 1-366;

- Expedited the design, environmental permitting and construction of multiple small bridges damaged due to heavy rains and deterioration; and
- Held annual winter workshops to disseminate information to designers, construction inspectors, contractors and consultant personnel.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
TFO	10,784.4	15,072.3	15,374.9
<b>TOTAL</b>	<b>10,784.4</b>	<b>15,072.3</b>	<b>15,374.9</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
TFO	128.0	172.0	174.0
TFC	242.0	250.0	248.0
NSF	--	--	--
<b>TOTAL</b>	<b>370.0</b>	<b>422.0</b>	<b>422.0</b>

### PROJECT TEAMS

**55-08-10**

### ACTIVITIES

- Define and solve transportation problems in a way that meets community transportation needs.
- Prepare all roadways, safety improvements, paving programs, corridor and area-wide concept and construction plans in a context-sensitive manner, including ADA compliance.
- Manage the department's construction program, including daily field inspections of contractors' work to ensure on-time delivery of completed roadway improvements within the established project budgets.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of projects advertised as scheduled	80.6	90.0	90.0
% of construction projects completed on time as contracted	87.5	90.0	90.0
% of construction projects completed with less than ten percent overruns	95.6	90.0	90.0

### *DESIGN/QUALITY*

**55-08-20**

### ACTIVITIES

- Define and solve transportation problems to meet community transportation needs.
- Prepare safe, efficient and reliable bridge designs and construction plans in a context-sensitive manner to improve the quality of the State's bridge inventory.
- Manage the pavement network by evaluating and prioritizing needed improvements to the system.
- Perform systematic inspection of bridges, dams and overhead structures to prioritize repair work and maintain adequate bridge sufficiency rating.
- Provide technical support to the other department sections/agencies as needed for the development and approval of right-of-way plans and town agreements.
- Assure compliance with sediment and storm water regulations on all department construction projects.
- Perform package and quality checks on all design plans, contracts, specifications and estimates to enable advertisement on-schedule.
- Improve the safety and rideability of the State's railroad at-grade crossings.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of bridges rated structurally sufficient	94.1	95.0	95.0
# of curb ramps reconstructed per year to ADA standards	159	100	100

### ENGINEERING SUPPORT

**55-08-30**

### ACTIVITIES

- Coordinate cultural resource, environmental permitting and wetland mitigation compliance processes.
- Coordinate all utility relocations resulting from department projects.
- Ensure acceptable material quality and construction performance through inspection and verification.

## TRANSPORTATION

**55-00-00**

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of environmental documents completed as scheduled	100	90	90
% of utility documents completed as scheduled	100	90	90
% of hot mix meeting acceptable quality standards	77	80	80

### TRAFFIC

**55-08-40**

### ACTIVITIES

- Design, construct, operate and maintain traffic signals to reduce excessive delays, increase intersection capacity and improve pedestrian and vehicle safety.
- Recommend safety improvements at documented high-frequency accident locations and areas of public concern.
- Manage the sign program to prioritize and complete sign replacement.
- Manage the markings program by marking all hard-surfaced roads with a combined average daily traffic of 2,000 vehicles or greater annually.

### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of critical signal maintenance calls responded to and corrected in 24 hours	97	100	100

## MOTOR VEHICLES

**55-11-00**

### MISSION

To be a national leader by promoting courteous and efficient service to the public while protecting Delaware residents by establishing the validity of licensed drivers and ensuring safe and non-polluting vehicles are operated on Delaware roadways. Also, by providing a safe, efficient and environmentally-sensitive Toll network that offers a variety of convenient, cost-effective options for processing all vehicular traffic.

### KEY OBJECTIVES

- Issue secure and accurate driver license and identification cards while ensuring those individuals obtaining Delaware credentials are representing their identity accurately, are in the country legally, meet all the requirements for obtaining driving privileges and have demonstrated their Delaware residency.
- Handle vehicle registrations, problem drivers, commercial drivers, motor fuel taxes, toll receipts and other revenues in accordance with applicable state and federal law.
- Maintain an investigative unit to manage licensed vehicle dealer activities, deter fraud and identify theft and monitor internal activities ensuring system security and customer confidence.
- Ensure the division has an effective employee development and succession planning process in place by continuing to offer the award-winning Management in Training program to employees.
- Provide outreach programs and services to enhance the overall quality of service to members of specific populations, such as teen drivers, senior drivers and Hispanic communities.

### BACKGROUND AND ACCOMPLISHMENTS

The Division of Motor Vehicles (DMV) continues to be one of the most visible state agencies serving nearly 840,000 vehicles and over 625,000 drivers, conducting approximately 1.5 million transactions, over 62 million toll transactions, receiving almost 600,000 telephone calls and collecting nearly \$420 million in revenue annually.

DMV's website has been redesigned to allow easier customer access. The site has become one of the most

## TRANSPORTATION

### 55-00-00

visited state websites, averaging approximately 3.1 million hits each month.

Some of the division's recent major accomplishments include:

- Won two American Association of Motor Vehicle Administrators (AAMVA) awards for customer service excellence for the division's outreach to the motor carrier industry and leading the Senior Driver Task Force;
- Completed the highway speed lanes installation project at the I-95 Newark Toll Plaza, eliminating traffic delays and increasing customer satisfaction;
- Continued the implementation of Delaware's new secure driver license and identification card (DL/ID) system, which enables the division to issue federally-compliant DL/IDs as identification for travel throughout the United States and conducting other official federal business;
- Obtained two federal grants that will be utilized to increase public outreach efforts pertaining to federally compliant DL/IDs, added new DL/ID issuance workstations in the division's busiest facility and upgraded outdated computer hardware used for the division's driver license general knowledge testing system;
- Changed the driver license renewal cycle from five years to eight years to reduce annual customer volume by approximately 45,000 visitors;
- Implemented the Veteran ID Card Issuance Program utilizing the division's special ID card system;
- Participated as a member of the Driver Identification Verification Systems business subcommittee to determine appropriate standards for various electronic verification systems, such as Social Security OnLine Verification and the Problem Driver Pointer System used to process a driver license or identification card;
- Continued to expand the number of services offered online including:
  - Look up Delaware automobile dealers;
  - Register for motorcycle courses; and
  - Enroll in the Next of Kin/Emergency Contact program;
- Participated in community outreach functions (Delaware State Fair and the Delaware Auto Show), and expanded outreach to include Senior Safety Expos (hosted by DMV) to educate our seniors on the importance of remaining safe and mobile;
- Expanded outreach to the Hispanic community by translating publications (Secure ID brochure, Senior Driver Manual and Guidelines for New Residents) into Spanish, participating at the Festival Hispano

and conducting radio interviews with Maxima every six to eight weeks to provide information on DMV services to the Hispanic community;

- Performed an all-time record of 429,465 vehicle inspections (an increase of 5.7 percent);
- Processed 261,815 titles (an increase of 7.7 percent);
- Implemented cross-training programs in New Castle and Wilmington, which have made one-stop shopping for all vehicles services transactions available to customers;
- Partnered with the City of Wilmington to place holds on vehicle registrations for individuals with outstanding city violations;
- Installed a customer queuing system at the division's Airport Road facility and, in tandem, upgraded the queuing software at all other facilities enabling the division to better track customer flow, demand and wait times for continuous improvement planning;
- Upgraded the Dover Toll Plaza's violation enforcement system to capture front images, which increases revenues and decreases image void rates;
- Processed over 620,000 more E-ZPass transactions, totaling nearly 40 million electronic toll transactions;
- Collected \$3.5 million through the toll violation enforcement system;
- Closed more than 4,000 inactive accounts, added 10,609 new accounts and issued 17,316 new transponders for E-ZPass;
- Processed 1,300 fraud cases and 30 forged tint waiver applications, established close working relationships with local police and U.S. Immigrations and Customs Enforcement personnel and assisted law enforcement using DMV facial recognition technology through the Fraud Investigations Unit;
- Took over the annual audit of the E-ZPass vendor, Transcore, and realized annual savings of approximately \$90,000;
- Began publishing industry newsletters for both motor carrier and public carrier customers to improve program compliance;
- Implemented acceptance of online payments for oversize/overweight permits; and
- Implemented training for customer service staff to become certified with the International Registration plan (IRP) through a series of program webinars.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	--	--	--
TFO	34,350.0	35,245.4	36,450.8
<b>TOTAL</b>	<b>34,350.0</b>	<b>35,245.4</b>	<b>36,450.8</b>

## TRANSPORTATION

**55-00-00**

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
TFO	410.0	415.0	428.0
TFC	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>411.0</b>	<b>416.0</b>	<b>429.0</b>

### **ADMINISTRATION**

**55-11-10**

#### **ACTIVITIES**

- Coordinate and direct policy, planning, fiscal, personnel, purchasing, training and information technology functions for the division.
- Prepare and propose legislation, as necessary, to maintain uniformity with nationwide trends in driver licensing and vehicle registration.
- Approve, inspect and investigate dealers and dealer complaints.
- Investigate fraud, counterfeit documents and questionable integrity issues for the division.
- Participation in AAMVA, IRP, International Fuel Tax Agreement (IFTA) and Federal Transit Administration regional and national meetings to engage in discussions relevant to the changing industry and vote on matters affecting the division.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of time meeting DMV 20-minute wait time standard	64	100	100
% of employees cross-trained in multiple disciplines	100	100	100
# of town hall meetings to receive employee input	16	28	28
# of online services launched annually	4	10	10

### **DRIVER SERVICES**

**55-11-20**

#### **ACTIVITIES**

- Issue and control driver licenses for all classes of vehicles and photo identification (ID) cards in compliance with state and federal law.
- Provide all driver license and ID card applicants the opportunity to register to vote.

- Conduct administrative hearings for Driving Under the Influence and other cases in which driving privileges have been lost.
- Conduct knowledge, skills and road tests designed to evaluate a driver's ability to safely operate a motor vehicle.
- Administer Delaware's CDL program to ensure federal compliance.
- Administer a medical program responsible for ensuring driver license holders are medically qualified to safely operate a motor vehicle.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of hits to teen website	19,200	20,000	25,000
# of novice driver stickers distributed	10,000	10,000	10,000
# of outreach programs for teen and senior drivers	13	10	10

### **VEHICLE SERVICES**

**55-11-30**

#### **ACTIVITIES**

- Research vehicle background for DMV investigators, law enforcement, courts, insurance companies, state agencies and municipalities.
- Register and title all vehicles and mobile homes, verifying Vehicle Identification Numbers, checking valid insurance and inspecting public carriers (taxis and buses).
- Inspect and test vehicles for compliance with state and federal safety and emissions standards.
- License vehicle dealerships, issue temporary tags and process change of registration from transactions.
- Conduct suspension hearings on dealers found in violation of 21 Del. C.
- Approve and control all self-inspection fleet vehicle accounts.
- Administer and conduct the Motorcycle Education program.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of large forum dealer training session	4	4	4
# of students enrolled in motorcycle safety classes	*	*	1,890
# of vehicle inspections	*	*	455,620

\*New performance measure.

## TRANSPORTATION

**55-00-00**

### ***TRANSPORTATION SERVICES***

***55-11-50***

#### **ACTIVITIES**

- Provide effective safeguarding of Transportation Trust Fund revenues by auditing motor fuel/special fund (MF/SF) licensees on a routine basis.
- Work cooperatively with other jurisdictions on MF/SF excise tax evasion investigations.
- Ensure protection of public carrier customers by performing inspections of taxicabs, limousines, buses, trolleys and fixed-route carriers and inspecting the records and facilities maintained by the public carriers operating these vehicles.
- Perform on-highway inspections of motor carrier class vehicles to ensure proper IRP/IFTA credentials and oversize/overweight permits and ensure illegal red-dyed (non-taxed) off-highway fuel is not being used in licensed motor vehicles.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of IFTA audits	100	75	50
# of IRP audits	18	50	50
# of MF/SF audits	*	*	50

*\*New performance measure.*

### ***TOLL ADMINISTRATION***

***55-11-60***

#### **ACTIVITIES**

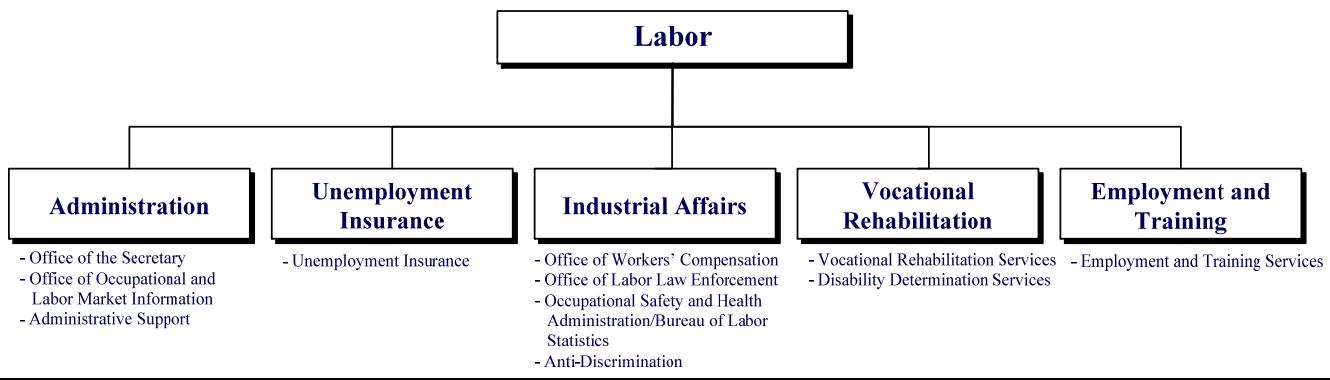
- Monitor toll collections through unmanned locations, cash and the E-ZPass system.
- Follow-up on violations, customer service complaints and auditing of collections and transactions.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of toll receipt collection and deposit accuracy	99.9	100.0	100.0
% of E-ZPass market use: I-95	59.9	60.9	61.9
SR 1-Dover	64.5	65.2	65.9
SR 1-Biddles	65.7	66.2	66.7
% of readable images captured for toll violation enforcement	93	96	96

# LABOR

## 60-00-00



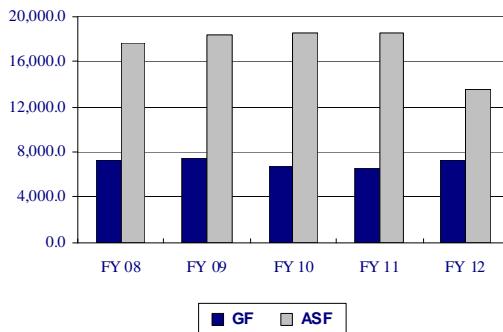
### MISSION

Connecting people to jobs, resources, monetary benefits, workplace protections and labor market information to promote financial independence, workplace justice and a strong economy.

### KEY OBJECTIVES

- Develop and maintain a skilled labor force sufficient in number and quality to meet the expanding needs of industries and attract new industries.
- Facilitate the transition to and maintenance of economic stability for those clients temporarily in need of services.
- Continue to serve as an active partner with other state agencies and organizations to create a statewide system of accessible, effective social and economic services.
- Expand customer service options by providing more technologically developed services.
- Provide a well-managed, diverse, family-friendly and customer-oriented department.
- Continue to be a source of leadership, information and resources on issues and trends affecting the workforce and the workplace.
- Work creatively and collaboratively for solutions to foreseeable and unexpected changes in the economy and the workforce.

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	6,521.6	7,291.6	7,860.9
ASF	15,668.8	13,502.5	13,679.2
<b>TOTAL</b>	<b>22,190.4</b>	<b>20,794.1</b>	<b>21,540.1</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	30.7	34.7	40.7
ASF	96.3	91.3	91.8
NSF	352.0	352.0	346.5
<b>TOTAL</b>	<b>479.0</b>	<b>478.0</b>	<b>479.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$72.9 in Contractual Services to increase matching funds for the Basic Skills grant.
- ◆ Recommend \$450.0 in Personnel Costs and 6.0 FTEs and (6.0) NSF FTEs due to the loss of federal Workforce Investment Act funding.

# LABOR

## 60-00-00

### ADMINISTRATION

#### 60-01-00

#### MISSION

To provide leadership, policy direction, sound management and administrative support to ensure optimum internal and external service delivery to customers.

To provide concise and applicable analyses of Delaware's economic, demographic, occupational and industrial labor market areas in serving as a labor market information clearinghouse.

#### KEY OBJECTIVES

- Continue to ensure the labor market information provided to our customers is accurate and current.
- Continue initiatives to create a culture within the department that promotes and values creativity, collaboration, diversity, employee recognition, family-friendly policies, teamwork, professionalism and respect.
- Increase the visibility of the department's services through a strong public relations and marketing campaign.
- Continue to use management information systems, such as the department's web and Intranet sites, e-government services and videoconferencing, to support effective communications.

#### BACKGROUND AND ACCOMPLISHMENTS

The Administration unit consists of the Office of the Secretary, Occupational and Labor Market Information (OOLMI) and Administrative Support.

The department continued to undertake initiatives to improve efficiencies for its stakeholders by:

- Continuing to address feedback from staff on how to make the department a better place to work;
- Taking a leadership role in working with other agencies on behalf of mutual constituents; and
- Retaining and developing skilled staff to provide quality customer service on a timely basis and reduce the department's vacancy rate.

The Office of Administrative Support includes the Information Technology Management (ITM) unit. ITM provides operational support to divisions with mainframe applications and shared applications and resources. ITM is responsible for the maintenance and support of all

production file servers, phone systems and network infrastructure.

The Financial Management and Support Services Management units are responsible for ensuring daily business operations are supported in the most efficient and cost effective manner.

OOLMI has continued to be a primary source of information about labor market conditions. The office produces analytical and statistical reports on the industrial and occupational structure of the labor market, including supply-demand analysis and employment projections. OOLMI's website provides instant access to all analyses, data and publications, effectively allowing customers to create their own information products. OOLMI publishes the *Delaware Career Compass* annually. This publication, now available in its 19<sup>th</sup> edition, serves as a leading educational guide to thousands of Delaware students and job seekers.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	331.3	396.5	405.1
ASF	2,556.1	3,059.3	3,103.0
<b>TOTAL</b>	<b>2,887.4</b>	<b>3,455.8</b>	<b>3,508.1</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	2.3	2.3	2.3
ASF	27.7	27.7	27.7
NSF	13.0	13.0	13.0
<b>TOTAL</b>	<b>43.0</b>	<b>43.0</b>	<b>43.0</b>

### OFFICE OF THE SECRETARY

#### 60-01-10

#### ACTIVITIES

- Manage the department and provide leadership for the delivery of services.
- Maintain a responsive and positive relationship with constituents, advisory councils and other citizen groups.
- Ensure effective coordination with divisions and with the Governor's Office, other cabinet agencies, the legislature and federal agencies.
- Manage and coordinate the department's legislative program and public relations program.
- Coordinate the development and management of the department's budget.

## **LABOR**

### **60-00-00**

- Ensure accuracy of all fiscal-related functions, including accounts receivable and payable, fund and revenue management, expenditure tracking and the coordination of audits.
- Provide warehouse, purchasing and mail services.
- Manage all human resources related activities.

#### **OFFICE OF OCCUPATIONAL AND LABOR MARKET INFORMATION**

##### **60-01-20**

##### **ACTIVITIES**

- Translate raw labor market data into concise analyses of workforce, employment, economic and demographic changes.
- Provide federally mandated and funded reports for the U.S. Bureau of Labor Statistics as part of a national economic reporting network.
- Provide career and labor market information at the state and county levels on a regular basis.
- Use e-government to facilitate customer access to occupational and labor market information.

#### **ADMINISTRATIVE SUPPORT**

##### **60-01-40**

##### **ACTIVITIES**

- Provide information technology leadership to the department in all activities, including mainframe operations and applications, database management, telecommunications, client/server support and the development of an annual information technology plan.
- Provide building-related services, such as lease negotiations, facility planning, space allotment and security services.
- Provide graphics and printing support for all operations, including the daily processing and local printing of unemployment insurance checks.
- Provide fleet and inventory management services.

## **UNEMPLOYMENT INSURANCE**

### **60-06-00**

##### **MISSION**

To assist in the promotion of statewide economic stability and vitality by providing temporary, partial income maintenance to workers who become unemployed through no fault of their own and by making referrals of unemployed workers to re-employment services.

To ensure adequate funding for the payment of unemployment benefits through the collection of employer taxes.

To contribute to the development of an adequate workforce by collecting a statewide training tax from employers to provide funds for the training of dislocated workers, school-to-work transition, industrial training and other training initiatives.

##### **KEY OBJECTIVES**

- Exceed federal performance criteria for first payment timeliness of 87 percent for Unemployment Insurance (UI) claims.
- Exceed federal performance criteria for timeliness of establishing new employer tax accounts of 70 percent.
- Maintain a UI Trust Fund capable of supporting more than 12 months of benefit payments at the highest level historically experienced.
- Provide UI program services via e-government and telecommunications options in addition to in-person services available at four accessible office locations statewide.

##### **BACKGROUND AND ACCOMPLISHMENTS**

For 76 years, the UI system has been one of the nation's most important social insurance programs. This system provides prompt, partial wage replacement to unemployed workers through the payment of UI benefits. The UI system serves the business community during periods of economic downturn by pumping UI Trust Fund reserves into the economy. An average of 51,000 unemployed Delawareans collected unemployment benefits annually over the past three fiscal years. During this three-year period, \$478.8 million in regular state UI benefits were paid, an average of \$159.6 million per year. In Fiscal Year 2011, \$129.4 million in regular state UI benefits were paid compared

## LABOR

### 60-00-00

to \$176.3 million in Fiscal Year 2010 and \$173.1 million in Fiscal Year 2009.

Since June 2006, several actions occurred in an effort to increase the UI Trust Fund balance. First, the enactment of House Bill 419 in June 2006 removed the cap on increases in the state experience factor (SEF) and increased the SEF range from 1-50 to 1-80. The calculation of the SEF is now its actual calculated level, instead of having any increase in the SEF limited by a cap based on the balance in the UI Trust Fund. The SEF determines what line on the UI tax rate schedule is used in a given calendar year for employer UI tax rate determination. Second, the enactment of House Bill 144 in June 2007 increased the taxable wage base for employer tax purposes from \$8,500 to \$10,500 effective January 1, 2008, marking the first increase in the taxable wage base in 20 years. Finally, the enactment of House Bill 170 in July 2009 liberalized some unemployment eligibility requirements effective January 3, 2010, but resulted in the UI Trust Fund receiving \$21,868,398 in UI Modernization Incentive Funds from the American Recovery and Reinvestment Act in July 2009.

The division has an established track record of being proactive in its efforts to provide customer-friendly and efficient service, as described in the examples below:

- Providing UI program information for employers and unemployed workers, such as the *UI Handbook for Employers* and *Your Guide to UI Benefits*, as well as downloadable forms for employers on the division's webpage;
- Designating subject matter experts to serve on the department's Rapid Response team to provide information and services to employers and workers going through a downsizing or closing process;
- Providing a UI information hotline that is accessible 24 hours a day, seven days a week for individuals to obtain information about how to file a claim for UI benefits, where to file a claim and, if already collecting benefits, the status of their UI payment;
- Providing a TeleBenefits option in the UI information hotline that enables unemployed Delaware workers to claim their weekly UI payment via telephone;
- Implementing and enhancing an automated claims adjudication system to decrease processing time for non-monetary determinations;
- Providing employers the option to register with the division online;
- Providing individuals the option to file new or reopened UI benefits claims online; and
- Providing recipients of UI benefits the option to receive their weekly payment by direct deposit.

	<b>FUNDING</b>		
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	320.8	470.6	474.6
<b>TOTAL</b>	<b>320.8</b>	<b>470.6</b>	<b>474.6</b>

	<b>POSITIONS</b>		
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	--	--	--
ASF	4.0	4.0	3.0
NSF	130.0	129.0	129.0
<b>TOTAL</b>	<b>134.0</b>	<b>133.0</b>	<b>132.0</b>

## **UNEMPLOYMENT INSURANCE**

### 60-06-01

#### **ACTIVITIES**

- Provide UI benefits to Delaware workers who become unemployed through no fault of their own.
- Assess and collect UI and training program taxes and bill and collect UI benefit payment reimbursements from non-assessed employers.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of UI claims first payments made timely	87.0	88.5	89.5
% of new employer tax accounts established timely	80.6	83.0	83.5

# LABOR

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### INDUSTRIAL AFFAIRS

#### 60-07-00

#### MISSION

To promote and develop the welfare of wage earners to improve their working conditions and advance their opportunities for profitable employment by providing partial income maintenance to injured workers and their families, enforcing labor standards laws, civil rights laws, apprenticeship laws, identifying workplace hazards and collecting data about workplace injuries, illnesses and fatalities.

#### KEY OBJECTIVES

- Decrease the average time to resolve discrimination complaints to 180 days, with all complaints being resolved within 12 months.
- Continue encouraging participation in the discrimination mediation program.
- Continue implementing discrimination case streamlining measures without sacrificing the quality of core services.
- Maintain the average amount of time to resolve labor standards cases at 30 days per year over the next three years.
- Increase the number of prevailing wage inspections on state-funded construction projects by 15 percent over the next three years.
- Continue proactive enforcement of labor standards, provide educational speaking engagements and train the Child Labor Work Permit Issuing Officers in school districts.
- Continue safeguarding the welfare of apprentices by certifying, monitoring and enforcing apprenticeship programs, laws and standards and promoting apprenticeship to women, minorities and young people.
- Continue encouraging participation in the workers' compensation mediation system in lieu of a formal hearing before the Industrial Accident Board (IAB), allowing for an expedient, cost effective disputed case resolution.
- Continue working with the Health Care Advisory Panel (HCAP) to further develop the workers' compensation Health Care Payment System (HCPS), a medical cost containment system.

- Increase total attendance at safety and health training sessions by 10 percent each year for the next three years.
- Increase the total number of promotional/marketing visits to employers and agencies by 5 percent each year for the next three years.
- Increase the awareness of discrimination laws and regulations by continuing outreach efforts statewide.
- Increase the availability of the division's laws, rules, regulations and forms on the Internet to provide customers with easy, constant access to information.

#### BACKGROUND AND ACCOMPLISHMENTS

The Office of Workers' Compensation (OWC) administers and enforces the State's workers' compensation laws, which provide benefits to eligible workers who suffer work-related injuries or illnesses. IAB sits as a quasi-judicial court system for disputed workers' compensation cases.

The number of workers' compensation petitions continues to increase. The office created a system for the mediation of cases that allows for hearing officers to hear cases without the need for a formal hearing. Having hearing officers, as well as the IAB, hear disputed cases has helped the division reduce case processing time.

HCAP, along with the OWC, continues to meet and develop rules and regulations regarding the medical cost containment system, which is available to the public on the department's website. To date, the OWC medical component has certified over 2,200 workers' compensation health care providers, assisted over 8,600 stakeholders, processed 1,117 utilization review (UR) requests and contributed to the increase in petition numbers to the workers' compensation petitions, as part of the UR appeal process.

Since August 2009, 102,519 stakeholders accessed the HCPS website for regulations, laws, forms, certified provider lists, continuing education courses, fee schedules, preferred drug list and frequently asked questions. Additionally, OWC distributes information to 900 stakeholders regarding workers' compensation.

The Office of Labor Law Enforcement (OLLE) enforces 21 laws, including laws pertaining to wage and hour, child labor, prevailing wage, workplace fraud, employment and apprenticeship.

The Wage and Hour section handled 400 cases in Fiscal Year 2011. The section collected \$379,043 in unpaid wages owed to Delaware workers in Fiscal Year 2011.

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The Prevailing Wage section handled 232 cases in Fiscal Year 2011. During Fiscal Year 2011, the section collected \$331,800 in prevailing wages owed to mechanics and laborers working on state-funded construction projects compared to \$387,751 in Fiscal Year 2010. The section also conducted 265 on-site inspections in Fiscal Year 2011 compared to 478 in Fiscal Year 2010.

During Fiscal Year 2011, the Apprenticeship section monitored approximately 271 sponsors and their respective 933 apprentices. Journey papers were awarded to 205 individuals who completed their apprenticeship programs in Fiscal Year 2011.

The Office of Safety and Health Consultation and Statistics (OSHCS) provides free, comprehensive on-site consultations for high-risk businesses with less than 500 employees to assist in voluntary compliance with federal Occupational Safety and Health Administration (OSHA) regulations. During Fiscal Year 2011, OSHCS conducted 254 consultations, during which it identified 400 serious hazards. These consultations helped to protect over 11,073 employees.

OSHCS continues to partner with the Department of Health and Social Services (DHSS) and the Delaware Healthy Workplaces program to ensure all Delawareans have safe workplaces. While OSHCS covers private industry, public/government units are referred to DHSS.

OSHCS uses statistical data to target high injury rate industries, such as healthcare and construction. Those companies are sent general safety and health information related to their industry, and the office offers them one-on-one confidential consulting sessions.

During Fiscal Year 2011, OSHCS provided the 10-hour Occupational Safety and Health Training Course in Construction and General Safety and Health to 37 students represented by Delaware employers. After the students completed the two-day course, they received a U.S. Department of Labor card certifying they received safety training, which is a condition for employment for those entering industrial careers. OSHCS also implemented a Fall Protection awareness initiative for the residential construction industry to coincide with the implementation of the new Residential Fall Protection Regulatory Standard in June 2011.

The Office of Anti-Discrimination (OAD) works with Delaware employers and workers to build and maintain workplaces free from illegal discrimination with respect to pay, hiring decisions, promotional opportunities, firings, disciplinary actions and the terms and conditions of employment. OAD is Delaware's sole administrative forum for resolving employment discrimination and

sexual harassment complaints. As such, OAD enforces and administers six separate state and federal statutes prohibiting discrimination in the workplace based on race, color, gender, age, disability, national origin, religion, genetic information, sexual orientation and marital status.

During Fiscal Year 2011, 607 Delaware workers filed discrimination complaints with OAD. There were 197 complaints of race discrimination; 156 complaints of gender discrimination, including pregnancy discrimination and sexual harassment; 107 complaints of disability discrimination including failure to provide an accessible workplace or reasonable accommodation; 75 complaints of age discrimination; and 72 complaints of discrimination based on other protected categories. OAD resolved 573 complaints, including 47 negotiated settlements totaling \$552,740 in wages and benefits directly paid to Delaware workers.

OAD partners with the U.S. Equal Employment Opportunity Commission to coordinate investigations of complaints filed under both state and federal law.

	FUNDING		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	469.9	696.8	717.5
ASF	10,667.3	5,248.2	5,358.3
<b>TOTAL</b>	<b>11,137.2</b>	<b>5,945.0</b>	<b>6,075.8</b>

	POSITIONS		
	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	7.0	11.0	11.0
ASF	55.0	50.0	51.5
NSF	8.0	9.0	9.5
<b>TOTAL</b>	<b>70.0</b>	<b>70.0</b>	<b>72.0</b>

## OFFICE OF WORKERS' COMPENSATION

### 60-07-01

#### ACTIVITIES

- Enforce and administer Delaware's workers' compensation laws.
- Compensate eligible individuals for work time lost as a result of job-related injuries.
- Collect the self-insurance tax, second injury assessment and administrative assessment.

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### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days from petition filed to hearing date	191	180	180
# of days from hearing to decision	21	16	14

### **OFFICE OF LABOR LAW ENFORCEMENT**

#### **60-07-02**

### **ACTIVITIES**

- Enforce 21 state labor standards laws, the State Apprentices Law and regulate activity under the National Apprenticeship Act in conjunction with the U.S. Department of Labor.
- Enforce the Workplace Fraud Act to administer remedies and civil penalties against employers who knowingly misclassify an employee as an independent contractor when an employee/employer relationship exists.
- Enforce labor standards laws through investigation of claims filed and enforcement of statutory remedies.
- Establish state prevailing wage rates for public works projects and ensure compliance with prevailing wage rates on all public works projects.
- Certify and monitor apprenticeship programs according to standards established by the U.S. Department of Labor.
- Provide technical assistance to employers and employees by providing information relating to labor standards and apprenticeship laws.
- Administer a statewide issuing officers program for child labor work permits to ensure compliance with the child labor law.

### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days to resolve wage and hour payment claims	20.84	30.00	30.00
# of days to resolve prevailing wage claims	62.11	90.00	90.00

### **OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION / BUREAU OF LABOR STATISTICS**

#### **60-07-03**

### **ACTIVITIES**

- Provide free confidential, comprehensive on-site consultations for primarily high-risk, private sector businesses with less than 500 employees.
- Identify workplace hazards and the appropriate abatement to prevent recurrence.
- Review job safety and health programs and assist in establishing customized safety and health programs.
- Provide free safety and health training courses to ensure compliance with OSHA regulations.
- Provide technical assistance to employers and employees by providing information for compliance with federal OSHA regulations.
- Collect, analyze and disseminate statistics on work-related injuries, illnesses and fatalities.

### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of safety and health consultation visits	220	250	250
# of Survey of Occupational Injuries and Illnesses	2,867	2,867	2,867
# of OSHA Work-Related Injury and Illness Data Collection Surveys	1,136	1,145	1,145

### **ANTI-DISCRIMINATION**

#### **60-07-04**

### **ACTIVITIES**

- Administer and enforce six state and federal employment discrimination laws through mediation, investigation and conciliation of all charges in cooperation with the U.S. Equal Employment Opportunity Commission, under a performance-based contract.
- Investigate complaints of discrimination in the workplace based on race, color, gender, age, disability, national origin, religion, genetic information, sexual orientation and marital status.
- Investigate complaints of sexual harassment in the workplace.
- Conduct a mediation program to encourage expedient resolution of discrimination complaints.

## **LABOR**

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- Conduct education and outreach activities to promote awareness and prevention of employment discrimination in the workplace.

#### **PERFORMANCE MEASURE**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of days to resolve discrimination claims	536	360	360

## **VOCATIONAL REHABILITATION**

### **60-08-00**

#### **MISSION**

To provide opportunities and resources to individuals with disabilities leading to success in employment and independent living.

#### **KEY OBJECTIVES**

- Enable 950 individuals with disabilities to achieve success in employment by providing guidance and counseling, vocational rehabilitation services, education and job training.
- Provide quality transition services to 650 students with disabilities graduating from high school enabling them to achieve success in employment consistent with their interests and abilities.
- Provide supported employment services to 275 individuals with chronic and persistent mental illness who receive services through DHSS.
- Adjudicate 100 percent of all claims for Social Security disability benefits filed in Delaware within federal program timeliness guidelines.
- Provide independent living services to 105 individuals with significant disabilities enabling them to reside independently in the community.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Division of Vocational Rehabilitation (DVR) provides services leading to employment for individuals with disabilities. DVR also administers the Disability Determination Services (DDS), which determines eligibility for federal Social Security disability benefits available to individuals with disabilities unable to work.

	<b>FFY 2011 Actual</b>	<b>FFY 2012 Budget</b>	<b>FFY 2013 Gov. Rec.</b>
Employment outcomes	948	950	955
Annualized earnings (millions)	15.7	15.8	15.8
# of clients served	6,731	6,500	6,500

The DVR Transition program provides career planning, vocational rehabilitation services, training opportunities and job placement for high school seniors with disabilities. DVR transition counselors meet students in their schools, provide career counseling and develop individual plans for skill training, college and employment. This program is based upon collaboration between DVR, Department of Education (DOE) and

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school districts. The relationships support new initiatives to prepare students with disabilities for employment after high school.

DVR and Delaware Technical and Community College (DTCC) are entering the fifth year of a supported education program for students with learning disabilities transitioning from high school to college. This program enables students to successfully complete remedial studies and enter degree or certificate programs at DTCC. Students receive individual guidance and tutoring, group study skills training and literacy skills on every DTCC campus.

DVR and DHSS collaborate with DOE and community rehabilitation programs to provide supported employment services to high school seniors with developmental disabilities. The Early Start to Supported Employment program enrolls students with developmental disabilities into DVR and DHSS programs and connects them with community services as they enter their final year of school to facilitate a seamless transition to employment upon completion of high school.

DVR and DHSS continue their partnership with community mental health service providers to provide employment opportunities with supports for people with serious mental illness. The program follows evidence-based practices that offer rapid access to job searches and provides support that is integrated with mental health treatment. More than 250 individuals with severe mental illness participated in this program last year, and over 75 of them found employment.

The Independent Living (IL) program provides assessment, assistive technology goods and services that enable people with disabilities to live independently in the community. The program served 100 individuals with significant disabilities and achieved 75 independent living outcomes this year. DVR coordinates services with DHSS and provides technical assistance and project management for home modifications that enable individuals with disabilities to leave institutional settings and return to life in the community. By collaborating, agencies maximize efficiencies and serve more individuals with disabilities.

DDS evaluates and adjudicates claims filed in the State of Delaware for federal Social Security Disability benefits (Supplemental Security Income and Social Security Disability Income). This past fiscal year, DDS adjudicated 12,999 disability claims.

<b>FUNDING</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,945.7	3,254.8	3,329.5
ASF	582.9	873.4	887.3
<b>TOTAL</b>	<b>3,528.6</b>	<b>4,128.2</b>	<b>4,216.8</b>

<b>POSITIONS</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2.0	2.0	2.0
ASF	5.6	5.6	5.6
NSF	129.4	129.4	129.4
<b>TOTAL</b>	<b>137.0</b>	<b>137.0</b>	<b>137.0</b>

## **VOCATIONAL REHABILITATION SERVICES** **60-08-10**

### **ACTIVITIES**

- Provide vocational rehabilitation services, training and job placement for individuals with disabilities that lead to employment in the community.
- Develop and implement employment plans for individuals with disabilities based upon their individual interests and abilities.
- Provide employment opportunities for people with the most significant physical and mental health disabilities through the supported employment program.
- Provide career preparation and transition services to all public high school seniors.
- Provide independent living services to individuals with disabilities to support community inclusion.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of clients rehabilitated and employed	948	950	955
\$ average weekly wage	318	325	335
# of transition students successfully employed	305	310	315
\$ of savings in public assistance	190,000	210,000	225,000

## **DISABILITY DETERMINATION SERVICES** **60-08-20**

### **ACTIVITIES**

- Adjudicate Social Security Disability applications under Titles II and XV of the Social Security Act, as amended, with Electronic Claims Analysis Tool.

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- Perform Continuous Disability Reviews of existing disability recipients in a new electronic format.
- Provide due process reviews for claimants who file an appeal of their determination.
- Expedite the decision-making process of terminally/chronically ill claimants through Quick Disability Determination process.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of DDS cases processed	12,399	12,800	13,000
% accuracy rate from federal quality review	96.1	95.0	95.0

## **EMPLOYMENT AND TRAINING**

### **60-09-00**

#### **MISSION**

To provide services enabling employers and job seekers to make informed employment and training choices leading to employment.

#### **KEY OBJECTIVES**

- Place 82 percent of customers in a job that yields average earnings of \$11,550 during the second and third quarters following program exit and provide follow up services to customers to retain employment at a rate of 77 percent.
- Enhance and implement a broad range of services to employers.
- Streamline the one-stop integrated service delivery system and coordinate the division's services with other workforce development programs through seamless service delivery to customers.
- Use the Mobile One-Stop to target outreach services to special needs populations, in particular for prison-to-work activities.
- Enhance e-government services to job seekers and employers through staff facilitated services in one-stop career centers and via the Internet.
- Provide case management to customers to maximize their employment potential through occupational skills training or intensive services leading to employment in high demand, high growth occupations that pay livable wages.
- Review all one-stop offices for best practices for service delivery.
- Streamline the delivery using Lean principles to improve both the quality and quantity of client services.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Division of Employment and Training (DET) operates a statewide labor exchange system serving both employers and job seekers. DET administers federal and state-funded employment services and training programs for individuals who have barriers to employment as a result of job dislocation or other socioeconomic factors.

The four local offices are the cornerstones of the State's One-Stop Career Center system. The resource rooms

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provide customers help with their job search, case management and/or training services for rapid re-entry into the workforce. Depending on the needs of the customer, services are flexible and range from self-directed job search to staff-supported services.

Last year, the division provided a variety of one-stop employment and training services to over 68,000 customers through job search assistance, vocational skills training programs, school-to-work training programs, summer youth employment, re-employment services and employer services. In addition, thousands of other customers used self-help services in the resource rooms.

The Mobile One-Stop van is a valuable resource used to provide employment services to job seekers and assist employers with a rapid response vehicle for downsizings. The flexibility of the Mobile One-Stop provides the employment services of the State to various community gatherings, rural areas, ex-offender outreach programs and educational testing sites.

To enhance e-government services to job seekers and employers through job matching and information services, the division's Delaware JobLink system provides access to a full range of workforce development information about job openings, training opportunities, support services, labor market information, occupational trends and a web-based resume talent bank from any site with access to the Internet.

DET plays a significant role in the implementation and administration of the work/retention components of Delaware's Temporary Assistance for Needy Families (TANF) program. Since October 1999, over 10,455 full-time job placements and 6,816 part-time placements have occurred. The average full-time placement earned approximately \$9.04 per hour, and part-time placements averaged \$8.75 per hour.

Under the Workforce Investment Act (WIA), DET is required to provide transitional assistance services to job seekers who work for a company laying off 50 or more workers. Taking a proactive approach, DET provides services to smaller lay-off groups at the employer's request.

Three major service accomplishments occurred this year:

- A Business Services Unit was fully implemented and increased the number of jobs available to job seekers, as well as improved employer's abilities to find individual job seekers that meet their needs;
- A Veterans Service team was developed to focus on improving services to this group; and

- Redesigned and implemented re-employment services to UI recipients unlikely to return to their previous industry/occupation.

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	2,774.7	2,943.5	3,408.8
ASF	1,541.7	3,851.0	3,856.0
<b>TOTAL</b>	<b>4,316.4</b>	<b>6,794.5</b>	<b>7,264.8</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	19.4	19.4	25.4
ASF	4.0	4.0	4.0
NSF	71.6	71.6	65.6
<b>TOTAL</b>	<b>95.0</b>	<b>95.0</b>	<b>95.0</b>

## EMPLOYMENT AND TRAINING SERVICES 60-09-20

### ACTIVITIES

- Administer labor exchange services in Delaware.
- Provide the public with access to local, state, regional and national job opportunities.
- Match employer job order requirements with applicant skills and abilities.
- Assess applicant aptitudes, skills, education and training background, job readiness or training needs.
- Assist small or expanding businesses through the referral of employment applicants or other services in cooperation with the Delaware Economic Development Office (DEDO).
- Provide special services to veterans, migrant and seasonal farm workers, displaced homemakers, UI recipients, people transitioning from prison to work and foreign born workers.
- Provide special services to employers and workers dislocated by plant closings or staff reductions through a rapid response team organized through the federal Dislocated Workers program.
- Co-administer with the Workforce Investment Board training programs for economically disadvantaged individuals by providing fiscal and operational management, planning, contract negotiation, monitoring, evaluation and technical assistance.
- Administer the work and case management component of Delaware's welfare reform program in cooperation with DEDO and DHSS.
- Administer the Summer Youth Employment program.

## **LABOR**

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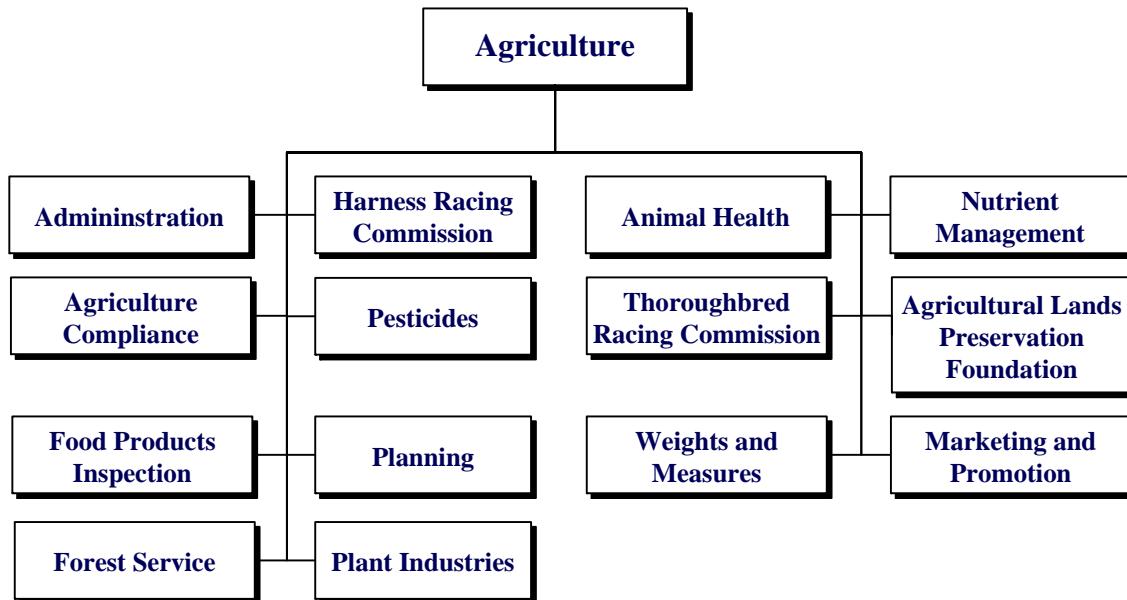
- Provide case management and intensive job search activities to affected workers of companies that are closing or have a significant reduction in force.
- Provide case management and intensive job search support to clients whose jobs were lost to foreign competition and clients who were a part of a massive industry lay-off.
- Work as a partner in the IAdapt program assisting IAdapt clients in returning to work by providing services in the One Stop offices.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of job seekers entered employment	43	55	55
% of job seekers employment retention rate	77	77	77
% of summer youth placement in employment or education	63	68	68
% of summer youth attaining a degree or certification	75	66	66

# AGRICULTURE

65-00-00



## MISSION

To sustain and promote the viability of food, fiber and agricultural industries in Delaware through quality services that protect and enhance the environment, health and welfare of the general public.

## KEY OBJECTIVES

The Department of Agriculture works to ensure the most efficient use of limited resources to carry out mandated responsibilities that include but are not limited to:

- Maintain same-day response to all human, animal and plant health emergencies;
- Reduce residues, pathogens and contaminants in the food supply and reduce the risk of food-borne illness due to intentional sabotage of the food supply;
- Encourage land management and conservation programs to support the Purchase of Development Rights (PDR) programs for forest and cropland;
- Identify and support new opportunities for expanding sales of Delaware's agricultural commodities and value-added products;
- Support Delaware's agricultural producers and producer organizations;
- Ensure the integrity of Delaware agricultural products through zero tolerance of quarantine pests

and diseases for interstate and international certification;

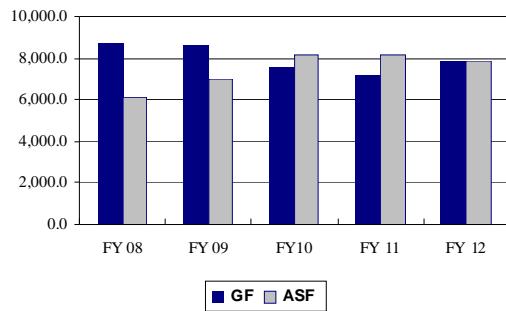
- Increase the number and diversity of people participating in agricultural education, information and training programs;
- Develop and implement nutrient management practices that protect ground and surface water, while maintaining a viable agricultural industry;
- Collect data and direct policies that protect the State's natural resources and environment from adverse effects;
- Facilitate research by state institutions and private interests;
- Maintain agricultural productivity and natural resources preservation by assisting land owners in controlling noxious weeds and non-native invasive plant species;
- Continue to streamline operations and reorganize functional components within the department to better serve the agricultural community and general public;
- Identify and use alternate funding sources in support of the department's mission and goals;
- Strengthen programmatic relationships with the Department of Safety and Homeland Security, Delaware Emergency Management Agency and Division of Public Health in support of emergency response efforts;

## AGRICULTURE

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- Promote and ensure the integrity of the horse racing industry;
- Ensure the integrity of weights and measures statewide in support of fair commerce for Delaware consumers;
- Ensure the safe and appropriate use of pesticides and herbicides;
- Ensure the accurate labeling and nutrient content of feed and fertilizer;
- Conserve, protect and enhance Delaware's forests through education, management and professional assistance; and
- Promote risk management education.

### Five-Year Appropriation History



### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	8,623.1	7,813.4	7,923.1
ASF	5,508.9	7,916.3	8,134.9
<b>TOTAL</b>	<b>14,132.0</b>	<b>15,729.7</b>	<b>16,058.0</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	82.8	82.8	82.8
ASF	44.0	44.0	45.0
NSF	15.2	15.2	15.2
<b>TOTAL</b>	<b>142.0</b>	<b>142.0</b>	<b>143.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend \$55.4 in Cover Crops to enhance watershed conservation practices.
- ♦ Recommend \$50.0 ASF in Contractual Services for increased pesticide collection and disposal efforts.

## AGRICULTURE

**65-01-00**

### BACKGROUND AND ACCOMPLISHMENTS

#### Administration

The Office of the Secretary serves as the point of contact between the largest industry in the state - agriculture - and state government. The Secretary of Agriculture represents the agricultural community and related sectors of the economy in all facets of state government. Under the direction of the Office of the Secretary, the department informs the public about both contributions made by the agricultural community and services provided by the department to consumers. The department has an "educate before we regulate" policy and continues to enhance communication with the regulated community to obtain full compliance with the laws, rules and regulations.

The Office of the Secretary provides the Secretary of Agriculture with administrative support in addition to necessary personnel, fiscal and computer support services. The Information and Education group provides outreach functions to the agricultural community, including expansion of educational programs and other communications from the department.

#### Agriculture Compliance

Agriculture Compliance regulates a variety of products under the authority of the Delaware Code, specifically the:

- Delaware Commercial Feed Law;
- Delaware Commercial Fertilizer and Soil Conditioner Law;
- Delaware Agricultural Liming Materials Act;
- Frozen Sweetened Products Law; and
- Milk, Cream and Other Milk Products Law.

Most of these laws require product registration before being offered for sale in Delaware and require manufacturers to properly label their products to ensure consumers can make well-informed decisions about their purchases. The laws authorize the inspection and testing of products to ensure nutrient claims are accurate. Laboratory services are provided to Delaware farmers for the testing of animal and poultry manure, feed, pet-food and fertilizer for nutrient content.

#### Food Products Inspection

The Food Products Inspection section safeguards public health by regulating meat, poultry and egg processors, as

## AGRICULTURE

### 65-00-00

well as providing inspection and grading services to poultry and shell-egg processors and fruit and vegetable growers. Delaware is a member of the Federal-State Cooperative Inspection program. The State Meat and Poultry Inspection program maintains standards that are at least equal to the federal inspection program. This section protects consumers by using a science-based inspection system, employing recall effectiveness checks and increasing product testing through the Pathogen Reduction program.

Delaware also works with the U.S. Department of Agriculture (USDA) in cooperative grading agreements with state departments of agriculture and other agencies. Under these federal-state agreements, the licensed graders perform work at point of origin and retail outlets grading various commodities. The Agricultural Marketing Service establishes basic grading policies and procedures, which describe quality requirements for each grade of a commodity, giving the industry a common language for selling and buying.

#### Forest Service

Forests, both rural and urban, are a vital state resource, providing numerous benefits to all Delawareans. Delaware's rural forests comprise approximately 30 percent (375,000 acres) of the state, approximately 85 percent of which are privately owned. Delaware's forests face many challenges, including wildfires, insects, disease, poor management techniques, non-native (invasive) species and fragmentation by development.

The mission of the Forest Service is to conserve, protect and enhance Delaware's forests through education, management and professional assistance. The Forest Conservation program helps landowners and communities improve their forest resources through education and technical assistance. The Forest Protection program strives to protect and improve forest health through monitoring, watershed protection and wildfire prevention and suppression. The Forestry Education program educates and informs residents about the importance of forests through the management of three state forests, two state forest education centers and educational programs for children and adults.

#### Harness Racing Commission

The Secretary of Agriculture promulgates rules and regulations relating to the establishment of the Delaware Harness Racing Commission (DHRC) as a unit. DHRC is the body charged with providing stewardship for the sport and business of harness racing within Delaware through regulation.

A primary objective of the DHRC is to protect the public interest in pari-mutuel wagering contests and all aspects leading up to and following the conclusion of those races.

DHRC has jurisdiction over all associations conducting and licensees participating in harness racing.

DHRC provides the opportunity for growth and regulatory oversight to the Delaware Standardbred Fund. By providing fairness and a level field of competition through objective standards, DHRC strives to ensure due process in administrative matters, respond to public concerns and provide information regarding the industry and DHRC operations.

#### Pesticides

Pesticides has authority under the Delaware Pesticide Law and Federal Insecticide, Fungicide and Rodenticide Act to regulate the sale and use of pesticides in the state.

Pesticides emphasizes education and offers a comprehensive pesticide applicator certification and training program. The educational program is complemented by an ongoing compliance assistance and enforcement program of inspections and sampling at the various levels of pesticide distribution and use.

The section administers a groundwater protection program to ensure the use of pesticides is not degrading ground/drinking water quality. The centerpiece of the program is a statewide shallow groundwater monitoring network comprised of over 60 domestic and agricultural wells and 108 dedicated monitoring wells owned by the State. The section also monitors the depth of the water table to help predict water supply for domestic and agricultural use.

#### Planning

Planning is a technical enterprise that includes land-use planning, operational planning, agricultural preservation, forestland preservation and the Young Farmers program. Combining farmland preservation and planning coordination has helped stem the loss of farmland and forestland in Delaware.

#### Plant Industries

Plant Industries is the plant and plant pest regulatory enforcement authority. Its principal mission is to protect agriculture, the environment and residents from the damaging effects of plant and honeybee pests and noxious weeds while facilitating domestic and international trade of plants, plant products, grain, seed and agricultural commodities.

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Plant Industries has the authority to quarantine certain products, plants and/or pests as necessary to carry out the task of preventing the spread of economically or environmentally harmful pests. Plant Industries also works in cooperation with the USDA Plant Protection and Quarantine and the University of Delaware Cooperative Extension Service to conduct surveys for non-native pests and pests of export significance.

Plant Industries is also responsible for the Apiary Inspection program, which requires beekeepers to annually register their colonies and their location.

The Seed Laboratory certifies granaries, trains and licenses grain inspectors; provides seed testing services to farmers; collects and tests official seed samples; ensures labeling conforms to the Seed Law; and conducts the Seed Certification program.

#### Animal Health

The Animal Health section is charged with preventing the introduction and spread of contagious and infectious diseases into and within the animal and poultry population of the state. This is accomplished by maintaining a diagnostic laboratory, as well as cooperating with the poultry diagnostic laboratory of the University of Delaware. Personnel respond to reports of potential disease problems from veterinarians and owners of livestock, poultry and pets. Personnel visit sites, such as farms, dairies and livestock auctions, to collect biological specimens for analysis and diagnosis of disease. In most instances, staff informs the veterinarian or owner of the animal's diagnosis, control and/or treatment for the disease. However, when certain serious and highly contagious diseases are diagnosed, the State Veterinarian, through the authority of the Secretary of Agriculture, may quarantine or even destroy the animal, herd or flock to prevent the spread of that disease to other premises. Additionally, the section administers a Spay/Neuter program for dogs and cats.

#### Thoroughbred Racing Commission

The Delaware Thoroughbred Racing Commission (DTRC) regulates and oversees the sport of Thoroughbred and Arabian racing in the state. Its primary objectives and principles are to protect, preserve and promote agriculture and horse racing. This is accomplished through efforts to prevent and eliminate corrupt practices; ensure fairness in decisions affecting licensees and patrons; ensure due process in administrative proceedings; facilitate the promulgation of rules and regulations that allow the racing association and horsemen to remain competitive with surrounding jurisdictions; and provide information concerning the

industry and DTRC operations. DTRC is responsible for ensuring the State and the betting public receive fair percentages of the wagering dollar by overseeing periodic accounting audits.

#### Weights and Measures

This section is responsible for regulating all commercial transactions involving weighing and measuring; regulating all devices used commercially to determine weight, measure or count; and enforcing Delaware packaging and labeling regulations. Major activities of this section include inspection of retail packages, gas pumps, fuel oil and propane meters, scales, grain moisture meters, point of sale scanning systems, parking meters and other timing devices. This section provides both in-house and off-site training to businesses and service technicians. The Voluntary Serviceperson Registration program has enrolled more than 200 technicians, helping ensure a high degree of confidence in the accuracy of weighing and measuring devices used in Delaware.

#### Nutrient Management

Pursuant to provisions of the 1972 Clean Water Act, the Department of Natural Resources and Environmental Control (DNREC) and the U.S. Environmental Protection Agency signed a memorandum of understanding (MOU), which set forth a plan to restore the quality of Delaware's impaired waters to achieve federal water quality standards. The MOU requires the development and implementation of programs to reduce non-point source water pollution. Studies indicate excess nutrient loading of surface lands has a negative impact on the quality of both surface and groundwater.

The Nutrient Management Law (3 Del. C. § 2200 et. al.) created the Delaware Nutrient Management Commission and Nutrient Management program. The program regulates activities involving the generation, handling and application of fertilizer nutrients, including animal manure. The program administers nutrient certifications, planning, reimbursement, poultry litter relocation, farm audits, complaint resolution, concentrated animal feeding operation (CAFO) permitting and environmental stewardship recognition.

#### Agricultural Lands Preservation Foundation

Since March 1996, the Delaware Agricultural Lands Preservation Foundation has enrolled over 156,000 acres and 1,000 farms in agricultural preservation districts and district expansions in Delaware. Over 1,500 different families and organizations (titleholders) own these lands.

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With expenditures to date of \$178.2 million, 686 properties with over 105,000 acres have been permanently protected through the PDR program. These acres of permanently preserved agricultural land account for 20 percent of the total land in farms and 8 percent of the state's total land area. This is the highest percentage of land area preserved through agricultural PDR in the nation. Preservation partnerships have been formed with all three counties and the federal government. Furthermore, the Young Farmers Program was established in Fiscal Year 2012 to help individuals enter into agriculture while also preserving farmland.

#### Marketing and Promotion

The department is tasked with enhancing the economic viability of agriculture in Delaware. This section develops and implements a marketing strategy for Delaware's agricultural products and services. The section also serves various commodity boards. This aids the diversification of agriculture, enhances Delaware's agricultural product branding, recruits agricultural support businesses and markets agricultural products and services locally, regionally, nationally and internationally.

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#### ADMINISTRATION

##### 65-01-01

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#### ACTIVITIES

- Oversee all aspects of plant and animal emergency response plans and activities.
- Represent agriculture on councils and committees addressing natural resource projects.
- Oversee the department's budget development, presentation and administration, as well as personnel management.
- Develop, present and provide information for various legislative initiatives that affect agriculture in Delaware.
- Provide direction and leadership to the department and seek input from the agricultural community in policy development.
- Serve Delaware farmers and agribusinesses with leadership and education in the areas of marketing and promotion to increase the sales and value of their products.
- Identify and capture grant and alternate funding opportunities.
- Promote both the department and the agricultural community, as well as inform the general public.

- Partner with the Delaware Economic Development Office, USDA, other state departments of agriculture and private industry to identify barriers in the promotion and marketing of agricultural products and offer solutions to remove those barriers.

#### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
\$ of specialty crop grant funding	242,300	226,500	251,700

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#### AGRICULTURE COMPLIANCE

##### 65-01-02

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#### ACTIVITIES

- Register agricultural products.
- Collect samples from the Delaware market place for laboratory analysis.
- Issue violations and withdrawal from distribution orders for non-registered products, mislabeled products and nutrient deficiencies/excessives.
- License milk dealers who purchase milk from dairy farms across the state and employees who pick-up, measure and test milk from dairy farms for payment purposes.
- Test animal manures, fertilizer, feed and pet food samples submitted by the general public for nutrient content and contaminants.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of days turnaround time from sample collection to final report:			
Official samples	79	80	80
Manure samples	20	13	13
Other samples	6	9	9

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#### FOOD PRODUCTS INSPECTION

##### 65-01-03

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#### ACTIVITIES

- Inspect meat and poultry and submit samples for laboratory analysis.
- Conduct systematic statewide monitoring of businesses in food marketing and distribution of both domestic and imported products for freshness, adulteration and labeling.

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- Conduct statewide commodity grading at product point of origin.
- Provide food service safety training programs.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Food inspected, grade verified (millions):			
Grade A poultry (lbs)	589	646	652
Grade A eggs (dozens)	8.3	8.5	8.5
fruits and vegetables (lbs)	0.4	0.4	0.4
Retail shell egg graded inspection (approximately 450 stores):			
# of inspections	190	200	200
# of violations	3	3	3
# of food services safety training programs/interactive encounters with various groups	18	16	17
Meat and poultry products:			
lbs. inspected (millions)	7.5	7.5	7.5
lbs. condemned (thousands)	10.8	20.0	20.0
Compliance enforcement-trucking companies, retail stores and state agencies:			
# of reviews	618	780	780
lbs. of product condemned	805	1,000	1,500

#### FOREST SERVICE

##### 65-01-04

#### ACTIVITIES

- Improve Delaware's forests by providing technical and financial assistance to landowners for activities such as reforestation, timber stand improvement, forest management plans and timber harvests.
- Reduce the impacts of wildfire through wildfire prevention education programs and firefighting training in wildland fire suppression techniques.
- Improve Delaware's urban forest resources by providing technical assistance to communities, civic associations, developers, planners and homeowners, as well as financial assistance through the Community Forestry Grant program.
- Maintain and, where possible, improve forest health by diagnosing forest pest infestations, providing treatment advice and monitoring forest pests through aerial and ground surveys.

Educate Delawareans about the importance of forest management by demonstrating proper forestry techniques at the three state forests, offering educational opportunities at the state forest education centers and providing educational programs to the public.

- Protect water quality during forest management operations by educating loggers and landowners about forestry best management practices and monitoring forestry operations.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of timber harvests on non-industrial privately-owned lands which follow a forest management plan	37	45	45
% of towns and cities recognized by the National Arbor Day Foundation as tree city USA communities (57 communities)	26	35	35
% of volunteer fire companies that participate in wildfire suppression education programs (61 companies)	57	67	67
% of public and private elementary schools that participate in Forest Service educational programs (173 schools)	58	65	65

#### HARNESS RACING COMMISSION

##### 65-01-05

#### ACTIVITIES

- Accredit the Harness Racing Commission's Presiding Judge, Associate Judge and three alternate associate judges through a national racing accreditation organization.
- Provide regulatory oversight of approximately 4,000 annual racing events during the harness racing seasons at Dover Downs and Harrington Raceway.
- Ensure honesty and integrity in the running of races by collecting post-race urine and blood and pre-race blood samples from equine contestants out of each race.
- License annually, fingerprint periodically and review background information to ensure participants in the industry are not a risk to the integrity of the sport.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% accreditation of commission's judges	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	7,426	5,600	5,700
# of racing participants licensed	2,278	2,450	2,500

## AGRICULTURE

### 65-00-00

#### PESTICIDES

##### 65-01-06

#### ACTIVITIES

- Administer a licensing program for commercial pesticide applicators.
- Provide certification and training for restricted use pesticide users.
- Issue permits to dealers of restricted use pesticides sold in Delaware.
- Register pesticide products sold or distributed in Delaware.
- Investigate complaints of pesticide use/misuse.
- Use large public events to educate consumers and homeowners on food safety, integrated pest management, ground/drinking water protection and safe urban pesticide use.
- Collect and recycle high-density polyethylene pesticide containers.
- Provide compliance assistance to the regulated community and, as necessary, prosecute violations of state and federal pesticide statutes.
- Monitor and assess groundwater to ensure pesticide use does not degrade ground/drinking water quality.
- Cooperate with other state and local agencies on broad water quality and quantity issues.
- Provide laboratory services for testing of animal, plant soil and other matrices where injury or contamination from pesticides is suspected.
- Protect consumers by inspecting termite pre-treatment applications and treatments subject to the requirements set forth in the Delaware Pesticide Rules and Regulations.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of sample analysis related to priority incidents	45	50	50
# of pesticide containers recycled	31,900	40,000	40,000
% of actionable inspections	24	27	27
# of pesticide applicators certified	2,573	2,600	2,600

#### PLANNING

##### 65-01-07

#### ACTIVITIES

- Review all land consumption development projects, assess the impacts to agriculture and advocate for mitigation of negative impacts.
- Provide strategic planning consultation to the department.
- Provide reliable, current agricultural statistics and analysis to a variety of customers.

#### PERFORMANCE MEASURE

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of zoning and subdivision proposals reviewed affecting agriculture	33	50	40

#### PLANT INDUSTRIES

##### 65-01-08

#### ACTIVITIES

- Assist and cooperate with USDA Plant Protection and Quarantine regarding export certification of plants and plant products.
- Process permits for the interstate movement of plant pests.
- Inspect fields and facilities for agricultural biotechnology permits.
- Facilitate post-entry quarantine inspections.
- Process permits for the interstate movement of soil.
- Enforce federal and state quarantines.
- Administer and conduct the Cooperative Agricultural Pest Survey program.
- License and inspect all nursery businesses and conduct certification inspections for nursery stock shipped interstate or for export.
- Detect and control noxious weed infestations through the implementation of compliance agreements.
- Provide specialized spray equipment to the public for the application of herbicides.
- Maintain grain inspection standards for all certified granaries and provide training to inspectors.
- Operate the Seed Certification program and test all types of seed offered for sale to determine compliance with the Seed Law.
- Register and inspect all honeybee colonies and promote the beekeeping industry.

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- Maintain cooperative programs with Pennsylvania, Maryland and New Jersey to research and implement strategies to deal with the parasitic mite syndrome affecting honeybees.
- Provide ongoing public education activities for all Plant Industries programs.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of certified acres inspected	6,469	8,000	6,600
% of businesses inspected for Seed Law compliance	78	65	65
% of retail nursery locations inspected	36	35	35
% of acres infested with noxious weeds treated or under a control program	70	65	75
# of registered bee colonies inspected	904	1,220	1,000
% of reviewed regulatory permits meeting requirements and reviewed within 10 days	100	100	100
# of key pests in statewide survey	16	8	12

#### ANIMAL HEALTH

### 65-01-09

#### ACTIVITIES

- Prevent the spread of contagious diseases, including those transmitted from animals to humans. Ensure the safety of the general public by accepting suspect rabies animals, recording all pertinent information and collecting proper specimens for the accurate diagnosis of diseases.
- Protect the health status of the poultry industry by collecting surveillance samples and observing poultry for signs of illness.
- Assist Delmarva broiler companies in placing healthier baby chicks in the field through the hatchery sanitation program.
- Provide competent diagnostic services for the detection of animal and poultry diseases.
- Administer Delaware's low-cost spay/neuter program.
- Administer the Delaware Animal Response program, which provides for sheltering of dogs and cats during evacuations or disasters.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of human exposure rabies specimens with same-day turnaround time	100	100	100
# of samples through informative hatchery sanitation program	5,280	5,280	5,320
# of spay/neuter procedures performed	2,934	3,400	3,400
# of Coggins tests performed	2,186	2,190	2,190

#### THOROUGHBRED RACING COMMISSION

### 65-01-10

#### ACTIVITIES

- Receive accreditation of the Thoroughbred Racing Commission's three full-time racing stewards through the Racing Officials Accreditation program.
- Oversight of approximately 1,110 annual racing events in the state.
- Maintain the highest standards in the Forensic Equine Drug Testing programs.
- Collect post-race urine and blood samples from equine contestants out of each race plus designated samples.
- Collect out of competition testing (OCT) samples from horses for the official laboratory to detect the presence or use of blood doping agents.
- License annually, fingerprint periodically and review background information to ensure participants in the industry are not a risk to the integrity of the sport.
- Conduct administrative investigations regarding rule violations.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% accreditation of commission's stewards	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	1,359	1,320	1,320
# of pre-race blood gas samples collected to determine metabolic alkalosis	600	600	600
# of equine samples collected and tested for blood doping agents pursuant to OCT program	120	120	120
# of applicants licensed	6,002	6,000	6,000

## AGRICULTURE

### 65-00-00

#### WEIGHTS AND MEASURES

**65-01-11**

##### ACTIVITIES

- Conduct inspections of gasoline, diesel and kerosene pumps; small and medium commercial scales commonly found in supermarkets or medium scales used for livestock and feed; large capacity commercial scales; Delaware State Police and county police enforcement scales; and commercial home delivery fuel oil and propane trucks to ensure compliance with national standards.
- Conduct price verification inspections to ensure the accuracy of scanner pricing systems.
- Inspect consumer packages for compliance with net weight, measure, count and labeling regulations.
- Inspect grain moisture meters used to determine the value of grain sold and purchased.
- Inspect a statistical sampling of various timing devices, including parking meters, laundromats, car washes and air pumps.
- Respond to consumers who register a complaint concerning possible violation of the Weights and Measures Law, a questionable marketing practice or an incorrect device within 24 hours.
- Inspect gasoline samples for octane requirement compliance and water content.
- Administer the Delaware Voluntary Serviceman Registration program for approved servicemen that demonstrate proficiency in their field and fulfill program requirements.
- Administer the Delaware Weighmaster Licensing program for users of commercial vehicle weighing scales.
- Provide resources and materials to consumers and businesses to increase awareness of weights and measures issues.

##### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of consumer complaints	62	70	80
# of small/large scales tested	3,806	3,900	4,000
# rejected	179	200	210
# of truck scales tested	293	300	300
# rejected	28	30	30
# of petroleum meters tested	9,128	9,500	10,000
# rejected	1,335	2,200	2,300
# of vehicle tank meters tested	205	240	250
# rejected	16	25	27
# of moisture meters tested	65	67	70
# rejected	4	2	2
# of DSP enforcement scales tested	18	20	20
# rejected	0	2	0
# of package lots tested	3,621	3,700	3,900
# of rejected lots	309	400	500
# of price verifications performed	199	225	250
# of failed inspections	15	30	25
# of technicians registered	230	225	228
# of licensed weighmasters	941	945	935
# of gas samples checked	167	200	225
# of rejected samples	1	5	5

#### NUTRIENT MANAGEMENT

**65-01-12**

##### ACTIVITIES

- Promote alternative-use practices for excess nutrients generated in Delaware by developing and implementing incentive and market-based programs.
- Institute a program to develop and fund nutrient management plans according to law and program standards.
- Provide nutrient handlers with initial and continuing educational opportunities to implement nutrient management certification requirements.
- Implement the State's National Pollutant Discharge Elimination System Permitting program for CAFOs in cooperation with DNREC and according to the Clean Water Act and federal regulations.
- Develop and implement demonstration projects within the farm community for best management practices.
- Audit nutrient management activities to ensure compliance and high quality services.
- Respond to informal and formal complaints against nutrient management practices.
- Recognize environmental stewards within the agricultural community with the cooperation and

## AGRICULTURE

### 65-00-00

financial support of the agri-businesses and poultry companies.

- Facilitate and actively fund research projects according to priorities that will balance science-based policy development with modern and responsible nutrient management practices.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Poultry litter-manure relocated within Delaware for land application (tons)	21,400	24,000	25,000
Poultry litter-manure exported from Delaware for land application (tons)	23,266	25,000	25,000
Poultry litter-manure relocated to an alternative use project (tons)	19,835	40,000	40,000
% of cropland and nutrient applied land managed under a current plan developed by a certified consultant	98	100	100
Acres managed under an updated nutrient management plan	68,486	125,000	125,000
# of nutrient consultants	111	110	115
# of commercial handlers	73	75	75
# of private applicators	1,139	1,200	1,150
# of nutrient generators	491	500	500
# of nutrient management farm audits	18	25	25
# of CAFO farm audits performed	*	*	100
# of constituent complaints: received	22	40	40
# of constituent complaints: resolved	21	40	40
# of CAFO permits	372	372	400

\*New performance measure.

#### AGRICULTURAL LANDS PRESERVATION

#### FOUNDATION

### 65-01-13

#### ACTIVITY

- Operate the Farmland Preservation program of agriculture districts and the PDR program.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Acres of prime farmland permanently preserved	5,618	3,000	1,000
# of new participants in the Young Farmers Program	*	*	3

\*New performance measure.

#### MARKETING AND PROMOTION

### 65-01-14

#### ACTIVITIES

- Implement an agricultural marketing plan that channels Delaware agricultural products to local, regional, national and international markets.
- Contact and visit wholesale purchasers and regional outlets to increase market penetration for Delaware products.
- Increase name recognition of Delaware agricultural products regionally and nationally.
- Direct and coordinate the activities of department buildings located at the Delaware State Fair grounds.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
\$ of gross receipts for Delaware farmers products sold to Delaware schools (millions)	*	*	35
\$ of gross receipts for Delaware farmers markets (millions)	1.4	1.4	1.6

\*New performance measure.

# ELECTIONS

70-00-00

## Elections

**State Election  
Commissioner**

**Board of Elections  
New Castle County**

(Not an organization for budget purposes)

**Board of Elections  
Kent County**

(Not an organization for budget purposes)

**Board of Elections  
Sussex County**

(Not an organization for budget purposes)

**Department of Elections  
for New Castle County**

**Department of Elections  
for Kent County**

**Department of Elections  
for Sussex County**

### MISSION

The mission of the Department of Elections is to provide a standardized, secure and accurate election system for the residents of Delaware. The department provides residents with the information access and structure needed to participate, as well as access to fair and accurate campaign finance reports.

### KEY OBJECTIVES

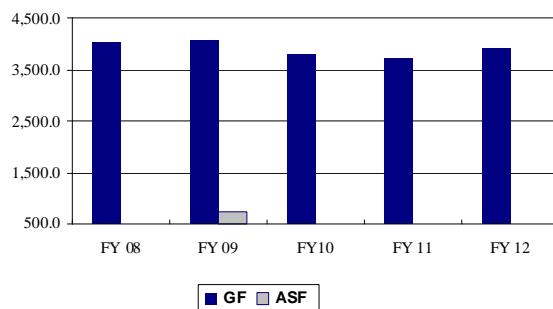
- Ensure the standard administration of Delaware election laws.
- Use technology to improve services to Delaware residents here and abroad.
- Conduct elections for Delaware residents from presidential primaries to school and municipal elections.
- Accurately track and post campaign finance reports.

### BACKGROUND AND ACCOMPLISHMENTS

The department has led the nation in developing the first statewide electronic voting system. Elections have been successfully conducted on all regional levels. In addition, voting machines have audio modules, which make them accessible to persons with visual disabilities.

Delaware successfully maintained a statewide voter registration database long before it became a federal mandate.

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	6,123.5	3,928.1	4,025.7
ASF	--	--	--
<b>TOTAL</b>	<b>6,123.5</b>	<b>3,928.1</b>	<b>4,025.7</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	43.0	42.0	42.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>43.0</b>	<b>42.0</b>	<b>42.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend \$52.4 in Contractual Services due to increased lease costs.

# ELECTIONS

**70-00-00**

## **STATE ELECTION COMMISSIONER 70-01-01**

### **MISSION**

To coordinate statewide activities and standardize election policies and practices. The office also oversees campaign finance reporting and federal programs, including the Help America Vote Act (HAVA).

### **KEY OBJECTIVES**

- Maintain a statewide voter registration system.
- Coordinate with each county to conduct all mandated elections.
- Educate and assist municipalities in the conduct of their elections.
- Accurately track and post campaign finance reports.

### **BACKGROUND AND ACCOMPLISHMENTS**

The office provides services to all residents as required by state and federal laws to ensure uniform access to the electoral process.

Delaware has received national recognition for the Electronic Signature project, which uses technology to create a seamless, paperless connection between the Division of Motor Vehicles (DMV) and the Department of Elections. This same technology is now being utilized by the Department of Health and Social Services (DHSS) and will soon be available to the Department of Labor (DOL), making real-time, electronic submissions the norm for all agencies mandated to process voter registration.

In response to the federal mandate to provide electronic transmission of absentee ballots to military and overseas voters, staff developed its own vendor-free system that will save significant annual maintenance fees.

Campaign finance reporting is available through our online program, Campaign Finance Information System, providing 24/7 availability. Improvements are underway to make this a searchable system.

The office participates in Student/Parent Mock Elections, in cooperation with the Departments of Technology and Information, State and Education and the League of Women Voters.

As the Chief State Election Official, the Commissioner administers HAVA funding, which mandates federal standards for voting machines, voter registration and access for Delaware voters. These funds have been used

to upgrade our voting machines, make our polling places accessible and increase technology to improve our processes.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	1,220.6	1,018.7	1,083.1
ASF	--	--	--
<b>TOTAL</b>	<b>1,220.6</b>	<b>1,018.7</b>	<b>1,083.1</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	13.0	12.0	12.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>13.0</b>	<b>12.0</b>	<b>12.0</b>

### **ACTIVITIES**

- Administer the Organized Voter Registrar program, which involves training voter registrars throughout the State.
- Administer HAVA, which sets guidelines for election improvements.
- Collaborate with the Department of Elections in each county to ensure uniformity.
- Maintain the statewide voter registration file.
- Collect and report unofficial results of presidential primaries, state primaries, general and special elections in a timely manner.
- Provide support and assistance to candidates and committees regarding campaign finance laws.
- Work with other state agencies to ensure accuracy regarding the restoration of felon voting rights.
- Implement programs and systems that enable access to information during non-business hours.
- Support municipalities regarding election and campaign finance laws.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of candidate committees	2,557	2,900	3,000
# of requests for campaign finance assistance	4,000	3,500	4,000
# of referenda elections	10	10	10
# of school board elections	16	16	16

# ELECTIONS

**70-00-00**

**DEPARTMENT OF ELECTIONS FOR NEW CASTLE  
COUNTY  
70-02-01**

## MISSION

The Department of Elections for New Castle County provides first-class service to residents by registering them to vote and conducting fair and impartial elections.

## KEY OBJECTIVES

- Provide quality service to all customers.
- Register Delaware residents who apply and are eligible to register to vote.
- Remove ineligible voters from the list of registered voters.
- Conduct elections in an efficient and impartial manner, as mandated by 14 and 15 Del. C.
- Educate the public regarding the elections process and the use of the State's electronic voting machine.
- Enhance efficiency by streamlining operational procedures.

## BACKGROUND AND ACCOMPLISHMENTS

The department broadened the recruitment of election officers, enhanced election officer training, partnered with the State Election Commissioner to improve the election process and used technology and staff-initiated innovations to improve efficiency and reduce costs in a challenging fiscal climate.

## FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,595.4	1,476.6	1,491.5
ASF	--	--	--
<b>TOTAL</b>	<b>2,595.4</b>	<b>1,476.6</b>	<b>1,491.5</b>

## POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	15.0	15.0	15.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

## ACTIVITIES

- Register voters.
- Maintain an accurate voter registration database.

- Plan upcoming elections.
- Conduct elections in accordance with state and federal laws.
- Educate department staff and election officers.
- Produce printed materials and resources.
- Engage in public outreach and education initiatives.
- Maintain the election system infrastructure.
- Conduct elections for unions, student governments and other entities.

## PERFORMANCE MEASURES

### Voter Registration Transactions

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
New voters	16,339	20,000	24,000
Address changes	20,393	20,000	27,000
Name changes	5,968	4,000	6,000
Party changes	6,257	6,000	10,000

### Cancelled Voter Registrations

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
Deceased	4,436	3,000	3,500
Verification programs	26,722	15,000	25,000
Moved out of state	2,600	3,000	3,000
Board actions	7	20	20
Not a resident	3	20	20

### Absentee Ballots

	<b>FY 2009 Actual*</b>	<b>FY 2011 Actual</b>	<b>FY 2013 Gov. Rec.*</b>
Total ballots issued	11,757	6,357	14,000

\*Presidential election year.

**DEPARTMENT OF ELECTIONS FOR KENT**

**COUNTY**

**70-03-01**

## MISSION

The Department of Elections for Kent County serves the residents of Kent County and the State of Delaware with the operation of voter registration programs and conducts all elections in accordance with state and federal laws.

## KEY OBJECTIVES

- Perform all duties related to conducting an election pursuant to state and federal laws.
- Provide information to the public, candidates and political parties regarding election laws, rules, regulations and registration requirements.

## ELECTIONS

**70-00-00**

- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.
- Notify, appoint and train election officers for all elections mandated by 14 and 15 Del. C. to perform uniform and non-partisan elections.

### BACKGROUND AND ACCOMPLISHMENTS

During the past year, the department met filing and voter registration deadlines in a timely and professional manner and accomplished the redistricting by meeting timelines in a professional manner. The department assisted with municipal elections pursuant to 15 Del. C. and six municipalities in Kent County are now using the Voter Registration system pursuant to 15 Del. C. § 7554(b). The department also performed many activities for voter education with the school districts and group functions, such as supplying voting machines, ballots, voter registrars, polling place information, absentee ballot information and promotional items to keep the public aware of the continuing changes in voting practices.

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1,314.9	772.9	782.6
ASF	--	--	--
<b>TOTAL</b>	<b>1,314.9</b>	<b>772.9</b>	<b>782.6</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

### ACTIVITIES

- Maintain voter registration files, analyze voter registration documents and keep statistical information.
- Maintain a felon database for the prothonotary reports and Criminal Justice Information System.

### PERFORMANCE MEASURES Voter Registration Transactions

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
New voters	5,400	5,670	5,698
Address change	6,058	6,088	6,118
Name change	87	91	95
Party change	2,133	2,143	2,154

### Cancelled Voter Registrations

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
Deceased	932	936	941
Verification programs	6,264	6,295	6,324
Moved out of state	241	242	243

### Absentee Ballots

	FY 2009 Actual*	FY 2011 Actual	FY 2013 Gov. Rec.*
Total voted ballots	4,389	2,657	9,400

\*Presidential election year.

## DEPARTMENT OF ELECTIONS FOR SUSSEX COUNTY 70-04-01

### MISSION

The Department of Elections for Sussex County serves the residents of Sussex County by registering voters, conducting primary, general, special and public school elections in accordance with state and federal laws.

### KEY OBJECTIVES

- Provide prompt and courteous service to all customers.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.
- Register all eligible permanent residents of the State of Delaware who submit a complete and accurate voter registration application to vote.
- Provide mobile registration by scheduled events or at the request of organizations.
- Provide information to the public, candidates and political parties regarding election laws, rules, regulations and registration requirements.
- Comply with the Sussex County 911 road naming project.
- Educate the public about the use of electronic voting machines and the election process.

## ELECTIONS

**70-00-00**

- Remove ineligible voters from the voting rolls in accordance with state and federal laws.
- Enhance the department's productivity through the application of technology and redesign of tasks.

### BACKGROUND AND ACCOMPLISHMENTS

The department continues to manage increasing numbers of new registration, change of address and name applications due to the Motor Voter Act. The act mandates DMV, DHSS and DOL to register eligible residents.

During Fiscal Year 2012, the department will provide for the set up and delivery of voting machines for at least six student government elections, six school district elections and referenda, 26 municipal elections and referenda in Sussex County and the annual Delaware Electric Cooperative Board of Directors election.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	992.6	659.9	668.5
ASF	--	--	--
<b>TOTAL</b>	<b>992.6</b>	<b>659.9</b>	<b>668.5</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

### ACTIVITIES

- Register new voters by mail and mobile registration.
- Process applications received as a result of agency-based registration.
- Maintain voter registration files.
- Conduct school elections and referenda.
- Provide voting machines, training and support for municipal elections and referenda.
- Conduct the primary and general elections in Sussex County.
- Provide voter education.

### PERFORMANCE MEASURES Voter Registration Transactions

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
New voters	7,632	8,680	10,200
Address change	7,600	9,680	10,500
Name change	815	915	1,015
Party change	1,489	1,800	2,500

### Cancelled Voter Registrations

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
Deceased	1,529	1,629	1,729
Moved out of state	3,015	1,200	1,800
Board action	10	12	15

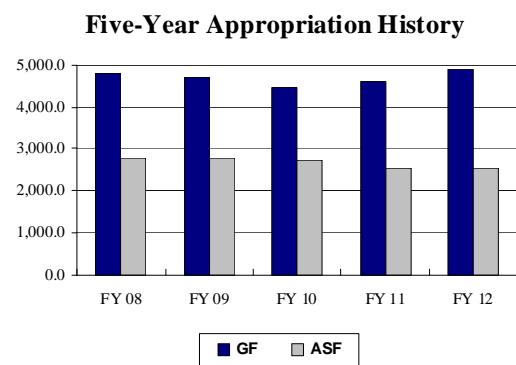
### Absentee Ballots

	<b>FY 2009 Actual*</b>	<b>FY 2011 Actual</b>	<b>FY 2013 Gov. Rec.*</b>
Total voted ballots	7,544	4,639	2,815

\*Presidential election year.

# FIRE PREVENTION COMMISSION

## 75-00-00



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	4,702.6	4,912.8	5,077.5
ASF	1,864.4	2,527.1	2,573.3
<b>TOTAL</b>	<b>6,567.0</b>	<b>7,439.9</b>	<b>7,650.8</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	47.3	47.3	47.3
ASF	27.2	27.2	27.2
NSF	0.5	0.5	0.5
<b>TOTAL</b>	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$25.0 in EMT Training for additional training staff and supplies.
- ◆ Recommend \$20.0 in Contractual Services to reflect projected fleet expenditures.

#### CAPITAL BUDGET:

- ◆ Recommend \$37.5 for the purchase of rescue tools for the Claymont, Wilmington Manor, Carlisle and Citizen's Hose fire companies, as well as for the State Fire School.

## **OFFICE OF THE STATE FIRE MARSHAL**

### 75-01-01

#### MISSION

To provide the residents of this state and all who visit a fire safe environment in the home, workplace or wherever they pursue their varied lifestyles or interests.

#### KEY OBJECTIVES

- Eliminate the loss of life and reduce injuries from the threat of fire or explosions by:
  - Suppressing arson;
  - Investigating all fire incidents to determine an accurate cause;
  - Providing thorough and complete supporting documentation of the investigation;
  - Pursuing, apprehending and convicting those responsible for arson and arson-related incidents;
  - Preventing and deterring international and domestic terrorist activities through the investigation of improvised explosive device incidents;
  - Teaming with federal, state and local authorities to communicate intelligence information gathered on investigations and passed through the Delaware Information and Analysis Center (DIAC);
  - Providing victim assistance in the aftermath of a fire; and
  - Disseminating findings to increase public awareness of fire and life safety issues.
- Maintain the highest levels of life safety in educational, health care, places of assembly, business, mercantile and institutional occupancies by:

## FIRE PREVENTION COMMISSION

### 75-00-00

- Providing consistent, thorough and accurate compliance inspections and life safety surveys;
  - Attaining compliance with State Fire Prevention Regulations through educational endeavors, inspection and survey programs and property conservation;
  - Providing technical assistance to achieve corrective action; and
  - Responding to the needs and inquiries of Delawareans by taking action on their complaints and inquiries within 48 hours.
- Provide timely and quality service in the Plan Review and Approval, Fire Protection Systems Certification and Licensing and Quality Assurance programs for fire protection systems by:
  - Providing complete, accurate and timely reviews of project submissions;
  - Providing assistance to clients for understanding the technical requirements of the State Fire Prevention Regulations required for their projects; and
  - Ensuring required fire protection systems are tested, inspected or maintained.
- Enhance the level of public awareness regarding fire prevention and life safety by:
  - Increasing public appearances and dissemination of fire safety information; and
  - Reducing the loss of life and property for all residents with a special emphasis on individuals with disabilities and adolescents who play with matches, lighters or cause fires.
- Report, analyze and disseminate fire incident statistical data from the 61 fire departments in the state.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Office of the State Fire Marshal operates under the direction of the State Fire Prevention Commission, which reports directly to the Governor. The office serves as the lead statewide investigative and law enforcement agency charged with investigating fire and explosion incidents and suppressing arson. The State Fire Prevention regulations, as promulgated by the State Fire Prevention Commission, are the basis for the life safety inspections and property conservation surveys carried out by the Office of the State Fire Marshal. Such inspections and surveys impact nearly all occupancies and buildings frequented by the public.

The State Fire Marshal's office provides regulatory control in the areas of explosives, fireworks, amusement rides, places of assembly, health care facility certification and a variety of hazards, such as flammable liquids and liquefied petroleum gases.

The Technical Services unit of the Office of the State Fire Marshal provides the plan review and approval process for new construction, alterations and renovations of all buildings. Such an approval is required prior to local building officials issuing a building permit. Certification and licensing of fire protection system vendors and contractors provide for quality control in the design, installation and operation of required fire protection systems.

In recent fiscal years, the following initiatives have been successfully completed or are in progress:

- Implemented an ongoing education campaign to ensure all residential occupancies have smoke alarms to enhance survival levels in the event of a fire;
- Provided for the installation of electric-powered smoke detectors with battery back-up to owner-occupied residential dwellings within Delaware for those homes that are not protected by a working smoke alarm with priority given to homes with handicapped children, handicapped adults, infirm residents and residents 62 years-of-age and older;
- Monitored the installation of sprinkler systems in all student dormitories;
- Assisted in the passage of legislation to increase the penalty for exceeding the posted occupancy limit;
- Placed gas chromatography/mass spectrometry laboratory instruments in service in the State Forensic Laboratory, with the cooperation of the Chief Medical Examiner, to permit the analysis of fire scene debris for all fire investigation and law enforcement agencies throughout Delaware;
- Implemented the e-Permit System to facilitate processing of data and recordkeeping in the Technical Services unit;
- Conducted the Fire Education and Arson Resistance program in eight Delaware middle schools;
- Implemented the False Fire Alarm Law to reduce amount of false alarms fire departments are called to respond to; and
- Implemented the Reduced Ignition Propensity Cigarettes Program Law.

## FIRE PREVENTION COMMISSION

**75-00-00**

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	2,355.2	2,460.5	2,556.5
ASF	1,856.9	2,466.1	2,512.3
<b>TOTAL</b>	<b>4,212.1</b>	<b>4,926.6</b>	<b>5,068.8</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	27.8	27.8	27.8
ASF	27.2	27.2	27.2
NSF	--	--	--
<b>TOTAL</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>

### **ACTIVITIES**

- Pursue, apprehend and convict those responsible for arsons.
- Enforce State Fire Prevention regulations.
- Provide consistent, thorough and accurate compliance inspections and life safety surveys.
- Attain compliance with the State Fire Prevention regulations through educational endeavors, technical assistance and inspection and survey programs.
- Identify specific target occupancies for inspections and surveys with a fire incident history or special requirements with respect to life safety and property conservation.
- Conduct plan reviews and approval for all buildings and structures undergoing construction, alteration or renovation to ensure compliance with nationally recognized standards and practices relating to fire safety and property conservation.
- Assist municipal assistant state fire marshals in support of fire investigations and technical questions relative to the State Fire Prevention regulations.
- Assist the chief officer of any fire department upon request.
- Ensure installation and maintenance of equipment intended for fire control, detection and extinguishment meets specifications.
- Assist all required occupancies and their owners in meeting compliance with the Smoke Alarm Law.
- Respond to all fatal fire incidents in the state with the Major Incident Response team to conduct a consistent and thorough approach to the investigation.
- Analyze the need for additions or amendments to the State Fire Prevention regulations.
- Ensure Delaware Fire Incident Reporting System compliance with quarterly data submission requirements to the National Fire Incident Reporting System.

- Regulate safety in the storage, sale and use of any explosive, combustible or other dangerous article in solid, liquid or gas form.
- Administer the Amusement Ride Safety Act and False Fire Alarm program.
- Increase public awareness regarding fire prevention and life safety issues through the dissemination and delivery of life safety information at various statewide events.
- Serve on the following: Delaware Emergency Management Agency's (DEMA) Delaware Homeland Security Terrorism Preparedness Working Group; Board of Directors for the DIAC; Commissioner on the State Emergency Response Commission; Federal Bureau of Investigation (FBI) - Joint Terrorism Task Force and Delaware Water Supply Coordinating Council.
- Continue participation in statewide planning committees.
- Coordinate with the FBI, Delaware State Police and Federal Bureau of Alcohol, Tobacco and Firearms on explosive investigations and training activities.
- Participate in the Delaware Burn Camp.

### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of fires cleared by arrest or apprehension	27	28	29
# of code violations cleared by re-inspection	2,913	3,000	3,090
Average turnaround time for full plan reviews (days)	10	10	10
Fire investigation caseload per deputy	47	48	49
Plan review caseload per fire protection specialist	301	310	319
Full plan reviews/inspections:			
New Castle County	3,020	3,111	3,204
Kent County	751	774	797
Sussex County	2,150	2,215	2,281

# FIRE PREVENTION COMMISSION

## 75-00-00

### STATE FIRE SCHOOL

#### 75-02-01

#### MISSION

The mission of the State Fire School is mandated by 16 Del. C. § 6613 to § 6618 and instructs the Delaware State Fire School to:

- Provide firefighters with needed professional instruction and training at a minimum cost to them and their employers;
- Develop new methods and practices of firefighting;
- Provide facilities for testing firefighting equipment;
- Disseminate information relative to fires, techniques of firefighting and other related subjects to all interested agencies and individuals throughout the state; and
- Undertake any project and engage in any activity that, in the opinion of the State Fire Prevention Commission, will serve to improve public safety.

On July 1, 1972, the State Fire Prevention Commission was given the mandate under 16 Del. C. § 6708 to § 6714 to regulate the ambulance service in Delaware. The commission assigned the State Fire School the duties of inspecting and licensing ambulances and training and certifying ambulance personnel.

#### KEY OBJECTIVES

- Provide firefighters, ambulance and rescue personnel with necessary professional instruction and training.
- Certify and re-certify Delaware emergency medical technicians.
- Inspect and license public and private ambulances.
- Provide agency, institutional and industrial personnel, as well as the general public, with necessary professional instruction and training.
- Disseminate information relative to fires, techniques of firefighting and other related subjects to all agencies and individuals throughout the state.
- Develop new methods and practices of firefighting.
- Provide facilities for testing firefighting equipment.
- Provide fire and emergency medical services personnel with the necessary training to combat weapons of mass destruction and terrorism.

#### BACKGROUND AND ACCOMPLISHMENTS

To more effectively manage the State Fire School's training and education program, services for specific target audiences have been identified, including firefighters and fire officers; ambulance and rescue personnel; and state agencies, institutions, industrial personnel and the general public.

Since its inception in 1964, the State Fire School has been sensitive to the need for quality training and education in fire protection and places strong emphasis on improving the instructor development program for part-time personnel. Instructor candidates are trained in instructional methodology and trained to teach specific subject areas. Active instructors are cross-trained in high priority subject areas to help the school meet its program service demands, as well as improve the individual's professional ability. All instructors are required to attend improvement seminars as scheduled by the Fire School to maintain their certification.

Continued emphasis is placed on planning and evaluation. Existing courses of instruction are reviewed and revised to ensure their content is current and consistent with new concepts and techniques.

In addition to conducting the normally scheduled activities and meetings and honoring special requests for programs and services, progress continues to be made towards improving program quality. Emphasis is placed on improving program management and cost effectiveness.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	2,095.7	2,185.7	2,320.5
ASF	7.5	50.0	50.0
<b>TOTAL</b>	<b>2,103.2</b>	<b>2,235.7</b>	<b>2,370.5</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	18.5	18.5	18.5
ASF	--	--	--
NSF	0.5	0.5	0.5
<b>TOTAL</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>

#### ACTIVITIES

- Provide emergency medical personnel with the National Registry Emergency Technician Basic Course and refresher courses, as well as annual cardio-pulmonary resuscitation and automated external defibrillator certification and re-certification.

## FIRE PREVENTION COMMISSION

75-00-00

- Train, test and certify fire service personnel under the National Professional Qualification System.
- Partner with the DuPont Company to provide national certification for their specialty training division.
- Continue the testing program for fire alarm/fire protection system installers as required by the State Fire Code.
- Provide continuing education training for public education and the fire service to implement fire safety education in grades K-6.
- Continue the National Incident Management System in conjunction with DEMA.
- Maintain International Fire Service Accreditation Congress accreditation for curricula provided.
- Serve on the State Emergency Response team, Delaware Emergency Operations plan and Radiological Emergency plan.
- Provide emergency medical responder training to fire fighters and emergency personnel statewide.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of programs	1,499	1,000	1,400
# of students:			
fire/rescue	8,989	8,000	8,500
emergency care	8,683	7,000	8,000
industry	1,264	1,500	1,500
hazardous materials technician program	359	400	400
fire safety	29,713	40,000	35,000
# of fire safety programs	205	250	250

## STATE FIRE PREVENTION COMMISSION

75-03-01

### MISSION

The mission of the State Fire Prevention Commission is mandated by 16 Del. C. c. 66 as follows:

- Promulgate, amend and repeal regulations for the safeguarding of life and property from hazards of fire and explosion;
- Appoint the State Fire Marshal and Fire School Director and have complete jurisdiction and management over the State Fire School;
- Authorize new fire companies or substations, resolve boundary and other disputes and prohibit cessation of necessary fire protection services;
- Ensure a high level of public safety for the safeguarding of life and property from the hazards of fire and explosion; and
- Oversee statewide basic life support ambulance service.

### KEY OBJECTIVES

- Promulgate, amend and repeal State Fire Prevention regulations, State Fire Service standards and State Ambulance Service regulations.
- Provide a direct liaison between state government and the statewide volunteer fire service.
- Inspect and license basic and advanced life support ambulances.
- Certify ambulance attendants and emergency medical technicians.

### BACKGROUND AND ACCOMPLISHMENTS

The State Fire Prevention Commission consists of seven members who serve without compensation and are responsible for developing the fire policy information base. The State Fire Marshal reviews the Delaware State Fire Prevention regulations on an annual basis and reports findings and recommended changes to the commission. The regulations are reviewed and updated every three years. Effective July 1, 1995, Live Fire Training and Burn regulations were adopted by the commission. Effective July 30, 1997, the State Ambulance Service regulations were adopted by the commission.

# FIRE PREVENTION COMMISSION

## 75-00-00

### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	251.7	266.6	200.5
ASF	--	11.0	11.0
<b>TOTAL</b>	<b>251.7</b>	<b>277.6</b>	<b>211.5</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1.0	1.0	1.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

### ACTIVITIES

- Provide the link between the fire service and executive branch of government.
- Provide a technically competent code-making body.
- Administer funding for extraordinary expenses incurred by fire companies.
- Implement statewide fire-safety strategy and policy.

### PERFORMANCE MEASURES

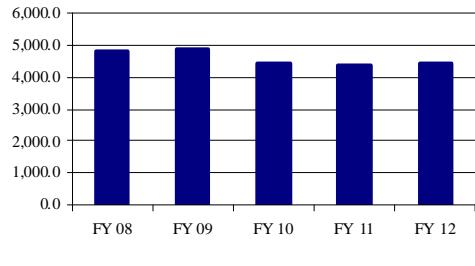
	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of hearings - public, appeal grievance	18	18	18
# of commission meetings	24	18	18
# of commission special interest functions	92	50	50
# of fire service functions	312	150	200
# of emergency service functions	67	50	50

# DELAWARE NATIONAL GUARD

76-00-00

## Delaware National Guard

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	3,754.6	4,408.6	4,489.9
ASF	--	--	--
<b>TOTAL</b>	<b>3,754.6</b>	<b>4,408.6</b>	<b>4,489.9</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	29.0	29.0	29.0
ASF	--	--	--
NSF	80.0	80.0	80.0
<b>TOTAL</b>	<b>109.0</b>	<b>109.0</b>	<b>109.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend \$44.1 in Contractual Services to provide janitorial services to the Joint Force Headquarters building and three State Readiness Centers.

#### CAPITAL BUDGET:

- ♦ Recommend \$850.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds and maintain a secure environment.
- ♦ Recommend \$2,500.0 for the construction of a new Readiness Center in Dagsboro.

### MISSION

The Delaware Army and Air National Guard are federally-authorized military forces with both federal and state missions. The federal mission of the Delaware National Guard is to maintain properly trained and equipped units available for prompt mobilization in the event of war, national emergency or as otherwise needed. In this capacity, command and control is within the purview of the President of the United States.

The state mission of the Delaware National Guard is to provide trained and disciplined forces for domestic emergencies or as otherwise required. In a peacetime environment or operation short of federal mobilization, organizational command and control is directed by the Governor of the State of Delaware. The Delaware National Guard employs a full-time and part-time workforce paid using federal, state or combined funding sources.

### KEY OBJECTIVES

- Maintain a balanced force structure authorization of 1,530 soldiers in the Army National Guard and 1,113 airmen in the Air National Guard.
- Enhance joint operation capabilities to achieve optimal mission effectiveness and efficiency on operations involving Army and Air personnel.
- Continue quality recruiting, promotion and retention programs, as well as enhancing mission readiness through effective military leadership development programs and challenging unit training.
- Develop and participate in local, state and national programs and partnerships on an ongoing basis that provide a positive impact on Delaware communities.

### BACKGROUND AND ACCOMPLISHMENTS

The Delaware National Guard provides personnel and equipment in the event of a natural disaster, civil disturbance or an actual armed conflict. The Delaware National Guard provides service to local communities, the entire population of the State of Delaware and the whole of the United States. The following are recent accomplishments of the Delaware National Guard.

- Responded for service around the world with the following activities:

## **DELAWARE NATIONAL GUARD**

**76-00-00**

- The 160<sup>th</sup> Engineer Company returned from a one-year deployment to Afghanistan;
- Airmen from the 166th Security Forces Squadron deployed to Afghanistan;
- The 126th Medical Evacuation Detachment deployed to Afghanistan;
- The 238th Aviation Company deployed to Afghanistan for a year of flight support operations and returned in February 2011;
- Soldiers returned from a one-year deployment to Afghanistan with Task Force Wolverine where the unit provided operational and law enforcement training and support to the Afghanistan National Guard;
- Soldiers from the 1049th Transportation Company deployed for a one-year tour of duty in Afghanistan;
- Airmen from the 166th Airlift Wing provided ongoing mission support in Iraq, Afghanistan and the Middle East; and
- Continued collaborative efforts with Trinidad and Tobago, its designated military partner country.
- Provided transportation and emergency services during Hurricane Irene with 415 soldiers and airmen responding.
- Conducted periodic emergency preparedness exercises with the Delaware Emergency Management Agency regarding the Salem Nuclear Power Plant.
- Provided drug education to students and supported local law enforcement agencies through the Counterdrug Task Force.
- Participated with federal, state and local agencies on the Anti-Terrorism Advisory Council.
- Supported local communities through a wide array of programs and initiatives and worked in conjunction with Delaware mentoring and family assistance programs.

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### **DELAWARE NATIONAL GUARD**

**76-01-01**

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#### **ACTIVITIES**

- Provide well-trained and equipped Army and Air Force units of the Delaware National Guard to promptly and effectively respond to domestic emergencies and unit deployment requirements.
- Provide administrative leadership, maintenance, security and facilities for training the Delaware National Guard to meet its state and federal missions.
- Provide maintenance, repairs and payment of daily expenditures on Army and Air National Guard

facilities in accordance with service contract funding agreements with the federal government.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
% of authorized strength - Air Force units	89	93	95
% of authorized strength - Army units	96	97	98

# ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

## 77-00-00

### Advisory Council for Exceptional Citizens

#### MISSION

The mission of the Governor's Advisory Council for Exceptional Citizens (GACEC) is to serve as the review board for policies, procedures and practices related to the delivery of services for all residents with exceptionalities/disabilities in Delaware. GACEC also serves as the Individuals with Disabilities Education Act (IDEA) advisory panel for agencies providing educational services/programs for children (birth through age 26) in Delaware. GACEC's primary function is advisory and advocates as necessary to achieve its mission.

#### KEY OBJECTIVES

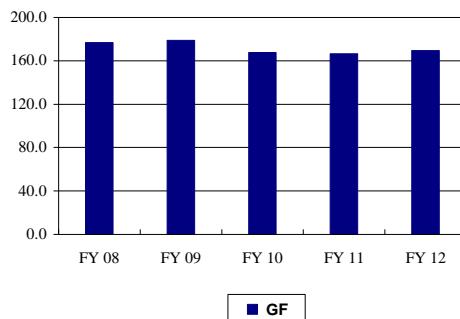
- Participation in program visits.
- Review of public reports.
- Analysis of state regulations and legislation.
- Participation in public meetings.
- Coordination with various research projects.

#### BACKGROUND AND ACCOMPLISHMENTS

Since 1972, the GACEC has served as the State's advisory council for exceptional children. The agency advises the State Board of Education and Department of Education (DOE) on all issues related to the education of children with special needs, including those with outstanding talents. Pursuant to Delaware Senate Bill 353, passed in 1977, the Advisory Council for Exceptional Children was renamed the Governor's Advisory Council for Exceptional Citizens, and its responsibilities were expanded to cover a broad range of human service needs for all citizens with disabilities.

GACEC has served as the advisory panel for special education since the initial passage in 1974 of the federal special education statute, Education of the Handicapped Act. GACEC continues to serve in this capacity under the reauthorized law, IDEA, and its amendments.

#### Five-Year Appropriation History



#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	166.1	169.3	171.9
ASF	--	--	--
<b>TOTAL</b>	<b>166.1</b>	<b>169.3</b>	<b>171.9</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

#### FY 2013 BUDGET HIGHLIGHTS

##### OPERATING BUDGET:

- ♦ Recommend base funding to maintain Fiscal Year 2012 level of service.

#### ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS 77-01-01

#### ACTIVITIES

- Establish goals and activities to promote comprehensive, high-quality, family-focused services and programs for children and adults with disabilities in Delaware.
- Provide input to DOE on the needs-based funding system for special education students.

## **ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS**

### **77-00-00**

- Participate with councils, boards or committees to inform services for persons with disabilities and educational services for those with exceptionalities.
- Educate the general public and disability community regarding disability issues and the need for services.
- Review state and federal regulations and legislation.

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of letters on legislation and regulations written to elected officials and agencies	2,745	2,700	2,700
# of boards, councils and committees with participation by GACEC staff and members	50	55	55
# of individuals reached via GACEC presentations, co-sponsorship of conferences and workshops by members and staff	23,625	23,800	24,000

# HIGHER EDUCATION

90-00-00

## Higher Education

### University of Delaware

### Delaware State University

### Delaware Technical and Community College

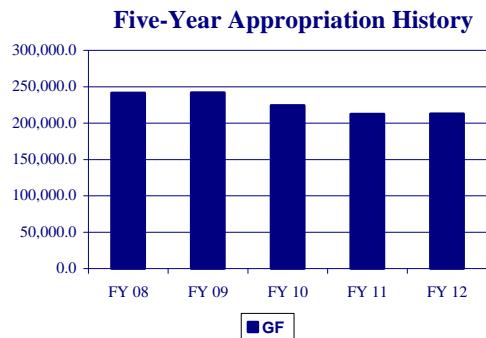
- Operations
- Sponsored Programs and Research

- Office of the President
- Owens Campus
- Wilmington Campus
- Stanton Campus
- Terry Campus

### Delaware Geological Survey\*

### Delaware Institute of Veterinary Medical Education (DIVME)

\*Organization for budgeting and accounting purposes only.



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	220,023.7	213,193.7	215,930.7
ASF	1,038.0	--	--
<b>TOTAL</b>	<b>221,061.7</b>	<b>213,193.7</b>	<b>215,930.7</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	737.0	737.0	737.0
ASF	36.0	36.0	36.0
NSF	276.3	293.0	313.0
<b>TOTAL</b>	<b>1,049.3</b>	<b>1,066.0</b>	<b>1,086.0</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

##### University of Delaware

- Recommend base funding to maintain Fiscal Year 2012 level of service.

#### Delaware Geological Survey

- Recommend \$15.6 in River Master Program to meet statutory obligation.
- Recommend \$30.0 in Operations to maintain support for 11 stream gages and seven tide gages.

#### Delaware State University

- Recommend base funding to maintain Fiscal Year 2012 level of service.

#### Delaware Technical and Community College

- Recommend 20.0 NSF FTEs as approved by the Delaware State Clearinghouse Committee.
- Recommend (\$250.0) in Environmental Training Center to reflect the elimination of funding.

#### Delaware Institute of Veterinary Medical Education (DIVME)

- Recommend \$9.6 in Tuition Assistance to reflect increased tuition.

#### CAPITAL BUDGET:

##### University of Delaware

- Recommend \$3,000.0 for capital renewal of laboratories statewide, which will be used for the modernization of laboratory buildings and building systems.

##### Delaware State University

- Recommend \$3,000.0 for the Minor Capital Improvement and Equipment program to prevent deterioration of buildings and grounds and maintain a secure environment.

## HIGHER EDUCATION

**90-00-00**

### **Delaware Technical and Community College**

- ◆ Recommend \$250.0 for Collegewide Asset Preservation to maintain over 1.3 million square feet of facilities.
- ◆ Recommend \$250.0 for Excellence Through Technology to enhance technological capabilities and information dissemination.
- ◆ Recommend \$750.0 for improvements to the Owens Campus in Sussex County; \$750.0 for improvements to the Terry Campus in Kent County; and \$1,000.0 for improvements to the Stanton and Wilmington Campuses in New Castle County.

### **UNIVERSITY OF DELAWARE**

**90-01-01**

### **MISSION**

To develop and maintain strong undergraduate and graduate curricula, strengthen academic, research and service programs and maintain a strong academic reputation that continues to attract highly qualified students.

The educational experience at the University of Delaware (UD) is one of intellectual fulfillment and preparation for productive careers. The first concern of the university's program of instruction is to provide rigorous and demanding standards to develop in students primary linguistic, cognitive and information skills for success at the university and in postgraduate life.

### **KEY OBJECTIVES**

The following strategic goals build upon key strengths and critical capabilities of UD and define the aspirations and initiatives that will advance the university on a path to prominence.

- Create a diverse and stimulating undergraduate academic environment that enhances intellectual exploration and attracts and supports students from Delaware and diverse backgrounds.
- Develop faculty leadership in key intellectual areas to strengthen high-profile research initiatives and increase the profile and growth of graduate studies.
- Support excellence in professional education, including the establishment of the University of Delaware Law Institute and the creation of a University Health Initiative and Educational Leadership Initiative.
- Strengthen the university's initiative for the planet that will lead to ground-breaking environmental research and development of alternative energy technologies and demonstrate ecologically-friendly green practices.
- Foster knowledge and awareness of the economic, environmental, political, cultural and social issues that face the world through the establishment of an institute for global studies and the development of strategic and active global partnerships.
- Promote public service among the students with communities in Delaware and around the world.

## HIGHER EDUCATION

90-00-00

### BACKGROUND AND ACCOMPLISHMENTS

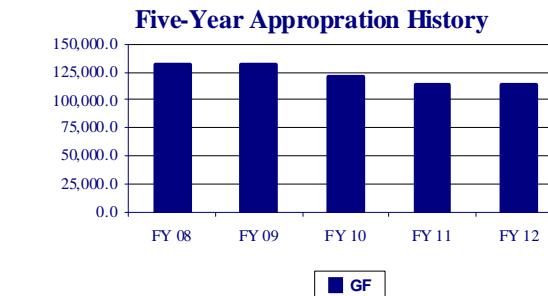
UD exists to cultivate learning, develop knowledge and foster the free exchange of ideas. State-assisted yet privately governed, the university has a strong tradition of distinguished scholarship, research, teaching and service that is grounded in a commitment to increasing and disseminating scientific, humanistic and social knowledge for the benefit of the larger society. Founded in 1743 and chartered by the State in 1833, UD is a land-grant, sea-grant, space-grant and urban-grant university.

UD is dedicated to outstanding undergraduate and professional education and serves as a major research university with extensive graduate programs. University faculty is committed to the intellectual, cultural and ethical development of students as citizens, scholars and professionals. University graduates are prepared to contribute to a global society that requires leaders with creativity, integrity and a dedication to service.

As an institution engaged in addressing the critical needs of the state, nation and global community, UD carries out its mission with the support of alumni who span the globe and in partnership with public, private and nonprofit institutions in Delaware and beyond.

Many academic and administrative initiatives are currently being implemented to meet the university's strategic milestones, including:

- Funded research in areas of early childhood education, natural disaster risk management and advanced magnetic materials with stimulus grant funding in the amount of \$60 million;
- Ranked among the nation's top 100 universities in federal research and development obligations;
- Developed a partnership agreement with the U.S. Army at Aberdeen Proving Ground to catalyze an infrastructure of collaboration between UD and Army scientists and engineers;
- Installed a land-based wind turbine, which is powering UD's Hugh R. Sharp Campus in Lewes, Delaware, while a research partnership with the National Renewable Energy Laboratory could lead to the testing of commercial wind turbines off the Delaware coast; and
- Continued to maintain the university's retention and graduation rates, which are significantly above the national norm for selective, doctorate-granting institutions.



	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	116,301.7	111,602.1	112,427.1
ASF	--	--	--
<b>TOTAL</b>	<b>116,301.7</b>	<b>111,602.1</b>	<b>112,427.1</b>

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of matriculated students undergraduate* graduate	16,661 3,670	17,091 3,617	17,450 3,675
% of full-time resident students undergraduate graduate	35 13	35 12	35 15
% of full-time minority students undergraduate graduate	23 48	22 52	25 50
Average SAT scores for entering freshman	1807	1827	1830
% of student retention freshman to sophomore	92	92	92
% of students graduating within 6 years	75	77	80
% of graduates employed or in graduate school	95	95	96

\*Includes Associate of Arts Degree program.

# HIGHER EDUCATION

90-00-00

## DELAWARE GEOLOGICAL SURVEY

90-01-02

### MISSION

To engage in geologic and hydrologic research and exploration and disseminate information through publication and public service.

### KEY OBJECTIVES

The goal of the Delaware Geological Survey (DGS) is to provide objective geologic and hydrologic information, advice and service to stakeholders. This goal is accomplished by conducting hydrologic and geologic hazard investigations and disseminating the results through public service, publications and the Internet. Such information is used to advise, inform and educate stakeholders about the important roles earth science information plays in issues related to water resources, public health, agriculture, economic development, land use planning, environmental protection and restoration, geologic hazards, waste disposal, energy, mineral resources and recreation.

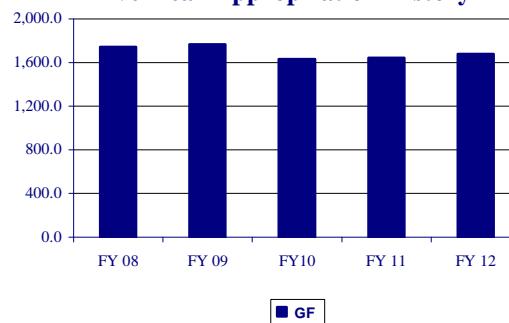
The following objectives will allow this to occur:

- Maintain programs for geologic, hydrologic and topographic mapping of the State of Delaware;
- Continue systematic investigation of the geology of the state;
- Identify potential water supplies, energy sources and construction materials;
- Identify, understand and prepare to deal effectively with all reasonable projections of geologic hazards, such as droughts, flooding, erosion, earthquakes and sinkholes;
- Compile data from mapping programs into reliable, serviceable databases;
- Provide online mapping tools that provide access to a wide variety of geospatial information;
- Recommend and draft laws for optimum and equitable use of geological and hydrological resources;
- Evaluate activities related to oil, gas, wind energy and geothermal exploration and development; and
- Manage all agreements with the U.S. Geological Survey (USGS) and U.S. Bureau of Ocean Energy Management, Regulation and Enforcement.

### BACKGROUND AND ACCOMPLISHMENTS

- Published new geologic maps for the Fairmount, Rehoboth Beach and Harbeson Quadrangles.
- Completed data acquisition for maps of the southeast part of the state.
- Completed user interface and server elements of a new Internet-based system for the delivery of hydrogeologic data that will be available to state agencies, local governments, businesses and the public for use in permit applications, site evaluations and planning decisions.
- Installed more than 70 reusable groundwater monitoring points in the Indian River Bay in collaboration with UD and USGS scientists to determine the flow of groundwater and nitrogen into the bay and quantify the impact of this input on bay water quality.
- Added continuous data loggers to five wells in the Delaware groundwater monitoring network, significantly increasing the number and resolution of water level records and expanding capability and efficiency for the analysis of groundwater conditions around the state.
- Completed evaluation of wells in the Delaware groundwater monitoring network in New Castle County using a borehole camera system and added six wells and data loggers to the network.

Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	1,677.8	1,677.8	1,739.5
ASF	--	--	--
<b>TOTAL</b>	<b>1,677.8</b>	<b>1,677.8</b>	<b>1,739.5</b>

## HIGHER EDUCATION

**90-00-00**

### ACTIVITIES

- Conduct short- and long-term projects and undertake and maintain continuing programs to collect and interpret geologic, hydrologic, natural hazard and geospatial information.
- Continue to provide coordination among Delaware agencies on matters related to geologic, hydrologic and natural hazard issues.
- Manage, maintain and update the Delaware DataMIL application and associated geospatial data for dissemination of Delaware's Geospatial Data Framework Layers.
- Provide specialized geologic, hydrologic, natural hazards and geospatial information, advice and consulting services to stakeholders through participation on advisory boards, task forces, commissions, panels and committees.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of geologic mapping square miles (cumulative)	2,207.9	2,266.0	2,340.3
# of DGS well records in database	30,201	30,400	30,600
# of water level records in database	3,320,000	3,970,000	4,620,000
# of stream gages	9	9	11
# of tide gages	6	6	7

## DELAWARE STATE UNIVERSITY

**90-03-00**

### MISSION

Delaware State University (DSU) is a public, comprehensive, 1890 land-grant institution. The mission of the university is to provide a meaningful and relevant education that emphasizes both the liberal and professional aspects of higher education. The university provides educational opportunities at a cost consistent with the economic status of students as a whole. While recognizing its historical heritage, the university serves a diverse student population with a broad range of programs in instruction, service and research, so its graduates can become competent, productive and contributing citizens.

### KEY OBJECTIVES

- Maintain and enhance DSU's position with respect to federal grants and contracts.
- Continue to implement an enrollment management plan that:
  - Increases both the freshman and sophomore retention rates;
  - Increases enrollment by 2 percent in 2013;
  - Increases the graduation rate to 40 percent by 2014; and
  - Increases graduate enrollment to 11 percent of the total enrollment.
- Continue to implement a comprehensive assessment program, which includes a continuing analysis of the congruence between the university's objectives and the actual program outcomes, as well as an academic review process for program approval and the elimination of non-productive programs.
- Strengthen and support outreach programs.
- Enhance academic and administrative programs through applications for acquisition of computing and information technologies.
- Continue to implement the buildings and grounds maintenance program to identify and correct problems in regulatory compliance, reliability, quality assurance and costs.
- Continue to seek accreditation and re-accreditation for selected academic and student programs.
- Continue to assess risk management.

## HIGHER EDUCATION

90-00-00

### BACKGROUND AND ACCOMPLISHMENTS

Over the last year, the university has had a number of significant accomplishments, including:

- The Inspire Scholarship program, which benefits students from Delaware that enroll at DSU, was signed into law on October 4, 2010, by Governor Jack Markell;
- Received the Second Nature Leadership Award from the American College & University Presidents' Climate Commitment;
- DSU broke its enrollment record in the fall of 2010 with a student population of 3,819 and the second highest new freshmen class in its history;
- DSU celebrated the institution's first ever transfer of university created intellectual property due to the efforts of its optics research; and
- DSU was awarded a \$3 million research grant to establish a Center for Advanced Algorithms that will focus on developing technologies to protect U.S. troops and its allies from deadly improvised explosive devices.



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 Gov. REC.
GF	32,840.0	32,196.0	32,773.4
ASF	--	--	--
<b>TOTAL</b>	<b>32,840.0</b>	<b>32,196.0</b>	<b>32,773.4</b>

### ACTIVITIES

- DSU finalized agreements with institutions of higher education abroad as a part of the development of its international program. This program will facilitate student and faculty exchanges, as well as research and conference collaborations. The agreements with Chinese universities resulted in the journey of 15 DSU students to China for a two-month educational experience in late spring 2011 and about 100 Chinese students enrolled on the DSU campus in fall

2011. More exchanges are expected in the upcoming year.

- DSU partnered with the Department of Transportation to create a Transportation Education Development program to establish education and training courses at DSU aimed at developing curricula and creating awareness of careers in surface transportation.
- DSU was awarded a \$400,000 U.S. Department of Agriculture grant to provide outreach assistance to underserved farmers in Delaware.
- DSU partnered with the Department of Services for Children, Youth and Their Families to provide an annual opportunity for two foster youths who reach the age of 18 to pursue a bachelor's degree at DSU. DSU will give them access to year-round on-campus housing and to its student support services, assist them in the completion of the financial aid process and help them identify scholarship opportunities.

### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of students enrolled in credit courses	3,819	4,133	4,216
# of graduates	561	618	624
% of student retention - freshman to sophomore	67	70	70
% of 6 year graduation rate	39	36	40
# of minority grads in scientific fields	56	57	58
# of grads who enter graduate and professional schools	130	87	88
% of faculty with terminal degree	89	86	89
\$ of competitive grants awarded (millions)	25.4	27.6	27.9

# HIGHER EDUCATION

90-00-00

## DELAWARE TECHNICAL COMMUNITY COLLEGE 90-04-00

### MISSION

Delaware Technical Community College (Delaware Tech) is a statewide multi-campus community college committed to providing open admission postsecondary education.

### KEY OBJECTIVES

- Provide career education in technically current associate degree, diploma and certificate programs designed to support the employment needs of New Castle, Kent and Sussex counties.
- Provide general education to help students become aware of social problems, develop an appreciation of human differences, enhance social and political involvement, realize environmental issues, build a sense of ethical responsibility and have access to and use of information resources.
- Provide developmental education courses to assist students in gaining competencies in reading, writing, computing, spelling, speaking, listening and analyzing.
- Provide transfer education programs that facilitate access to upper division baccalaureate degree programs at area colleges and universities.
- Provide opportunities for student development, including counseling, academic advising, career planning, financial aid programs, tutoring, student activities, job placement and transfer advisement.
- Offer lifelong learning educational programs, which encourage residents of all ages to pursue self-development and broaden their interests and talents.
- Offer workforce training to assist new and existing industries and businesses in improving quality and productivity.
- Offer teaching advancement supported by professional development activities that focus on continuous improvement of the learning process.
- Provide advanced technology applications for credit and non-credit education and training.
- Coordinate community services reflecting cultural, recreational and civic opportunities to enhance the quality of life in the community.

### BACKGROUND AND ACCOMPLISHMENTS

Delaware Tech is a statewide institution of higher education providing academic, technical, continuing education and industrial training opportunities to Delaware residents at four campuses.

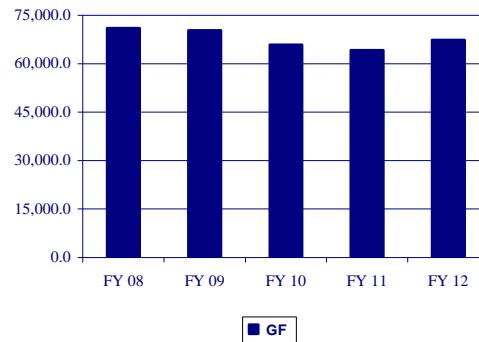
Numerous degree programs are offered, including the Associate in Applied Science degree, which is granted upon successful completion of specific curriculum requirements. In addition, diploma and certificate programs are offered in a variety of technical areas at each campus.

The college and its campuses are fully accredited by the Commission on Higher Education, Middle States Association of Colleges and Schools. In addition, several curricula have earned program-based accreditation by various professional organizations.

The Wilmington Campus is located in the City of Wilmington; the Stanton Campus is near Newark; the Owens Campus is near Georgetown and the Terry Campus is north of the City of Dover.

The President's Office, located adjacent to the Terry Campus, functions as a central office by providing a variety of services in support of the campuses. Delaware Tech's enrollment has grown dramatically in recent years. Students of all ages, backgrounds and walks of life have benefited from the training and education provided. It is estimated that one-fourth of Delaware's adult population has taken courses at Delaware Tech in its short history.

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	68,889.6	67,417.8	68,681.1
ASF	1,038.0	--	--
<b>TOTAL</b>	<b>69,927.6</b>	<b>67,417.8</b>	<b>68,681.1</b>

## HIGHER EDUCATION

**90-00-00**

### **POSITIONS**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	737.0	737.0	737.0
ASF	36.0	36.0	36.0
NSF	276.3	293.0	313.0
<b>TOTAL</b>	<b>1,049.3</b>	<b>1,066.0</b>	<b>1,086.0</b>

### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of students enrolled in academic programs	21,654	21,762	21,980
# of Associate in Arts students	774	784	790
% minority students	36	36	36
% in-state students	96	96	96
# of Associate degrees awarded	1,314	1,321	1,335
# of diplomas awarded	390	395	400
# of certificates awarded	263	265	270
# of non-credit awards	7,779	7,857	8,406
% continuing education	60	60	60
% employed in Delaware	83	83	83

### **OFFICE OF THE PRESIDENT**

**90-04-01**

#### **ACTIVITIES**

- Provide overall executive management to the college.
- Develop and maintain liaison with the Governor, General Assembly, state and federal agencies and other institutions of higher education.
- Perform centralized functions for campuses, including purchasing, bidding, preparation of purchase orders and payment vouchers, capital equipment inventory, payroll and budgeting.
- Serve as clearinghouse for student financial aid.
- Develop and oversee public relations and marketing programs and special events.
- Ensure compliance with related federal and state regulations.
- Develop and implement staff training and development programs and provide advice and counsel to administrators and staff in personnel and legal matters.
- Provide direction for the development of credit course programs and curriculum guidelines, monitor faculty workload and student advisement, provide oversight for institutional research, review programs and research and develop new programs.
- Coordinate Tech Prep, pre-tech, high school matriculation, competency-based instruction and non-credit courses.

- Provide oversight of matriculation with other institutions of higher learning.
- Provide collegewide coordination of the Associate in Arts program.
- Provide oversight of program-based accreditation processes (i.e. engineering, nursing, etc.).

### **FUNDING**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	6,899.0	10,067.5	11,580.8
ASF	--	--	--
<b>TOTAL</b>	<b>6,899.0</b>	<b>10,067.5</b>	<b>11,580.8</b>

### **POSITIONS**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	49.0	49.0	49.0
ASF	--	--	--
NSF	18.0	20.0	40.0
<b>TOTAL</b>	<b>67.0</b>	<b>69.0</b>	<b>89.0</b>

### **CAMPUSES**

#### **ACTIVITIES**

##### **Executive**

- Provide executive management of operations.
- Develop and manage grants and contracts.
- Provide institutional research.
- Manage new project and facility planning and development.
- Maintain public and alumni relations.
- Provide personnel, affirmative action, staff training and supervision.
- Act as liaison with the President's Office, Board of Trustees, state agencies and the Delaware State Clearinghouse Committee.

##### **Instruction**

- Offer degree, certificate, pre-tech and adult basic education programs, including GED.
- Offer special workshops and programs as a cultural and educational community service.
- Offer specialized professional and industrial training courses and workshops to local business and industry.
- Administer library and audio-visual services.

##### **Student Services**

- Host community outreach, student recruitment and high school information programs.

## HIGHER EDUCATION

**90-00-00**

- Publish curriculum brochures, the college catalog and the student handbook.
- Admit and place students into college programs in accordance with established criteria, including interviewing, preparation and entry of student data into the Banner system.
- Provide counseling services for all students in the areas of academic, personal and social concerns.
- Develop a cultural affairs program to meet the needs of the students, staff and community.
- Provide registration procedures on a quarterly basis, including the collection of data necessary for statistical and demographic reports, determination of academic status, issuance of grade reports and transcripts and student orientation.
- Provide job placement services for graduates.
- Offer a Career and Life Planning seminar and a Job Placement seminar for all students.
- Administer the student financial aid program.

### **Business and Fiscal Affairs**

- Perform all accounting activities of the campus, including processing purchase requisitions, accounts receivable billings, accounts payable invoices and posting of all student records.
- Process financial aid grants, student loans and work-study checks and coordinate activities with the Financial Aid Office.
- Collect all monies for tuition and fees and allocate and deposit these monies to the proper programs and funds.
- Maintain property inventory and controls through shipping and receiving activities.
- Provide the following operational functions: security, food service, grounds-keeping, maintenance, custodial activities and the bookstore.

### **OWENS CAMPUS**

**90-04-02**

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. Rec.</b>
GF	18,559.7	17,203.1	16,953.1
ASF	232.2	--	--
<b>TOTAL</b>	<b>18,791.9</b>	<b>17,203.1</b>	<b>16,953.1</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. Rec.</b>
GF	201.0	201.0	201.0
ASF	14.0	14.0	14.0
NSF	61.0	65.0	65.0
<b>TOTAL</b>	<b>276.0</b>	<b>280.0</b>	<b>280.0</b>

### **WILMINGTON CAMPUS**

**90-04-04**

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	14,679.0	13,129.5	13,129.5
ASF	392.8	--	--
<b>TOTAL</b>	<b>15,071.8</b>	<b>13,129.5</b>	<b>13,129.5</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	159.0	159.0	159.0
ASF	--	--	--
NSF	55.0	59.0	59.0
<b>TOTAL</b>	<b>214.0</b>	<b>218.0</b>	<b>218.0</b>

### **STANTON CAMPUS**

**90-04-05**

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	16,605.6	15,972.8	15,972.8
ASF	167.8	--	--
<b>TOTAL</b>	<b>16,773.4</b>	<b>15,972.8</b>	<b>15,972.8</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	192.0	192.0	192.0
ASF	9.0	9.0	9.0
NSF	61.0	64.0	64.0
<b>TOTAL</b>	<b>262.0</b>	<b>265.0</b>	<b>265.0</b>

### **TERRY CAMPUS**

**90-04-06**

#### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	12,146.3	11,044.9	11,044.9
ASF	245.2	--	--
<b>TOTAL</b>	<b>12,391.5</b>	<b>11,044.9</b>	<b>11,044.9</b>

#### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	136.0	136.0	136.0
ASF	13.0	13.0	13.0
NSF	81.3	85.0	85.0
<b>TOTAL</b>	<b>230.3</b>	<b>234.0</b>	<b>234.0</b>

## HIGHER EDUCATION

**90-00-00**

### **DELAWARE INSTITUTE OF VETERINARY MEDICAL EDUCATION 90-07-01**

#### **MISSION**

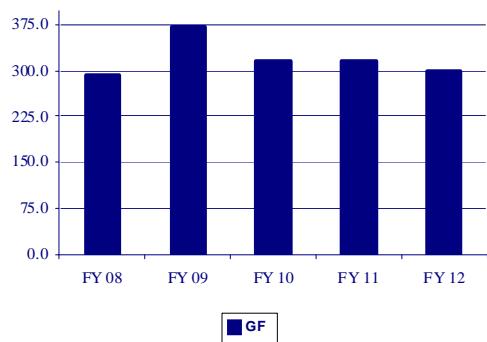
To initiate, encourage and promote:

- A satisfactory alternative to a state-supported veterinary medical school;
- Creation of opportunities for Delaware residents to obtain veterinary training; and
- A strengthening of factors favoring the decision of qualified veterinary personnel to practice in Delaware.

#### **BACKGROUND AND ACCOMPLISHMENTS**

In Fiscal Year 2012, DIVME provided support for seven students at the University of Georgia and five students at Oklahoma State University. Total DIVME enrollment was 12 students.

#### **Five-Year Appropriation History**



#### **FUNDING**

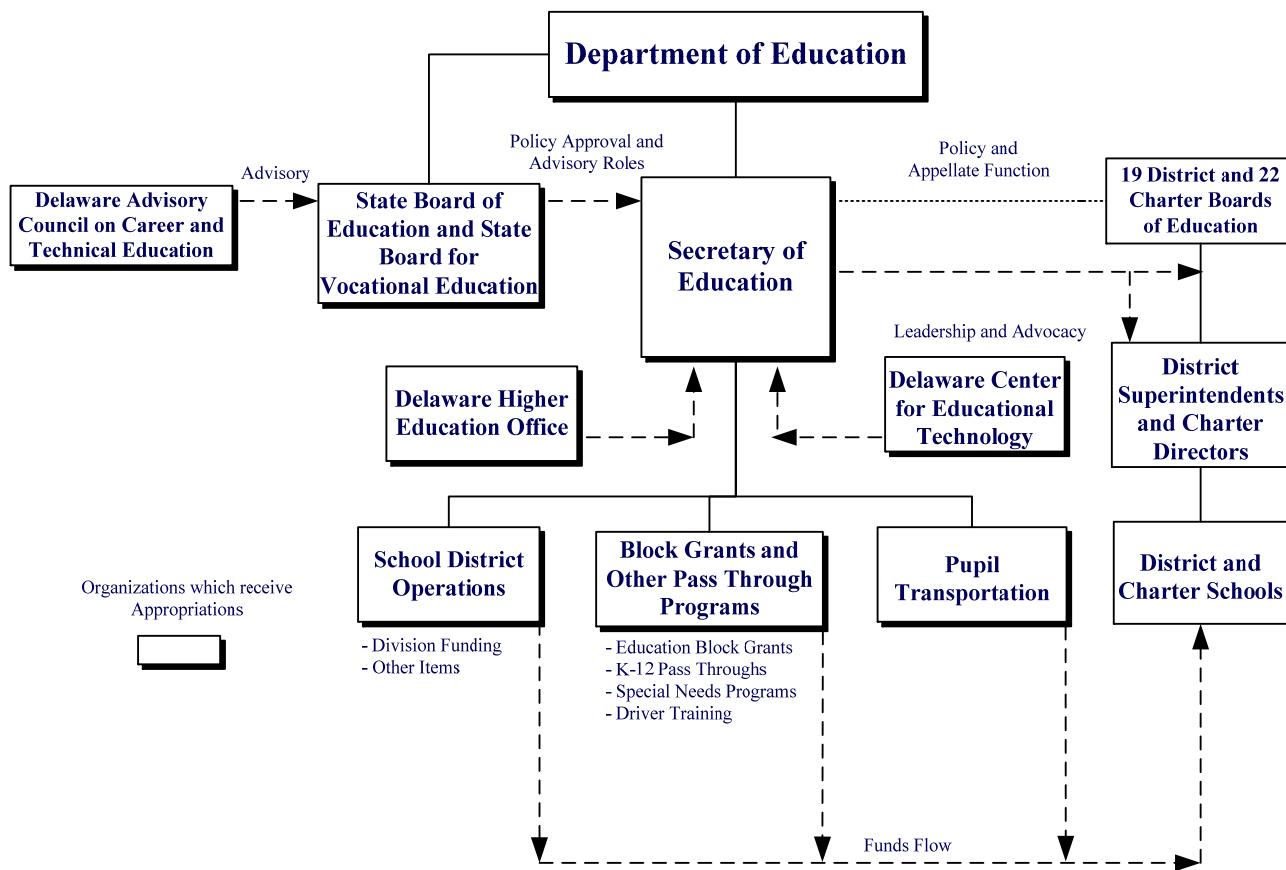
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	314.6	300.0	309.6
ASF	--	--	--
<b>TOTAL</b>	<b>314.6</b>	<b>300.0</b>	<b>309.6</b>

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of students supported in veterinary medical schools	13	12	12

# EDUCATION

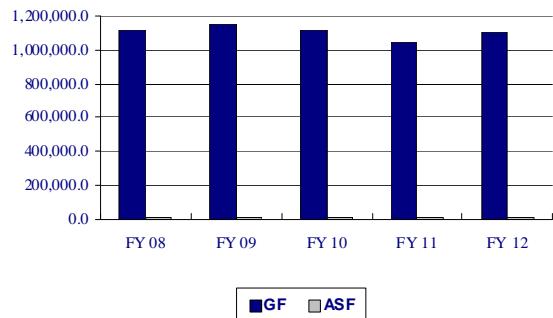
## 95-00-00



### MISSION

To promote the highest quality education for every Delaware student by providing visionary leadership and superior service.

### Five-Year Appropriation History



### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	68,924.4	1,109,671.9	1,172,547.7
ASF	3,322.1	4,733.1	5,106.6
<b>TOTAL</b>	<b>72,246.5</b>	<b>1,114,405.0</b>	<b>1,177,654.3</b>

### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	13,526.5	13,627.4	13,803.8
ASF	9.0	9.0	9.0
NSF	54.3	54.3	54.9
<b>TOTAL</b>	<b>13,590.1</b>	<b>13,690.7</b>	<b>13,867.7</b>

### FY 2013 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ♦ Recommend \$27,425.1 in Educational Sustainment Fund to maintain funding level from loss of federal Education Jobs funding.
- ♦ Recommend \$1,500.0 in School Improvement Funds to support grants to low-achieving non-Title I schools in accordance with the waiver for No Child Left Behind.
- ♦ Recommend \$1,057.1 in Educator Accountability to develop student growth measures for teacher evaluations in non-tested subjects.

## **EDUCATION**

### **95-00-00**

#### **CAPITAL BUDGET:**

- ♦ Recommend \$116,103.2 for Public Education projects, including funding for Minor Capital Improvements and Architectural Barrier Removal and for projects in the Capital, Laurel, New Castle County Vocational Technical, Polytech, Red Clay, Seaford, Sussex Technical and Woodbridge School Districts.

#### **DEPARTMENT OF EDUCATION**

### **95-01-00**

#### **KEY OBJECTIVES**

The Department of Education (DOE) will align its efforts to:

- Set high expectations for all students with rigorous standards and curricula;
- Align curricula with cutting-edge assessments to measure student achievement;
- Use longitudinal student achievement data to gauge student growth;
- Make student growth the critical factor in educator evaluations;
- Conduct annual evaluations to understand teacher and principal effectiveness;
- Increase educator effectiveness with comprehensive professional development;
- Use data to inform professional development and advancement, as well as educator preparation and distribution to low-achieving schools; and
- Increase the success of the lowest-achieving schools with support and accountability.

DOE will focus its effort in four areas.

#### **Standards and Assessments**

Implement rigorous college- and career-ready standards and link with high-quality formative and summative assessments.

- Implement and provide training in the new rigorous Common Core Standards and align grade-level expectations to guide curriculum.
- Maintain and refine the student assessment system, using computer-adaptive assessments to measure student progress up to four times each year.
- Increase college- and career-readiness by funding a statewide assessment of college-readiness, implementing a middle school college-readiness program and hosting Advanced Placement (AP) summer institutes to train teachers for AP classes.
- Provide greater support and accountability to schools in the State Partnership Zone and ensure the State and the districts collaboratively intervene in failing schools.

# EDUCATION

## 95-00-00

### **Data Systems to Support Instruction**

Improve access and use of the State's robust longitudinal data system.

- Provide data coaches to increase data-driven instruction by building educators' technical and pedagogical skills during weekly collaborative planning time.
- Build an Educational Dashboard Portal to make trend data easily accessible to different stakeholders with differentiated dashboards based on stakeholder role.
- Increase P-20 and inter-agency data coordination with Memoranda of Understanding and expansion of the statewide longitudinal data system.

### **Great Teachers and Leaders**

Improve teacher and principal effectiveness.

- Follow new regulations that revise the statewide annual educator evaluation system to include four ratings: highly effective, effective, needs improvement and ineffective.
- Make student growth the determining factor for receiving effective ratings and define rigorous and comparable measures of student growth in consultation with stakeholder groups.
- Provide development coaches to support principals (and other assessors) in conducting evaluations, feedback sessions and creating development plans.
- Provide high-quality training to assessors.
- Define a model career ladder and Teacher Leader roles and responsibilities to better link educator effectiveness to advancement.
- Extend the provision of performance-based bonuses to schools.

Ensure equitable distribution of effective teachers and principals.

- Establish and expand partnerships with alternate certification programs and support a Science, Technology, Engineering and Mathematics teacher residency to increase the pipeline of high-quality educators.
- Conduct teaching and learning conditions surveys to improve school environments.
- Develop a statewide marketing campaign and a central hiring website to attract the best teachers and principals.
- Engage families and communities by raising awareness through a comprehensive marketing campaign.

Improve the effectiveness of teacher and principal preparation programs.

- Assess the effectiveness of preparation routes by linking educator effectiveness data to preparation and certification programs.
- Expand successful programs and improve or remove less successful programs.

Provide effective support to teachers and leaders.

- Accelerate the development of instructional leaders with intensive training for novice and high-need principals and distributed leadership training for all other principals.
- Develop a coherent professional development model that links offerings to specific skill and role expectations and the statewide evaluation rubric.
- Establish standards for professional development and create a process for certifying and monitoring the success of all professional development.
- Create an analytical tool to assess key human capital data points such as vacancy rates, time-to-hire and attrition.

### **Turning Around the Lowest Achieving Schools**

- Provide greater support and accountability to schools in the State Partnership Zone and ensure the State and the districts collaboratively assist only schools identified as one of the lowest achieving schools.
- Manage a State Turnaround Office with the primary focus to provide financial and expert resources to the most at-risk schools and/or Partnership Zone schools.

### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	34,455.9	31,741.1	33,178.0
ASF	2,053.1	2,608.5	2,532.0
<b>TOTAL</b>	<b>36,509.0</b>	<b>34,349.6</b>	<b>35,710.0</b>

### **POSITIONS**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	131.7	131.7	132.1
ASF	5.0	5.0	5.0
NSF	53.3	53.3	53.9
<b>TOTAL</b>	<b>190.0</b>	<b>190.0</b>	<b>191.0</b>

# **EDUCATION**

## **95-00-00**

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### **DEPARTMENT OF EDUCATION**

#### **95-01-01**

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#### **ACTIVITIES**

##### **Office of the Secretary of Education**

Provide leadership and technical resources to fulfill the State's education goals in collaboration with the local boards of education, district superintendents, charter directors, all school-based employees, parents and community members.

##### **Financial Reform and Resource Management**

- Allocate and oversee the administration of state, federal and special funds.
- Oversee school plant planning, including major and minor capital improvement programs.
- Oversee transportation for public schools.
- Provide support for operations, including financial management, emergency preparedness, human resources, district and charter school board training and the Children Services Cost Recovery Program.
- Manage data collection and reporting to meet federal and state requirements.
- Manage the statewide pupil accounting system.
- Manage DOE's website and technology infrastructure.

##### **Teaching and Learning**

- Provide a system of high-quality professional development and technical assistance targeted at areas of greatest student need.
- Support literacy programs from pre-school through high school.
- Operate the Delaware Science Coalition, including its warehouse.
- Provide support services for special need students, including children with disabilities, English language learners and migrant children.
- Develop and deliver the Delaware Comprehensive Assessment System and analyze and report student, school, district and state test results.
- Develop and deliver the Alternative Assessment System for the special education student population and analyze and report student, school and state test results.
- Implement, support and report student, school and district accountability requirements and federal Adequate Yearly Progress mandates.
- Establish requirements for assessment inclusion for students with disabilities or limited English proficiency.

- Oversee the administration of the National Assessment of Education Progress.
- Monitor the implementation of the Delaware Recommended Curriculum.
- Develop and implement a long-term plan reflecting the adoption of math and language arts Common Core Standards.
- Provide support for operations, including health and counseling services, homeless assistance, food and nutrition services, school climate, health documentation and school support services.
- Integrate Connections to Learning concepts into school planning.
- Implement early childhood initiatives to support quality early care and education programs for all children ages infancy to kindergarten entry, including certification, professional development and data systems for early childhood education providers and Early Childhood Council activities.

##### **College and Workforce Readiness**

- Provide oversight and management of adult education, including prison education, Adult Basic Education, Groves High School, Even Start family literacy programs and some career and technical training.
- Maintain the Education Success Planning and Evaluation System, including all formula grant applications.
- Support services for children in poverty through federal Title I funding.
- Administer educational programs for veterans.
- Oversee programs for private business and trade schools.
- Administer the Delaware Center for Educational Technology, the Delaware Interscholastic Athletic Association and driver education programs.
- Administer educator licensure and certification and review alternative routes to teacher certification.
- Oversee new educator mentoring programs.
- Provide technical assistance for National Board Certification for teachers.
- Implement and monitor the Delaware Performance Appraisal System (DPAS) II, including educator training.
- Provide oversight and technical assistance to Career and Technical Education (CTE) courses in middle and high schools to better prepare students for college and the workforce.
- Complete evaluations of higher education institutions that provide educator preparation programs.

## EDUCATION

### 95-00-00

- Administer and provide technical assistance for federal (Title I) and state school improvement programs and grants.

#### **PERFORMANCE MEASURES**

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
% of students at or above proficiency in: English Language Arts	61	67	83
Mathematics	62	66	83
% of classes taught by highly-qualified teachers statewide	96	97	98
# of DPAS II implementations: districts	19	19	19
charter schools	17	19	21
# participating in administrative mentoring	80	67	70
% of CTE concentrator students graduating	97	86	87
% of CTE concentrator students meeting proficient or advanced level in mathematics	64	58	67
% of CTE concentrator students meeting proficient or advanced level in reading/language arts	75	73	79

## SCHOOL DISTRICT OPERATIONS

### 95-02-00

#### **FUNDING**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	568.4	900,442.4	960,722.3
ASF	--	--	--
<b>TOTAL</b>	<b>568.4</b>	<b>900,442.4</b>	<b>960,722.3</b>

#### **POSITIONS**

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	13,328.4	13,425.0	13,602.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>13,328.4</b>	<b>13,425.0</b>	<b>13,602.0</b>

## *DIVISION FUNDING*

### *95-02-01*

#### **ACTIVITIES**

This budget unit contains the funding lines for district and charter operations, including Division I for salary and employment costs; Division II for energy and all other costs; and Division III for equalization.

## *OTHER ITEMS*

### *95-02-02*

#### **ACTIVITIES**

This budget unit contains funding for: Delmar Tuition, which provides funding for the imbalance in the cost of students from Delaware sent to Maryland schools and Maryland students sent to Delmar, Delaware; the General Contingency, which provides for annual unit growth; and other miscellaneous items.

## EDUCATION

### 95-00-00

#### **BLOCK GRANTS AND OTHER PASS THROUGH PROGRAMS**

##### **95-03-00**

<b>FUNDING</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	17,941.9	83,816.2	84,038.2
ASF	1,261.6	2,124.6	2,574.6
<b>TOTAL</b>	<b>19,203.5</b>	<b>85,940.8</b>	<b>86,612.8</b>

<b>POSITIONS</b>			
	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	50.7	54.7	53.7
ASF	4.0	4.0	4.0
NSF	--	--	--
<b>TOTAL</b>	<b>54.7</b>	<b>58.7</b>	<b>57.7</b>

#### **EDUCATION BLOCK GRANTS**

##### **95-03-10**

#### **ACTIVITIES**

- The Adult Education and Work Force Training block grant funds the following programs:
  - Adult Trade Extension/Apprentice program;
  - James H. Groves High School;
  - Adult Basic Education;
  - New Castle County Learning Center;
  - Delaware Skills Center;
  - Alternative Secondary Education Program;
  - Marine Mechanics Apprentice program;
  - Interagency Council on Adult Literacy; and
  - Diploma-at-a-Distance.
- Professional Accountability and Instructional Advancement fund contains funding for professional development, including Alternative Routes to Certification, curriculum development and professional mentoring.
- Academic Excellence block grant provides districts one unit for each 250 pupils. Districts may use these funds for a variety of purposes.

#### **K-12 PASS THROUGH PROGRAMS**

##### **95-03-15**

#### **ACTIVITIES**

- Children's Beach House offers environmental education programs for moderately handicapped and

gifted students, as well as day field trips and overnight accommodations.

- Summer School - Gifted and Talented exposes student participants to intense study in either the cognitive or visual performing arts for one week. This residential program invites gifted high school juniors and is held at the University of Delaware.
- Delaware Institute for Arts in Education offers a two-week summer workshop on the arts for teachers and offers assistance in planning curriculum in the arts.
- Delaware Teacher Center is designed to respond to teacher in-service training requests.
- Online Periodicals provides online, full-text periodicals to all Delaware public high schools and middle schools through the University of Delaware.
- Teacher In Space is an aerospace resource education program designed to be a space, science and technology clearinghouse for all teachers and students in Delaware and is available to every Delaware educational institution, including public, private, parochial and university.
- Achievement Matters Campaign is an academic achievement initiative that will provide community- and school-based interventions to middle-grade students from the high-need areas of the Christina School District.
- Delaware Geographic Alliance supports instruction and materials for geography-based classroom learning. This is a partnership with the University of Delaware.
- Career Transition is a pilot program at Central School in the Red Clay Consolidated School District for young people with disabilities. A transition specialist aids the students in transitioning from school to the adult working world or to post-secondary education.

#### **SPECIAL NEEDS PROGRAMS**

##### **95-03-20**

#### **ACTIVITIES**

- Interagency Resource Management Committee is used to support identification and intervention for needs of the Birth to Three program.
- Early Childhood Assistance provides early childhood educational services to eligible four year-old children living in poverty.
- Unique Alternatives provides for the placement of special needs children in private settings when there is no suitable program to serve them in Delaware public schools and provides alternative education formats within districts.

## EDUCATION

### 95-00-00

- Exceptional Student Unit - Vocational continues the program of vocational education for handicapped students.
- Related Services for the Handicapped is defined for funding basic, intensive and complex units. Rules and regulations may include, but are not limited to: speech, occupational and physical therapy; early identification and assessment of disabilities; special counseling services; and developmental, corrective or supportive services that may assist a child with a disability to benefit from special education.
- Adolescent Day program is a hospital-based, day program for youth located at the Medical Center of Delaware in Christiana. It serves students with chronic and degenerative conditions in an educational and therapeutic environment. The educational component of this program is operated by the Red Clay School District.
- Children Services Cost Recovery Project is a program aimed at the recovery of Medicaid funds for reimbursable services that are currently being provided through the schools.
- Sterck Summer Program is a summer program for students at Sterck School for the Deaf.
- Tech-Prep 2 + 2 is the state consortium on technical preparation programs.
- First State School serves children with health conditions so severe they are not able to attend school on a regular basis. The school is located within Christiana Care and is operated by the Red Clay School District.
- Prison Education provides a variety of educational services, including adult basic education, General Educational Development (GED) testing, Groves High School and vocational and life skills programs.
- Student Discipline programs provide alternative school sites for severely disruptive pupils, as well as for community-based and school-based prevention programs for moderately disruptive students.
- Early Childhood Initiatives serve children from birth to age five to ensure all young children enter school prepared to succeed (also known as Early Success).
- The Interagency Collaborative Team is authorized in 14 Del. Code § 3124. The purpose of the team is to develop a collaborative interagency approach to service delivery for children and youth with disabilities who present educational needs that cannot be addressed through the existing resources in a single agency.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of federal gun-free violations (students)	6	0	0
# of reporting School Crimes Law violations (students)	1,014	750	750
# of expulsions	132	100	100
Prison education enrollment by institution:			
James T. Vaughn Correctional Center	816	794	802
Sussex Correctional Institution	338	332	336
Delores J. Baylor Correctional Institution	303	299	302
Howard R. Young Correctional Institution	463	439	444
# of inmates participating in the following prison education services:			
Adult Basic Education/GED	850	930	946
Groves High School	178	158	190
lifeskills	483	423	428
vocational	272	349	353

#### DRIVER TRAINING

### 95-03-30

#### ACTIVITIES

This budget unit provides funding for driver education teachers for non-public school students, summer students and operation and maintenance of driver education cars in both public and non-public schools.

#### PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Budget	FY 2013 Gov. Rec.
# of students completing the Driver Education program:			
public	6,987	7,890	8,383
non-public	1,222	1,488	1,581
summer	389	464	557

## **EDUCATION**

### **95-00-00**

#### **PUPIL TRANSPORTATION**

##### **95-04-00**

##### **BACKGROUND AND ACCOMPLISHMENTS**

This budget unit provides funding and statewide oversight of transportation to and from school for Delaware school children.

During the 2010-2011 school year, approximately 107,700 students (including charter school students and excluding non-public schools) were transported over 23 million miles on 1,758 school buses. There were 160 school bus-related accidents (all school buses) in 2010-2011. In addition, over 12,200 school bus contract addendums were processed.

##### **FUNDING**

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 Gov. REC.</b>
GF	5,892.6	83,129.2	83,129.2
ASF	--	--	--
<b>TOTAL</b>	<b>5,892.6</b>	<b>83,129.2</b>	<b>83,129.2</b>

#### **TRANSPORTATION**

##### **95-04-01**

##### **ACTIVITY**

Provide transportation to and from school.

##### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of public school pupils transported	107,700	107,900	108,000
# of school bus accidents related to school bus driver	160	140	140
# of contracted school bus routes	1,207	1,214	1,221
# of district school bus routes	551	554	557

#### **DELAWARE ADVISORY COUNCIL ON CAREER AND TECHNICAL EDUCATION**

##### **95-06-00**

##### **MISSION**

To strengthen and enhance the career and technical education delivery system and assist the State in providing quality programs and expanded opportunities for all residents.

##### **KEY OBJECTIVES**

- Evaluate CTE programs and services.
- Provide technical assistance to local school districts, agencies and other organizations to enhance and improve the CTE delivery system.
- Advise policymakers on the development of and changes to state and federal laws, rules and regulations impacting CTE.
- Promote coordination and partnerships among business, industry, labor and education to help meet the economic needs of the State.
- Disseminate relevant career information to teachers, counselors, students and the general public.

##### **BACKGROUND AND ACCOMPLISHMENTS**

The Delaware Advisory Council on Career and Technical Education (DACCCTE) is comprised of members from the private and public sectors.

DACCCTE provides policy recommendations to the Governor, General Assembly, DOE and State Board of Education on matters pertaining to CTE in Delaware.

DACCCTE monitors and evaluates CTE programs and services in local school districts and other organizations to ensure these programs and services are in compliance with state and federal standards.

Several of the accomplishments during the past fiscal year include:

- Conducted statewide workshops for teachers and school administrators regarding federal and state regulations and funding for career and technical programs;
- Provided resources and funding to improve and expand the activities of the Career and Technical Student Organizations;

## EDUCATION

### 95-00-00

- Provided technical assistance to strengthen the state Tech Prep consortium and programs in the secondary and post-secondary schools;
- Conducted professional development activities for middle and high school administrators, teachers and counselors relating to the development and implementation of Career Pathways in secondary schools;
- Provided support and resources to Agri-Science, Business/Marketing and Family and Consumer Sciences programs through DOE; and
- Provided resources to develop the *Delaware Career Compass, Teachers Guide* and other technical assistance items to distribute to middle and high schools.

#### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	297.2	319.3	321.7
ASF	7.4	--	--
<b>TOTAL</b>	<b>304.6</b>	<b>319.3</b>	<b>321.7</b>

#### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

#### **ADVISORY COUNCIL**

#### **95-06-01**

#### ACTIVITIES

- Hold quarterly Council meetings to review pertinent issues impacting the CTE delivery system and conduct other official business.
- Conduct on-site evaluations of CTE programs and services in secondary schools to determine compliance with state and federal standards.
- Provide technical assistance to local comprehensive high schools to develop sequential career and technical pathways that will better prepare students for the workforce.
- Provide support and resources for the skills development and leadership training of CTE students.
- Design and implement professional development and curriculum workshops for individuals involved in the delivery of CTE programs and services.
- Provide leadership and support of the Tech Prep programs.

- Provide technical assistance to local advisory committees for CTE programs in middle and high schools.
- Recognize outstanding contributions of private and public sector individuals, businesses, organizations and students for career and technical programs through a statewide awards program.

#### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of on-site CTE program reviews/monitoring visits	44	40	40
# of participants in DACCTE sponsored workshops/conferences	2,305*	525	550
# of career-related publications and newsletters disseminated	58,183	58,747	58,200

\*Includes statewide student conferences.

# EDUCATION

## 95-00-00

### DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY

#### 95-07-00

#### MISSION

The Delaware Center for Educational Technology (DCET) empowers children through the use of information and technology to achieve higher standards in education.

DCET's goal is to create a technologically literate 21<sup>st</sup> Century workforce that will help attract and retain high technology companies in Delaware.

#### KEY OBJECTIVES

- Conduct professional development activities to assist educators with using technology in curriculum and instruction.
- Provide professional development opportunities with online courses through eLearning Delaware (eLDE).
- Assist with the integration of technology and curriculum in public education.
- Coordinate the evaluation and implementation of educational technology applications.
- Oversee the federally-funded Enhancing Education Through Technology (EETT) program.
- Operate the Partners in Technology program to refurbish donated computers/peripherals and place them in schools.

#### BACKGROUND AND ACCOMPLISHMENTS

DCET's focus is to create and maintain a modern educational technology infrastructure in Delaware's public schools, enabling students to meet the academic standards set by the State Board of Education.

Upon completion of the public school wiring project, recognized with a Computerworld Smithsonian Award, DCET initiated the Server and Infrastructure Enhancement project. These projects created the core network for the statewide pupil accounting system and ensured there was a server in every school capable of meeting the needs of the students.

eLDE has been a tremendous success in five years of offering online professional development to educators. In the five years of the grant, eLDE has trained 62 facilitators and 52 online course developers. Delaware educators participated in 207 online courses with 2,705

successfully completing a course. In the summer of 2010, eLDE supported over 7,500 educators participating in the Orientation to the Delaware Prioritized Curriculum and Common Core Standards course through DOE and Race to the Top.

#### FUNDING

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	965.2	830.4	838.7
ASF	--	--	--
<b>TOTAL</b>	<b>965.2</b>	<b>830.4</b>	<b>838.7</b>

#### POSITIONS

	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

### DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY

#### 95-07-01

#### ACTIVITIES

- Manage eLDE, providing online professional development.
- Initiate professional development activities in support of districts that use the Level of Technology Implementation (LoTi) and the DETAILS for the 21<sup>st</sup> Century Questionnaire that assesses needs of teachers.
- Assist DOE with the implementation of a web-based professional development registration and management system.
- Refurbish donated computers and peripherals that are suitable for school use.
- Conduct an annual technology survey in public schools.
- Initiate statewide educational technology procurement contracts.
- Support technology planning initiatives in Delaware's public schools.
- Support the EETT program.
- Increase the number and efficiency of information systems available to school districts and schools, such as Blackboard and Elluminate.

## **EDUCATION**

### **95-00-00**

#### **PERFORMANCE MEASURES**

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of teachers taking online courses through eLDE	1,407	9,000	9,000
% of districts voluntarily having teachers take the LoTi questionnaire	80	90	95

#### **DELAWARE HIGHER EDUCATION OFFICE**

### **95-08-00**

#### **MISSION**

The Delaware Higher Education Office (DHEO) seeks to increase awareness of and access to higher education for Delaware students, respond to public demand for guidance, effectively administer a variety of student aid and contract programs and meet higher education information needs for state policy and economic development.

#### **KEY OBJECTIVES**

- Ensure higher education is accessible and affordable for Delaware students by providing financial assistance and guidance services.
- Increase awareness of the benefits of higher education, support early academic and financial preparation for higher education and facilitate families saving for college.
- Identify and implement methods to ensure a seamless transition from secondary education to college.
- Enhance capacity for quality data collection and reporting and provide access to comparative regional and national data.
- Expand and promote educational opportunities through interstate agreements.
- Administer state, federal and private student financial aid programs and assist with the development of private scholarship programs.

#### **BACKGROUND AND ACCOMPLISHMENTS**

The Postsecondary Education Commission was created in 1975 to coordinate state efforts in higher education. In 1979, the commission was assigned administration of a need-based grant program. Other student financial aid programs, including the Delaware Higher Education Loan program, were assigned in subsequent years. In 1991, the commission was renamed the Delaware Higher Education Commission. In 2001, legislation was passed to integrate the commission into DOE. After a Legislative Joint Sunset Committee review in 2010, the Commission was dissolved, and the agency's name changed to the Delaware Higher Education Office. The roles and responsibilities of the commission were transferred to DHEO.

# EDUCATION

## 95-00-00

The office works with state agencies, school districts, Delaware colleges, community organizations and private industry to develop student guidance and financial aid programs. It also administers seven private scholarship programs, publishes the annual Scholarship Compendium (which lists approximately 200 public and private scholarships), provides information about planning and paying for college and develops college planning checklists and other materials for high school students. In partnership with the State Pension Office, the agency provides administrative and advisory support to the Delaware College Investment Plan.

In 1998, Delaware joined the Southern Regional Education Board (SREB), an interstate compact of 16 southern states. The office works closely with SREB to direct attention to key education issues; collect, compile and analyze comparable data; administer contract programs that provide student financial assistance; and participate in studies and surveys that assist states and institutions in forming long-range plans, actions and policy proposals.

The office is the designated State Higher Education Executive Officers agency and works with the organization to establish best practices in higher education.

The office is also a member of National Association of State Student Grant and Aid programs, which serves as a collaborative voice among state higher education agencies regarding directives from the U.S. Department of Education.

### FUNDING

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	8,803.2	9,393.3	10,319.6
ASF	--	--	--
<b>TOTAL</b>	<b>8,803.2</b>	<b>9,393.3</b>	<b>10,319.6</b>

### POSITIONS

	<b>FY 2011 ACTUAL</b>	<b>FY 2012 BUDGET</b>	<b>FY 2013 GOV. REC.</b>
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

### **DELAWARE HIGHER EDUCATION OFFICE**

#### **95-08-01**

### ACTIVITIES

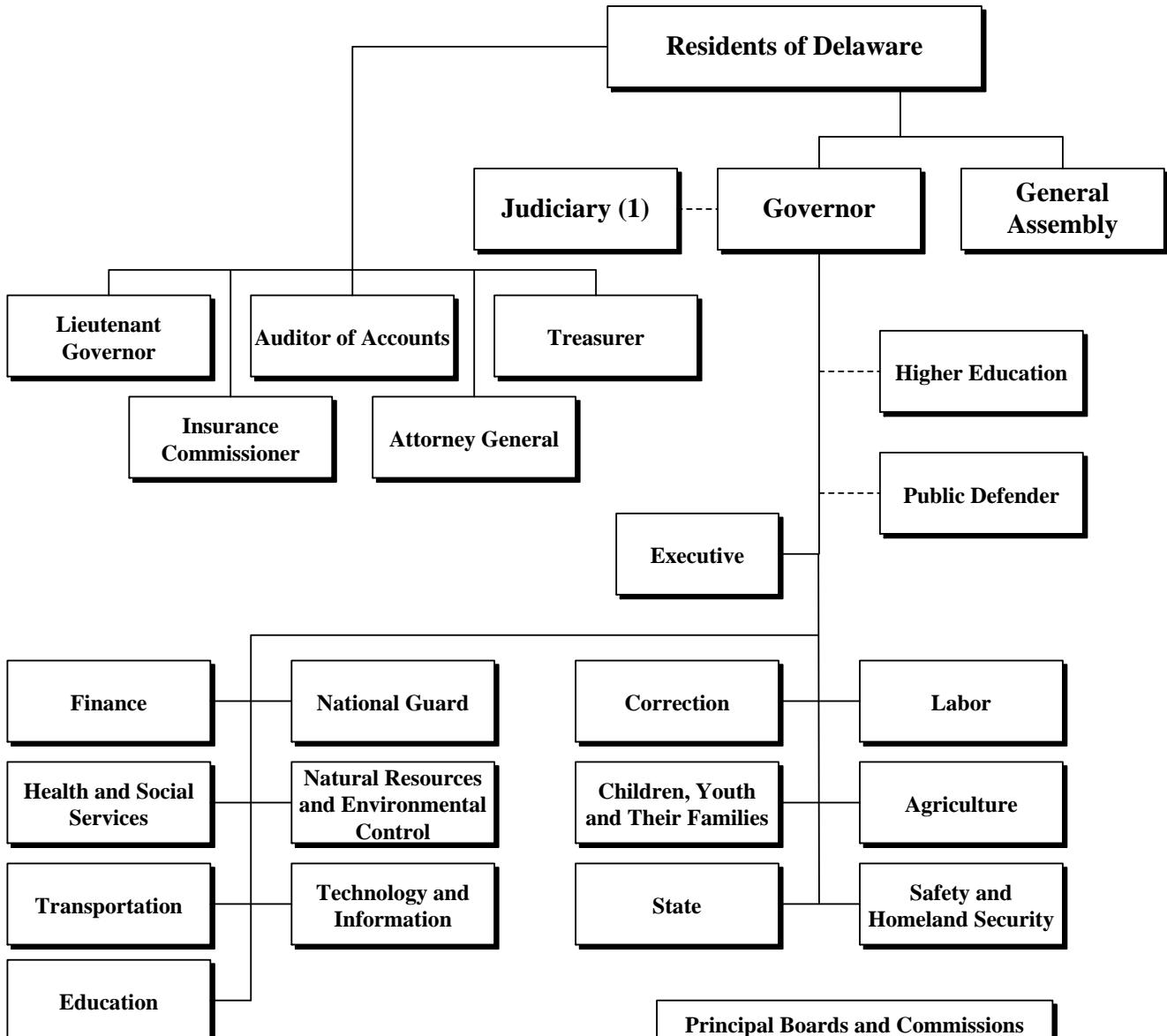
- Increase the number of Delaware students and residents pursuing post-secondary school opportunities and adult education programs.
- Improve higher education data by supporting data collection for reporting state, regional and national statistics.
- Serve as a resource for all aspects of college preparation, financing and admissions.
- Administer 23 state financial aid programs to provide appropriate need and merit-based financial aid to students.
- Provide information to students about the Academic Common Market and coordinate the approval process for eligible students to receive in-state tuition at participating southern colleges within the SREB.
- Provide financial aid opportunities for current teachers who are pursuing certification in critical shortage areas as defined by DOE.
- Administer the Delaware State Loan Repayment program to assist with repayment of outstanding loans through service commitment.
- Provide an administrative link with Fidelity Investments in promotion of the College Investment Plan.
- Collaborate with other state departments and agencies to design and implement programs to meet the needs of the State's employment shortage areas.

### PERFORMANCE MEASURES

	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Gov. Rec.</b>
# of recipients:			
Scholarship Incentive Program (ScIP)	1,107	1,012	1,150
Student Excellence Equals Degree (SEED)	1,700	1,700	1,700
Inspire	*	*	800

\*New performance measure.

# STATE OF DELAWARE ORGANIZATION CHART



(1) Judiciary – All judges are appointed by the Governor with the consent of the Senate.

## Principal Boards and Commissions

- Board of Education
- Elections
- Exceptional Citizens
- Fire Prevention

# THE DELAWARE BUDGET PROCESS

## BUDGET PROCESS AND OUTPUTS

To support a more strategic view, the Governor's Recommended Budget contains Volume I, which includes summary financial data but emphasizes the Governor's policy agenda and a narrative description of agencies and their programs. The format reflects the strategic direction of agencies. An important part of this effort is the requirement that all agencies craft a mission statement, key objectives and accomplishments (past and planned) from which performance can be measured.

All key activities must be identified and systematically analyzed. These activities may be programmatic or administrative in nature.

The departmental sections in Volume I contain:

- Organizational Chart;
- Department Mission and Key Objectives;
- Five-Year Bar Chart of Departmental Budget Act Appropriations;
- Budget and Personnel Charts;
- Governor's Recommended Operating Budget Highlights and Capital Budget Highlights; and
- Subordinate Organization Mission, Key Objectives, Background and Accomplishments, Activities, Budget and Personnel Chart and Performance Measures.

The **Organizational Chart, Department Mission and Key Objectives** are the highest levels of summarization for a department. It presents an organizational chart, a broad overview of the department's mission and key objectives and identifies significant issues and changes in operating methods. All subordinate organization objectives are derived from and contribute toward departmental objectives. The Governor's Recommended Budget Highlights reflect significant funding or program recommendations.

The **Five-Year Bar Chart of Department Appropriations** provides Budget Act appropriations by funding type (General Fund (GF), Appropriated Special Fund (ASF), etc.) for the previous five fiscal years at a glance.

The **Funding and Position Charts** show by fund type the actual expenditures and positions for the previous fiscal year; the current fiscal year's budget appropriation

and positions; and the Governor's recommended appropriation and positions for the next fiscal year.

The **Operating Budget Highlights** section identifies the Governor's major recommendations for operating budget programs and issues with emphasis on items supporting his policy agenda.

The **Capital Budget Highlights** section identifies the Governor's major recommendations for transportation projects and new or previously funded construction projects for state agencies. This section highlights funding to preserve and enhance Delaware's infrastructure and foster economic growth.

The subordinate organization **Mission, Key Objectives, Background and Accomplishments, Activities, Budget Chart, Personnel Chart and Performance Measures** provide the details necessary to understand the programs and services provided by the organization. Also included in Volume I are detailed statewide financial statements.

Volume II provides the detailed financial data for each agency, including history, requested funding and recommended funding.

## EXPLANATION OF FINANCIAL SCHEDULES

**Exhibit A** is a summarized report of financial operations of the General Fund of the State. This statement shows the actual General Fund revenue by sources and the expenditures by departments for Fiscal Year 2011, as well as the estimated revenue and available appropriations for Fiscal Year 2012. The last column on the right reflects the estimated revenue and the recommended appropriations for Fiscal Year 2013. Also indicated is the condition of the cash account of the General Fund that may prevail at the ending of Fiscal Year 2012 if revenue, as estimated, is realized and if recommended appropriations are approved. This statement further reflects financial information on the appropriation limit and the budget reserve account, as required by the State Constitution.

**Schedule A-1** is a supporting statement of the Fiscal Year 2012 Appropriations column of Exhibit A. It identifies the estimated expenditures for Fiscal Year 2012 classified by department and source of appropriations.

**Schedule A-2** is a supporting statement of the Fiscal Year 2012 Budget Act column of Schedule A-1. It identifies the Fiscal Year 2012 General Fund appropriations by department and major category of expenditure. It also identifies authorized positions for both General Fund and Special Fund.

**Schedule A-3** is a supporting statement of the expenditure section of Exhibit A. It identifies the Fiscal Year 2013 recommended General Fund appropriations by department and major category of expenditure. It also identifies authorized positions for both General Fund and Special Fund.

**Exhibit B** shows the revenues from all sources and the expenditures of all departments, both General Fund and Special Funds (refers to Appropriated, Non-Appropriated, Federal, Bond and other state funds), consolidated in comparative form for Fiscal Years 2010 and 2011.

**Schedule B-1** is a supporting statement of the General Fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2011. Also indicated are the General Fund reversions by department. The category amounts in this schedule reflect expenditures by accounting object codes and are not comparable to amounts shown in Schedules A-2 and A-3, which reflect expenditures by appropriation code.

**Schedule B-2** is a supporting statement of the special fund expenditure section of Exhibit B, assembled by department and category for Fiscal Year 2011.

**Exhibit C** is a summarized statement of capital improvement fund expenditures by department for Fiscal Year 2011. The funding sources are long-term debt and other special funds designated for capital improvement purposes.

### Note

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

**Exhibit A**

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

	2011 Actual	2012 Estimated	2013 Estimated
<b>REVENUES</b>			
Personal Income Taxes	1,175,900.0	1,233,100.0	1,285,900.0
Corporation Income Taxes	221,200.0	145,000.0	151,300.0
Franchise Taxes	614,500.0	608,300.0	608,300.0
Business and Occupational Gross Receipts Taxes	201,100.0	227,500.0	227,300.0
Hospital Board and Treatment	70,500.0	66,800.0	65,200.0
Dividends and Interest	8,900.0	7,000.0	7,000.0
Public Utility Taxes	57,200.0	47,000.0	47,600.0
Cigarette Taxes	129,100.0	125,000.0	123,800.0
Estate Taxes	16,200.0	15,000.0	21,200.0
Realty Transfer Taxes	44,100.0	28,500.0	29,900.0
Insurance Taxes	62,900.0	71,200.0	71,500.0
Abandoned Property	427,900.0	383,600.0	484,000.0
Limited Partnerships & Limited Liability Corporations	156,300.0	164,300.0	172,500.0
Business Entity Fees	83,100.0	87,300.0	91,600.0
Bank Franchise Taxes	119,700.0	106,200.0	112,500.0
Uniform Commercial Code	16,400.0	16,900.0	17,400.0
Lottery Sales	287,000.0	266,900.0	246,700.0
Other Revenue by Departments	131,300.0	82,100.0	89,800.0
<b>TOTAL REVENUES</b>	<b>3,823,300.0</b>	<b>3,681,700.0</b>	<b>3,853,500.0</b>
LESS: Revenue Refunds	(291,800.0)	(275,300.0)	(287,400.0)
<b>SUBTOTAL</b>	<b>3,531,400.0</b> <sup>2</sup>	<b>3,406,400.0</b>	<b>3,566,100.0</b>
<b>Revenue Adjustments</b>			<b>31,400.0</b> <sup>1</sup>
<b>NET REVENUES</b>	<b>3,531,400.0</b>	<b>3,406,400.0</b>	<b>3,597,500.0</b>
<b>EXPENDITURES</b>			
Legislative	12,047.6	19,167.5	15,054.7
Judicial	90,445.4	94,417.3	90,244.9
Executive	124,161.1	416,201.0	128,235.3
Technology and Information	36,292.0	37,947.3	37,387.4
Other Elective	190,260.7	177,118.1	150,851.0
Legal	44,051.1	45,603.5	50,449.5
State	26,652.5	29,686.1	24,252.1
Finance	21,091.7	32,937.4	17,677.1
Health and Social Services	834,901.1	1,124,234.1	1,049,000.6
Services for Children, Youth and Their Families	120,677.7	138,049.8	133,945.4
Correction	245,402.4	277,334.9	257,856.8
Natural Resources and Environmental Control	42,584.6	50,668.4	35,284.7
Safety and Homeland Security	126,593.9	136,724.3	136,261.4
Transportation	14,000.0	-	-
Labor	6,521.5	7,291.6	7,860.9
Agriculture	8,623.0	9,115.4	7,923.1
Elections	6,123.8	4,683.0	4,025.7
Fire Prevention Commission	4,702.5	6,251.3	5,077.5
Delaware National Guard	3,754.6	4,785.9	4,489.9
Advisory Council for Exceptional Citizens	166.2	174.7	171.9
<b>TOTAL - DEPARTMENTS</b>	<b>1,959,053.4</b>	<b>2,612,391.6</b>	<b>2,156,049.9</b>
Higher Education	220,023.4	220,724.7	215,930.7
Education	1,091,672.6	1,135,665.7	1,172,547.7
<b>TOTAL - EDUCATION</b>	<b>1,311,696.0</b>	<b>1,356,390.4</b>	<b>1,388,478.4</b>
<b>SUBTOTAL</b>	<b>3,270,749.5</b> <sup>2</sup>	<b>3,968,781.4</b> <sup>2</sup>	<b>3,544,528.3</b>

**Exhibit A**

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

	2011 Actual	2012 Estimated	2013 Estimated
PLUS: Estimated Grants-in-Aid	-	-	40,228.2
Estimated Governor Bond Bill	-	-	37,743.5
Estimated Supplemental	-	-	-
Estimated Continuing and Encumbered Balances	-	-	265,200.0
<b>TOTAL EXPENDITURES</b>	<b>3,270,749.5</b>	<b>3,968,781.4</b>	<b>3,887,700.0</b>
LESS: Anticipated Reversions Continuing and Encumbered Balances	-	(50,000.0) (265,200.0)	(10,000.0) (225,000.0)
<b>TOTAL - ORDINARY EXPENDITURES</b>	<b>3,270,749.5</b>	<b>3,653,581.4</b>	<b>3,652,700.0</b>
<b>OPERATING BALANCE</b>	<b>260,650.5</b>	<b>(247,181.4)</b>	<b>(55,200.0)</b>
PLUS: Beginning Cash Balance	537,104.8	797,755.3	550,573.9
<b>CUMULATIVE CASH BALANCE</b>	<b>797,755.3</b>	<b>550,573.9</b>	<b>495,373.9</b>
LESS: Continuing and Encumbered Balances, Current Year Reserve	(303,700.0) (186,430.0)	(265,200.0) (186,430.0)	(225,000.0) (194,200.0)
<b>UNENCUMBERED CASH BALANCE</b>	<b>307,625.3</b>	<b>98,943.9</b>	<b>76,173.9</b>
<b>APPROPRIATION LIMIT (In Millions)</b>			
Cumulative Cash Balance (Prior Year)	537.1	797.7	550.5
LESS: Continuing and Encumbered Balances	(184.9)	(303.7)	(265.2)
Reserve	(186.4)	(186.4)	(186.4)
Unencumbered Cash Balance	165.8 <sup>2</sup>	307.6	98.9 <sup>2</sup>
PLUS: Net Fiscal Year Revenue	3,531.4	3,406.4	3,597.5
<b>TOTAL (100% LIMIT)</b>	<b>3,697.2</b>	<b>3,714.0</b>	<b>3,696.4</b>
X 98% Limit	x .98	x .98	x .98
<b>TOTAL APPROPRIATION LIMIT</b>	<b>3,623.3</b>	<b>3,639.7</b>	<b>3,622.5</b>

<sup>1</sup> Reflects Governor's adjustment to the DEFAC revenue estimates:

Abandoned Property	20,000.0
Realty Transfer Taxes	16,000.0
Hospital Board and Treatment	(4,600.0)
Total	<b>31,400.0</b>

<sup>2</sup> Total is correct. See Note in Explanation of Financial Statements.

Schedule A-1

**General Fund - Statement of Estimated Expenditures for the Fiscal Year Ending June 30, 2012**  
**Classified by Department and Source of Appropriation**

Department	Budget Act as amended Appropriations	Supplemental Appropriations	Continuing Appropriations and Balances	Encumbered Balances	Appropriations/ Estimated Expenditures
Legislative	14,892.8	-	4,241.2	33.5	19,167.5
Judicial	91,343.2	-	911.0	2,163.1	94,417.3
Executive	228,176.9	71,576.3	114,556.8	1,891.0	416,201.0
Technology and Information	34,455.8	-	-	3,491.5	37,947.3
Other Elective	150,808.7	20,645.7	5,169.4	494.3	177,118.1
Legal	45,502.1	-	-	101.4	45,603.5
State	27,582.3	375.0	941.2	787.6	29,686.1
Finance	15,175.1	16,177.7	1,212.2	372.4	32,937.4
Health and Social Services	997,995.1	23,385.6	96,587.1	6,266.3	1,124,234.1
Services for Children, Youth and Their Families	130,686.6	200.0	3,409.3	3,753.9	138,049.8
Correction	254,733.4	3,135.4	14,161.4	5,304.7	277,334.9
Natural Resources and Environmental Control	34,877.3	9,931.1	4,708.1	1,151.9	50,668.4
Safety and Homeland Security	130,941.4	2,815.6	274.6	2,692.7	136,724.3
Transportation	-	-	-	-	-
Labor	7,291.6	-	-	-	7,291.6
Agriculture	7,813.4	-	967.1	334.9	9,115.4
Elections	3,928.1	-	719.9	35.0	4,683.0
Fire Prevention Commission	4,912.8	1,297.5	13.9	27.1	6,251.3
Delaware National Guard	4,408.6	-	274.2	103.1	4,785.9
Advisory Council for Exceptional Citizens	169.3	-	-	5.4	174.7
Higher Education	213,193.7	7,000.0	158.0	373.0	220,724.7
Education	1,109,671.9	-	20,029.2	5,964.6	1,135,665.7
<b>TOTAL APPROPRIATIONS</b>	<b><u>3,508,560.1</u></b> <sup>1</sup>	<b><u>156,539.9</u></b> <sup>2</sup>	<b><u>268,334.2</u></b>	<b><u>35,347.2</u></b>	<b><u>3,968,781.4</u></b>
LESS: Estimated Reversions for Fiscal Year 2012					(50,000.0)
Estimated Continuing and Encumbered Balances for Fiscal Year 2012					(265,200.0)
<b>TOTAL ESTIMATED EXPENDITURES</b>					<b><u>3,653,581.4</u></b>

**Fiscal Year 2011 Statutory References:**

<sup>1</sup> Volume 78, Chapter 78 (HB 190) Budget Appropriation Bill.

<sup>2</sup> Volume 78, Chapter 77 (HB 195) Grants-in-Aid; Chapter 329 (SB 130) Bond Bill.

Schedule A-2

**Statement of Positions and General Fund Budget Act Appropriations  
by Department and Major Categories of Expenditure  
Fiscal Year Ending June 30, 2012**

Department	Special Fund Positions	General Fund Positions	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Apprs.
Legislative	-	83.0	11,272.1	109.3	1,527.3	-	265.9	77.0	-	1,641.2	14,892.8
Judicial	116.1	1,125.2	78,948.0	205.2	3,964.6	120.7	997.3	309.2	-	6,798.2	91,343.2
Executive	228.8	306.0	142,041.2	36.0	13,808.7	6,044.6	1,309.9	60.3	-	64,876.2 <sup>1</sup>	228,176.9
Technology and Information	16.5	212.5	19,944.9	18.4	1,488.8	652.6	190.5	10.3	-	12,150.3	34,455.8
Other Elective	96.5	38.5	3,553.1	2.4	824.1	-	18.6	11.9	140,831.8	5,566.8	150,808.7
Legal	119.5	440.1	41,832.0	13.5	2,983.8	55.8	122.2	84.8	-	410.0	45,502.1
State	292.0	305.0	18,249.2	33.2	2,384.1	919.0	1,537.7	124.0	-	4,335.1	27,582.3
Finance	147.5	161.5	13,422.4	9.0	1,528.7	8.4	110.4	96.2	-	-	15,175.1
Health and Social Services	970.5	3,391.2	197,150.4	13.3	60,808.6	6,456.1	8,660.3	446.8	-	724,459.6 <sup>2</sup>	997,995.1
Services for Children, Youth and Their Families	215.2	993.6	71,253.9	18.9	33,523.6	1,071.4	1,954.9	44.2	-	22,819.7	130,686.6
Correction	11.0	2,550.7	171,835.9	28.0	10,154.2	8,632.7	11,532.5	125.8	-	52,424.3 <sup>3</sup>	254,733.4
Natural Resources and Environmental Control	472.3	322.7	26,687.7	6.8	3,377.0	1,652.0	812.0	21.9	-	2,319.9	34,877.3
Safety & Homeland Security	164.5	982.5	94,016.7	3.9	5,423.9	75.0	5,656.1	2,365.6	-	23,400.2 <sup>4</sup>	130,941.4
Transportation	1,819.0	-	-	-	-	-	-	-	-	-	-
Labor	443.3	34.7	2,071.0	3.9	3,060.3	8.4	103.3	-	-	2,044.7	7,291.6
Agriculture	59.2	82.8	6,226.1	5.2	522.2	18.7	118.2	26.0	-	897.0	7,813.4
Elections	-	42.0	2,867.5	8.2	581.9	44.3	34.3	2.8	-	389.1	3,928.1
Fire Prevention Commission	27.7	47.3	3,892.9	14.5	371.7	304.3	36.5	140.0	-	152.9	4,912.8
Delaware National Guard	80.0	29.0	2,927.5	5.0	292.2	726.7	140.0	3.0	-	314.2	4,408.6
Advisory Council for Exceptional Citizens	-	3.0	151.8	3.5	10.4	-	3.6	-	-	-	169.3
<b>TOTAL - DEPARTMENTS</b>	<b>5,279.6</b>	<b>11,151.3</b>	<b>908,344.3</b>	<b>538.2</b>	<b>146,636.1</b>	<b>26,790.7</b>	<b>33,604.2</b>	<b>3,949.8</b>	<b>140,831.8</b>	<b>924,999.4</b>	<b>2,185,694.5</b>
Higher Education	329.0	737.0	64,049.5	-	-	2,195.9	-	-	-	146,948.3 <sup>5</sup>	213,193.7
Education	63.3	13,627.4	759,283.0	17.3	660.1	23,286.7	41.7	37.6	-	326,345.5 <sup>6</sup>	1,109,671.9
<b>TOTAL - EDUCATION</b>	<b>392.3</b>	<b>14,364.4</b>	<b>823,332.5</b>	<b>17.3</b>	<b>660.1</b>	<b>25,482.6</b>	<b>41.7</b>	<b>37.6</b>	<b>-</b>	<b>473,293.8</b>	<b>1,322,865.6</b>
<b>GRAND TOTAL</b>	<b>5,671.9</b>	<b>25,515.7</b>	<b>1,731,676.8</b>	<b>555.5</b>	<b>147,296.2</b>	<b>52,273.3</b>	<b>33,645.9</b>	<b>3,987.4</b>	<b>140,831.8</b>	<b>1,398,293.2</b>	<b>3,508,560.1</b>

**Explanation of Schedule A-2 "Other" Items:**

<sup>1</sup> Contingency - Prior Years' Obligations	450.0	<sup>5</sup> University of Delaware	111,602.1
Contingency - Self Insurance	6,250.0	Delaware Geological Survey	1,677.8
Contingency - Legal Fees	4,621.3	Delaware State University	30,000.1
Elder Tax Relief	17,224.6	Delaware Technical and Community College	3,368.3
ERP Operational Funds	5,900.0	Delaware Institute of Veterinary Medical Education	300.0
Health Insurance - Retirees in Closed State Police Plan	4,212.0	<sup>6</sup> Division II Units/All Other Costs	28,165.1
Housing Development Fund	4,070.0	Educator Accountability	1,342.9
One Time	2,423.2	Delmar Tuition	2,536.7
Agency Aide	372.9	School Improvement Funds	1,000.0
Flexible Benefits Administration	128.1	Scholarships and Grants	3,130.8
Other Grants	117.2	Pupil Transportation	83,129.2
Civil Indigent Services	400.0	Division III - Equalization	79,974.7
Development Disabilities Pop Cont	1,365.0	Adult Education and Work Force Training Grant	8,744.7
DE Small Business Development Center	121.5	Academic Excellence Block Grant	33,852.4
Two Year Nursing Expansion	2,209.4	Prof. Accountability and Instructional Advancement Fund	3,796.0
UI Contingency	3,700.0	Unique Alternatives	6,972.0
Child Care Contingency	10,000.0	Related Services for the Handicapped	2,870.7
State Police Vehicles Contingency	1,000.0	Student Discipline Program	9,523.7
<sup>2</sup> Medicaid, TANF and similar assistance programs	699,540.7	DCAS	6,050.1
<sup>3</sup> Medical Services	46,092.9	Early Childhood Assistance	5,727.8
Drug & Alcohol Treatment Services	4,725.5	Full Day Kindergarten	19,531.1
<sup>4</sup> Pension - 20-year State Police Retirees	23,064.0	General Contingency	7,850.4
		Seed Scholarship	4,374.0

**Statement of Recommended Positions and General Fund Appropriations**  
**by Department and Major Categories of Expenditure**  
**Fiscal Year Ending June 30, 2013**

Department	Special Fund Positions	General Fund Positions	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Apprs.
Legislative	-	83.0	11,434.0	109.3	1,527.3	-	265.9	77.0	-	1,641.2	15,054.7
Judicial	116.1	1,120.2	80,474.9	199.9	3,976.7	120.7	981.3	309.2	-	4,182.2	90,244.9
Executive	222.8	308.0	56,851.5	36.0	13,878.1	6,044.6	1,559.9	60.3	-	49,804.9 <sup>1</sup>	128,235.3
Technology and Information	16.5	212.5	21,926.3	18.4	1,487.3	652.6	190.5	10.3	-	13,102.0	37,387.4
Other Elective	97.5	38.5	3,587.4	2.4	832.1	-	18.6	11.9	140,831.8	5,566.8	150,851.0
Legal	114.7	437.3	43,774.2	13.5	3,073.0	55.8	122.2	84.8	-	3,326.0	50,449.5
State	367.0	244.0	15,867.9	36.2	1,960.8	919.0	1,009.1	124.0	-	4,335.1	24,252.1
Finance	147.5	162.5	14,235.4	9.0	1,526.4	8.4	110.4	96.2	-	1,691.3	17,677.1
Health and Social Services	956.2	3,377.5	198,117.0	13.3	62,704.0	6,456.1	8,660.3	446.8	-	772,603.1 <sup>2</sup>	1,049,000.6
Services for Children, Youth and Their Families	214.3	994.5	70,787.3	18.9	36,499.0	1,071.4	1,954.9	44.2	-	23,569.7	133,945.4
Correction	11.0	2,550.7	174,583.1	28.1	10,152.8	8,632.7	11,533.5	125.8	-	52,800.8 <sup>3</sup>	257,856.8
Natural Resources and Environmental Control	468.3	325.7	27,113.6	6.8	3,359.2	1,652.0	812.0	21.9	-	2,319.2	35,284.7
Safety & Homeland Security	155.5	991.5	98,950.3	3.9	5,800.3	75.0	5,666.1	2,365.6	-	23,400.2 <sup>4</sup>	136,261.4
Transportation	1,818.0	-	-	-	-	-	-	-	-	-	-
Labor	438.3	40.7	2,567.9	3.9	3,132.7	8.4	103.3	-	-	2,044.7	7,860.9
Agriculture	60.2	82.8	6,310.4	6.3	496.1	18.7	118.2	21.0	-	952.4	7,923.1
Elections	-	42.0	2,912.7	9.2	634.3	44.3	33.3	2.8	-	389.1	4,025.7
Fire Prevention Commission	27.7	47.3	4,081.1	14.5	333.2	304.3	26.5	140.0	-	177.9	5,077.5
Delaware National Guard	80.0	29.0	2,957.3	5.0	343.7	726.7	140.0	3.0	-	314.2	4,489.9
Advisory Council for Exceptional Citizens	-	3.0	154.4	3.5	10.4	-	3.6	-	-	-	171.9
<b>TOTAL - DEPARTMENTS</b>	<b>5,311.6</b>	<b>11,090.7</b>	<b>836,686.7</b>	<b>538.1</b>	<b>151,727.4</b>	<b>26,790.7</b>	<b>33,309.6</b>	<b>3,944.8</b>	<b>140,831.8</b>	<b>962,220.8</b>	<b>2,156,049.9</b>
Higher Education	349.0	737.0	65,562.8	-	-	2,195.9	-	-	-	148,172.0 <sup>5</sup>	215,930.7
Education	63.9	13,803.8	785,317.6	17.3	660.0	23,557.0	41.7	33.2	-	362,920.9 <sup>6</sup>	1,172,547.7
<b>TOTAL - EDUCATION</b>	<b>412.9</b>	<b>14,540.8</b>	<b>850,880.4</b>	<b>17.3</b>	<b>660.0</b>	<b>25,752.9</b>	<b>41.7</b>	<b>33.2</b>	<b>-</b>	<b>511,092.9</b>	<b>1,388,478.4</b>
<b>GRAND TOTAL</b>	<b>5,724.5</b>	<b>25,631.5</b>	<b>1,687,567.1</b>	<b>555.4</b>	<b>152,387.4</b>	<b>52,543.6</b>	<b>33,351.3</b>	<b>3,978.0</b>	<b>140,831.8</b>	<b>1,473,313.7</b>	<b>3,544,528.3</b>

**Explanation of Schedule A-3 "Other" Items:**

<sup>1</sup> Contingency - Prior Years' Obligations	450.0	<sup>5</sup> University of Delaware	112,427.1
Contingency - Self Insurance	6,250.0	Delaware Geological Survey	1,739.5
Contingency - Legal Fees	4,621.3	Delaware State University	30,577.5
Elder Tax Relief	17,224.6	Delaware Technical and Community College	3,118.3
DE Small Business Development Center	121.5	Delaware Institute of Veterinary Medical Education	309.6
Health Insurance - Retirees in Closed State Police Plan	4,164.0		
Housing Development Fund	7,070.0	<sup>6</sup> Division II Units/All Other Costs	28,493.1
Child Care Contingency	5,000.0	Educator Accountability	2,400.0
Agency Aide	372.9	Delmar Tuition	2,536.7
Flexible Benefits Administration	128.1	School Improvement Funds	2,500.0
Other Grants	117.2	Scholarships and Grants	3,130.8
Civil Indigent Services	400.0	Pupil Transportation	83,129.2
Development Disabilities Pop Cont	1,365.0	Division III - Equalization	81,099.8
Two Year Nursing Expansion	2,209.4	Adult Education and Work Force Training Grant	8,826.8
<sup>2</sup> Medicaid, TANF and similar assistance programs	736,867.1	Academic Excellence Block Grant	34,170.3
<sup>3</sup> Medical Services	46,292.6	Prof. Accountability and Instructional Advancement Fund	3,671.0
Drug & Alcohol Treatment Services	4,902.3	Unique Alternatives	6,872.0
<sup>4</sup> Pension - 20-year State Police Retirees	23,064.0	Related Services for the Handicapped	2,870.7
		Student Discipline Program	9,270.0
		DCAS	6,050.1
		Early Childhood Assistance	5,727.8
		Full Day Kindergarten	19,531.1
		General Contingency	7,948.3
		Educational Sustainment Fund	27,425.1
		Seed Scholarship	4,594.0

**All Funds - General and Special Funds**  
**Comparative Consolidated Statement of Revenues and Expenditures**  
**Fiscal Years Ended June 30, 2011 and 2010**

	General Fund Actual		Special Fund Actual		Total Funds Actual	
	2011	2010	2011	2010	2011	2010
<b>REVENUES</b>						
Taxes	3,253,861.2	3,022,112.3	775,258.4	816,618.0	4,029,119.6	3,838,730.3
Licenses	17,447.2	11,774.5	8,303.8	6,492.7	25,751.0	18,267.2
Fees	124,566.5	114,091.1	449,389.9	160,264.0	573,956.4	274,355.1
Permits	0.8	1.0	2,456.1	1,022.4	2,456.9	1,023.4
Fines	4,183.6	3,090.8	9,523.3	6,897.7	13,706.9	9,988.5
Rentals and Sales	357,561.3	350,482.5	92,609.7	98,224.6	450,171.0	448,707.1
Federal Grants	-	-	1,890,137.2	1,800,487.8	1,890,137.2	1,800,487.8
Government Contributions	92.0	5,823.5	551,525.1	1,149,797.7	551,617.1	1,155,621.2
Earnings and Interest	8,867.6	10,900.0	11,185.2	16,661.3	20,052.8	27,561.3
State Government/Department Revenues	56,652.1	13,213.9	908,918.9	1,269,998.3	965,571.0	1,283,212.2
<b>TOTAL REVENUES</b>	<b>3,823,232.2</b>	<b>3,531,489.6</b>	<b>4,699,307.6</b>	<b>5,326,464.5</b>	<b>8,522,539.9</b>	<b>8,857,954.1</b>
LESS: Revenue Refunds	(291,815.5)	(296,347.8)	-	-	(291,815.5)	(296,347.8)
<b>NET REVENUES</b>	<b>3,531,416.7</b>	<b>3,235,141.9</b>	<b>4,699,307.6</b>	<b>5,326,464.5</b>	<b>8,230,724.4</b>	<b>8,561,606.3</b>
<b>EXPENDITURES</b>						
Legislative	12,047.6	11,767.5	-	-	12,047.6	11,767.5
Judicial	90,445.4	86,357.3	19,650.5	24,439.3	110,095.9	110,796.6
Executive	124,161.1	89,886.8	989,235.6	1,691,134.5	1,113,396.7	1,781,021.3
Technology and Information	36,292.0	32,258.1	18,562.5	17,342.0	54,854.5	49,600.1
Other Elective	190,260.7	54,173.0	400,898.4	405,980.2	591,159.1	460,153.2
Legal	44,051.1	41,289.0	17,010.9	10,337.0	61,062.0	51,626.0
State	26,652.5	27,395.6	64,211.6	56,632.5	90,864.1	84,028.1
Finance	21,091.7	24,331.7	104,420.0	83,759.2	125,511.7	108,090.9
Health and Social Services	834,901.1	821,414.0	1,247,465.4	1,181,210.2	2,082,366.5	2,002,624.2
Services for Children, Youth and Their Families	120,677.7	118,205.6	41,985.4	36,850.5	162,663.1	155,056.1
Correction	245,402.4	237,987.2	7,033.1	13,585.5	252,435.5	251,572.7
Natural Resources and Environmental Control	42,584.6	44,136.7	174,444.5	123,656.7	217,029.1	167,793.4
Safety and Homeland Security	126,593.9	117,906.2	48,652.8	45,034.7	175,246.7	162,940.9
Transportation	14,000.0	-	688,478.4	669,397.6	702,478.4	669,397.6
Labor	6,521.5	6,178.1	72,196.3	72,067.9	78,717.8	78,246.0
Agriculture	8,623.0	6,690.6	81,748.2	84,005.6	90,371.2	90,696.2
Elections	6,123.8	4,041.2	1,898.3	566.8	8,022.1	4,608.0
Fire Prevention Commission	4,702.5	4,341.8	2,742.9	3,136.4	7,445.4	7,478.2
Delaware National Guard	3,754.6	3,709.3	19,876.9	22,274.0	23,631.5	25,983.3
Advisory Council for Exceptional Citizens	166.2	168.3	8.9	5.0	175.1	173.3
Higher Education	220,023.4	227,323.1	171,936.4	140,996.9	391,959.8	368,320.0
Education	1,091,672.6	1,116,947.2	968,506.1	961,232.8	2,060,178.7	2,078,180.0
<b>TOTAL EXPENDITURES</b>	<b>3,270,749.5</b>	<b>3,076,508.0</b>	<b>5,140,963.1</b>	<b>5,643,645.3</b>	<b>8,411,712.6</b>	<b>8,720,153.3</b>
Revenues over Expenditures	260,667.2	158,633.9	(441,655.5)	(317,180.8)	(180,988.2)	(158,546.9)
Cash Balance - Beginning of Period	537,104.8	378,470.9	1,277,664.9	1,383,132.1	1,814,769.70	1,761,603.0
PLUS: Bond Sale Proceeds	-	-	269,861.9	211,693.3	269,861.9	211,693.3
Net Change in Payroll Withholdings Payable	-	-	1,074.9	20.3	1,074.9	20.3
<b>CASH BALANCE - END OF PERIOD</b>	<b>797,772.0<sup>1</sup></b>	<b>537,104.8</b>	<b>1,106,946.2</b>	<b>1,277,664.9</b>	<b>1,904,718.2</b>	<b>1,814,769.7</b>

<sup>1</sup> Total is correct. See Note in Explanation of Financial Statements

**General Fund - Statement of Expenditures and Reversions**  
**Assembled by Department and Major Categories**  
**Fiscal Year Ended June 30, 2011**

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures	Reversions
Legislative	10,307.0	99.2	1,398.0		185.0	58.3			12,047.6	1,108.7
Judicial	77,624.6	195.0	10,853.8	116.4	1,155.8	499.8			90,445.4	1,116.5
Executive	26,671.8	31.4	88,827.0	5,196.8	1,810.1	1,624.1			124,161.1	8,919.4
Technology and Information	19,228.5	18.4	16,353.3	516.5	165.3	10.0			36,292.0	389.0
Other Elective	2,761.1	2.9	17,951.6		18.3	9.7	169,517.1		190,260.7	634.2
Legal	40,938.9	51.5	2,847.5	51.3	141.8	20.2			44,051.1	81.0
State	17,522.9	92.2	6,247.6	835.8	1,538.9	415.1			26,652.5	1,837.6
Finance	11,270.0	11.2	8,771.1	5.6	87.3	946.5			21,091.7	267.5
Health and Social Services	199,276.4	24.1	617,867.2	6,026.6	11,260.4	446.6			834,901.1	7,256.6
Services for Children, Youth and Their Families	66,360.9	17.4	51,201.5	893.2	2,087.9	116.7			120,677.7	2,020.2
Correction	169,468.0	45.1	67,512.1	7,687.5	288.6	401.0			245,402.4	3,629.6
Natural Resources and Environmental Control	25,777.7	10.2	13,755.7	1,644.7	1,212.2	184.6			42,584.6	525.3
Safety & Homeland Security	112,020.9	5.0	6,316.3	87.1	4,477.3	3,687.8			126,593.9	614.3
Transportation			14,000.0						14,000.0	
Labor	1,731.0	1.9	4,674.9	9.0	104.7				6,521.5	71.7
Agriculture	5,336.4	7.5	1,281.5	18.8	132.0	1,846.7			8,623.0	512.1
Elections	3,394.9	10.2	2,526.7	43.2	137.8	11.1			6,123.8	87.6
Fire Prevention Commission	3,921.1	7.6	422.9	224.4	50.9	75.5			4,702.5	115.5
Delaware National Guard	2,251.0	4.7	653.8	686.1	127.9	31.0			3,754.6	554.3
Advisory Council for Exceptional Citizens	146.3	5.0	11.4		3.5				166.2	0.1
<b>TOTAL - DEPARTMENTS</b>	<b>796,009.4</b>	<b>640.5</b>	<b>933,473.9</b>	<b>24,043.0</b>	<b>24,985.7</b>	<b>10,384.7</b>	<b>169,517.1</b>		<b>1,959,053.4</b>	<b>29,741.2</b>
Higher Education	92,773.0		124,831.5	2,195.9	58.8	164.2			220,023.4	791.5
Education	898,930.7	757.7	129,639.1	23,722.0	23,034.8	15,586.6		1.7	1,091,672.6	11,354.6
<b>TOTAL - EDUCATION</b>	<b>991,703.7</b>	<b>757.7</b>	<b>254,470.6</b>	<b>25,917.9</b>	<b>23,093.6</b>	<b>15,750.8</b>		1.7	<b>1,311,696.0</b>	<b>12,146.1</b>
<b>GRAND TOTAL</b>	<b>1,787,713.1</b>	<b>1,398.2</b>	<b>1,187,944.5</b>	<b>49,960.9</b>	<b>48,079.3</b>	<b>26,135.5</b>	<b>169,517.1</b>	<b>1.7</b>	<b>3,270,749.5</b>	<b>41,887.2</b>

**Special Fund - Statement of Expenditures**  
**Assembled by Department and Major Categories**  
**Fiscal Year Ended June 30, 2011**

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures
Judicial	6,637.0	66.3	4,442.8		384.4	710.4		7,409.4	19,650.5
Executive	482,874.8	125.3	311,282.4	753.2	4,556.0	26,047.4		163,596.5	989,235.6
Technology and Information	935.3	73.0	17,449.3		4.6	100.4			18,562.5
Other Elective	6,210.4	71.3	68,741.1		52.5	217.8	33,773.6	291,831.9	400,898.4
Legal	9,043.2	157.7	5,651.2	19.2	283.5	488.0		1,368.1	17,010.9
State	19,052.7	270.0	30,706.7	91.5	631.5	2,158.1		11,301.0	64,211.6
Finance	10,532.8	76.1	85,641.1		7,809.7	259.0		101.2	104,420.0
Health and Social Services	53,137.1	291.7	1,168,058.8	874.6	23,527.3	1,491.8		84.1	1,247,465.4
Services for Children, Youth and Their Families	12,789.7	56.3	28,230.1	37.8	792.1	79.3			41,985.4
Correction	876.2	4.7	6,002.5	13.8	131.7	4.1			7,033.1
Natural Resources and Environmental Control	29,443.6	241.0	131,097.9	201.1	7,072.1	6,305.5		83.3	174,444.5
Safety & Homeland Security	13,415.1	300.3	24,792.2	12.8	2,546.6	4,669.8		2,915.8	48,652.8
Transportation	107,619.7	107.8	255,418.3	4,566.7	21,746.3	176,883.1	118,973.8	3,162.7	688,478.4
Labor	25,747.6	176.6	44,865.1	28.6	1,001.1	305.2		71.8	72,196.3
Agriculture	4,696.7	90.3	61,100.5	11.3	288.1	15,254.8		306.4	81,748.2
Elections	115.0	17.8	1,670.6	10.5	65.5	18.9			1,898.3
Fire Prevention Commission	1,735.1	15.6	391.1		560.2	39.5		1.5	2,742.9
Delaware National Guard	4,711.4	26.4	3,504.7	962.7	304.7	10,364.7		2.0	19,876.9
Advisory Council for Exceptional Citizens				8.9					8.9
<b>TOTAL - DEPARTMENTS</b>	<b>789,573.4</b>	<b>2,168.2</b>	<b>2,249,055.3</b>	<b>7,583.8</b>	<b>71,757.9</b>	<b>245,397.8</b>	<b>152,747.4</b>	<b>482,235.7</b>	<b>4,000,520.6</b>
Higher Education	72,838.5	593.8	78,121.3	2,629.4	6,439.2	10,368.5		945.6	171,936.4
Education	445,654.8	1,874.6	248,000.9	8,921.2	72,063.4	131,043.2	60,640.5	307.6	968,506.1
<b>TOTAL - EDUCATION</b>	<b>518,493.3</b>	<b>2,468.4</b>	<b>326,122.2</b>	<b>11,550.6</b>	<b>78,502.6</b>	<b>141,411.7</b>	<b>60,640.5</b>	<b>1,253.2</b>	<b>1,140,442.5</b>
<b>GRAND TOTAL</b>	<b>1,308,066.7</b>	<b>4,636.6</b>	<b>2,575,177.6</b>	<b>19,134.4</b>	<b>150,260.5</b>	<b>386,809.5</b>	<b>213,387.9</b>	<b>483,488.9</b>	<b>5,140,963.1</b>

**Exhibit C**

**Capital Improvement Fund Expenditures**  
**Summarized by Department, Higher Education and Department of Education**  
**Fiscal Year Ended June 30, 2011**

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	<b>Expenditures</b>
<b>DEPARTMENTS</b>	
Executive	\$ 37,424.4
Other Elective	15.2
State	1,590.3
Finance	688.2
Health and Social Services	1,126.2
Natural Resources and Environmental Control	7,573.4
Transportation	141,317.1
State Fire School	24.0
National Guard	<u>28.2</u>
<b>TOTAL - DEPARTMENTS</b>	<u>189,787.0</u>
<b>HIGHER EDUCATION</b>	
University of Delaware	1,066.2
Delaware State University	3,000.7
Delaware Technical and Community College	<u>865.9</u>
<b>TOTAL - HIGHER EDUCATION</b>	<u>4,932.8</u>
<b>DEPARTMENT OF EDUCATION</b>	
Caesar Rodney	17,579.8
Capital	10,143.9
Lake Forest	6,919.0
Laurel	125.5
Cape Henlopen	5,982.9
Milford	20,877.4
Seaford	1,292.3
Smyrna	14,472.4
Appoquinimink	18,900.5
Brandywine	13,711.2
Red Clay	478.7
Christina	22,691.0
Colonial	6,872.8
Woodbridge	63.7
Indian River	4,753.7
Delmar	76.5
New Castle County VoTech	1,170.6
Polytech	2,244.2
Sussex VoTech	1,007.0
Wilmington Charter	50.7
Positive Outcome	3.9
Maurice J. Moyer Academy	17.6
Thomas A. Edison Academy	45.3
Delaware Military Academy	28.2
Kuumba Academy	5.8
Pencader Business & Finance	<u>26.5</u>
<b>TOTAL - DEPARTMENT OF EDUCATION</b>	<u>149,541.1</u>
<b>TOTAL - CAPITAL IMPROVEMENT FUND EXPENDITURES</b>	<b>\$ 344,260.9</b>

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## DEFINITION OF BUDGETARY TERMS

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

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

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

- ◆ **Operating Budget** - The State Constitution limits annual appropriations to 98 percent of estimated revenue plus the unencumbered General Fund balance from the previous fiscal year. To appropriate more than the 98 percent, the legislature must declare an emergency.
- ◆ **Capital Budget** - Legislation sets three criteria. (See **Debt Limits** for details.)

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

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

**Bond and Capital Improvements Act** - Legislation that is introduced and passed by the General Assembly for the State's capital budget. This bill appropriates money for items that have at least a 10-year life: construction of buildings, land acquisitions, water and wastewater infrastructure, drainage projects, etc.

**Bond Bill** - See Bond and Capital Improvements Act.

**Budget Act** - See Appropriations Act.

**Budget Request** - A series of documents that an agency submits to the Office of Management and Budget (OMB) and the Controller General's Office outlining the funding and positions requested for the next fiscal year.

**Budget Reserve Account** - Within 45 days after the end of any fiscal year, the excess of any unencumbered funds remaining from said fiscal year shall be paid by the Secretary of Finance into the Budget Reserve Account; provided, however, no such payment will

be made that would increase the total of the Budget Reserve Account to more than 5 percent of only the estimated General Fund revenues. The General Assembly by three-fifths vote of the members elected to each House may appropriate from the Budget Reserve Account additional sums as may be necessary to fund any unanticipated deficit in any given fiscal year or to provide funds required as a result of any revenue reduction enacted by the General Assembly.

**CIP** - Capital Improvement Plan.

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

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

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

1. The amount of new "tax-supported obligations of the State" that may be authorized in one fiscal year may not exceed 5 percent of the estimated net General Fund revenue for that year.
2. No "tax-supported obligations of the State" and no "Transportation Trust Fund (TTF) debt obligations" may be incurred if the aggregate maximum annual payments on all such outstanding obligations exceed 15 percent of the estimated General Fund and TTF revenue.
3. No general obligation debt may be incurred if the maximum annual debt service payable in any fiscal year on all such outstanding obligations will exceed the estimated cumulative cash balances.

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

**Delaware Budget System (DBS)** - Web-based system used for developing and analyzing agency budget requests and preparing the Governor's Recommended Budget.

**Delaware Economic and Financial Advisory Council (DEFAC)** - Representatives from state government, the General Assembly, the business community and the academic community who forecast the State's

# DEFINITION OF BUDGETARY TERMS

revenues and expenditures. The council meets six times a year. Appropriation limits are determined based on DEFAC forecasts.

**Delaware State Clearinghouse Committee (DSCC) -**

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

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

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

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

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

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

**First State Financials (FSF) -** A web-based financial management and accounting system currently utilized by the State.

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

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

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

**General Fund -** Primary fund of the State. All tax and other fines, fees and permit proceeds are deposited here unless specific legislative authority has been granted to allow the revenue to be deposited in another fund.

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

**Grants-in-Aid -** Funds provided by the legislature to private nonprofit agencies to supplement state services to the residents of Delaware. Also, includes the state share of county paramedic programs.

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

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

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

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

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

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

**Non-Appropriated Special Funds (NSF) -** Funds that are not appropriated by the legislature. Federal funds, school local funds, reimbursements and donations fall into the NSF category.

## DEFINITION OF BUDGETARY TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

**Technology Fund** - Funds appropriated within OMB for statewide technology initiatives. The technology fund is not part of the base budget.

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

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

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