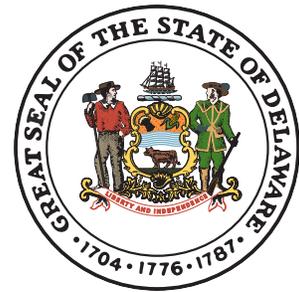




STATE OF
Delaware

FISCAL YEAR 2014



JANUARY 2013

*Governor's
Recommended
Budget*

VOLUME I

Jack A. Markell
GOVERNOR

PRESENTED TO
The 147th
General Assembly
FIRST SESSION



Governor Jack A. Markell

January 24, 2013

To the Members of the 147th General Assembly and to all Delawareans:

In compliance with 29 Del. C. Section 6335 (a), I respectfully submit for your consideration the Fiscal Year 2014 Recommended Operating Budget and Bond and Capital Improvements Act for the State of Delaware.

I present to you today a balanced spending plan that continues the prudent fiscal stewardship that has served this state well. The Fiscal Year 2014 Recommended Operating Budget and Bond and Capital Improvements Act are in compliance with constitutional and statutory limitations of appropriations. Further, the recommended operating and capital budgets include investments in the classroom to ensure our children receive a world-class education as well as resources to bolster our economy and put Delawareans back to work while continuing to support core state services provided to Delawareans.

I am honored to serve a second term as Delaware's governor and look forward to working with the members of the 147th General Assembly in the days ahead.

Sincerely,

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

Jack A. Markell
Governor

FISCAL YEAR 2014

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 program unit (APU) and internal program unit (IPU) levels.

Volume I of the recommended budget contains the narrative presentation. 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.

TABLE OF CONTENTS

	Page
Financial Overview	1
Governor’s Budget Overview	3
The Delaware Budget Process	4
Financial Summary	
<i>Budget Dollar Governor’s Recommended Budget Fiscal Year 2014</i>	5
<i>Estimated General Fund Revenue</i>	6
<i>General Fund Budget by Department by Fiscal Year</i>	7
Financial Charts	
<i>Fiscal Overview</i>	8
<i>Enacted and Recommended Funding Sources</i>	9

DEPARTMENT NARRATIVES

Legislative.....	(01-00-00)	10
Judicial	(02-00-00)	14
Executive.....	(10-00-00)	37
Technology and Information.....	(11-00-00)	62
Other Elective	(12-00-00)	69
Legal	(15-00-00)	81
State.....	(20-00-00)	87
Finance	(25-00-00)	118
Health and Social Services.....	(35-00-00)	125
Services for Children, Youth and Their Families	(37-00-00)	152
Correction	(38-00-00)	163
Natural Resources and Environmental Control	(40-00-00)	178
Safety and Homeland Security.....	(45-00-00)	196
Transportation.....	(55-00-00)	213
Labor	(60-00-00)	229
Agriculture	(65-00-00)	240
Elections.....	(70-00-00)	250
Fire Prevention Commission.....	(75-00-00)	255
Delaware National Guard	(76-00-00)	261
Advisory Council for Exceptional Citizens	(77-00-00)	263
Higher Education	(90-00-00)	265
Education	(95-00-00)	274

APPENDIX

State of Delaware Organization Chart	285
Explanation of Financial Schedules	286
<i>General Fund - Consolidated Statement of Revenues and Expenditures - Exhibit A</i>	287
<i>All Funds - Comparative Consolidated Statement of Revenues and Expenditures - Exhibit B</i>	292
<i>Capital Improvement Fund Expenditures - Exhibit C</i>	294
Definition of Budgetary Terms	295

FINANCIAL OVERVIEW

RECOMMENDED APPROPRIATIONS

The Governor's Fiscal Year 2014 Recommended General Fund Operating Budget is \$3,712.0 million. In addition, Governor Markell has set aside \$43.0 million for Grants-in-Aid and \$50.0 million in dedicated cash to the Bond and Capital Improvements Act. Total recommended Fiscal Year 2014 General Fund appropriations are \$3,805.0 million. Total appropriations represent 98.0 percent of projected net Fiscal Year 2014 revenue plus projected carryover funds, which is within the constitutionally mandated limitation on appropriations.

The Governor's Fiscal Year 2014 Recommended Bond and Capital Improvements Act totals \$423.5 million. Of this amount, \$239.3 million is recommended for state capital projects and \$184.2 million is recommended for transportation projects. Of the \$239.3 million supporting state projects, \$185.8 million is General Obligation Bond Authorization, \$50.0 million is General Fund cash and \$3.5 million is reprogramming.

Fiscal Year 2014 appropriations are based on Delaware Economic and Financial Advisory Council (DEFAC) revenue and expenditure estimates as of December 17, 2012. Governor Markell has recommended adjustments to these figures that will provide a net increase to the DEFAC revenue estimates of \$52.5 million in Fiscal Year 2014. These recommended adjustments are as follows:

- ◆ An increase of \$10.0 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;
- ◆ An increase of \$1.6 million by redirecting Public Utility Tax revenue back to the General Fund; and
- ◆ An increase of \$24.9 million by adjusting rates on two of the taxes currently scheduled to sunset, Personal Income Tax and Gross Receipts Tax.

DEFAC GENERAL FUND REVENUE FORECASTS

DEFAC projected net General Fund revenue collections for Fiscal Year 2013 of \$3,736.7 million and \$3,663.3 million for Fiscal Year 2014. 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 0 to 6.75 percent. DEFAC estimates (after refunds) are \$1,107.8 million for

Fiscal Year 2013 and \$1,122.8 million for Fiscal Year 2014.

- ◆ **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 \$768.8 million for Fiscal Year 2013 and \$771.6 million for Fiscal Year 2014.
- ◆ **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 2013 and \$234.6 million for Fiscal Year 2014.
- ◆ **Lottery** - This category includes video lottery operations, table games, sports betting, as well as traditional lottery sales. DEFAC estimates are \$237.8 million for Fiscal Year 2013 and \$238.1 million for Fiscal Year 2014.
- ◆ **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 \$221.4 million for Fiscal Year 2013 and \$158.4 million for Fiscal Year 2014.
- ◆ **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 \$107.7 million for Fiscal Year 2013 and \$116.8 million for Fiscal Year 2014.
- ◆ **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 \$566.5 million for Fiscal Year 2013 and \$514.0 million for Fiscal Year 2014.

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 \$40.4 million for Fiscal Year 2013 and \$44.4 million for Fiscal Year 2014.

GOVERNOR'S BUDGET OVERVIEW

The Fiscal Year 2014 Governor's Recommended Budget reflects the commitment to sound financial principles. These principles include:

- Adhering to constitutional spending limitations by fully funding Delaware's Rainy Day Fund and only appropriating 98 percent of available revenues that have led to our Triple-A bond rating;
- Keeping commitments to core services provided to all Delawareans in the areas of healthcare, public safety and the environment; and
- Investing in the Governor's priorities of job growth, stronger schools and Delaware's youth while driving efficiency in state government.

The Governor's proposed Fiscal Year 2014 Operating Budget totals \$3,712.0 million. This budget, in combination with the Recommended Bond and Capital Improvements Act of \$423.5 million and recommended set aside for Grants-in-Aid of \$43.0 million, is within the constitutionally mandated 98 percent limit on appropriations.

Government Efficiency

The proposed budget continues to hold the line on agency personnel growth. The recommended budget contains 1,085 fewer state agency FTEs compared to the Fiscal Year 2009 budget.

Preserving Jobs

The Recommended Bond and Capital Improvements Act contains several funding initiatives designed to enhance Delaware's economy and generate jobs.

- \$29.0 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 to JP Morgan Chase, Amazon, Civil Air Terminal, Ashland, Atlantis Industries, Capital One, Citi and Kraft Foods.
- \$1.0 million for the sixth year of funding for the Experimental Program to Stimulate Competitive Research. 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 fifth year of a five-year commitment to the IDeA Network of Biomedical Research Excellence program. This program is designed to build a statewide

infrastructure in facilities for research into cancer, neuroscience and cardiovascular diseases.

- \$3.15 million for the Riverfront Development Corporation.

Investing in Delaware's Schools and in our Youth

The Governor's Recommended Operating Budget and Bond and Capital Improvements Act reaffirm the Governor's commitment to education and providing the needed supports to allow our youth to succeed.

- \$8.8 million to fund salary steps for school and Delaware Technical and Community College employees.
- \$8.8 million to fully fund a projected growth of 110 units for school year 2013-2014.
- \$6.0 million to increase supports for youth which includes the following:
 - \$3.3 million to expand middle school behavior health services;
 - \$2.2 million for targeted prevention services through access to substantive after-school activities; and
 - \$0.5 million for the "Ready by 21" program that provides supports for the basic needs of youth aging out of foster care.
- \$2.3 million for increased projected expenditures for Pupil Transportation.
- \$2.0 million to expand full day kindergarten to the Indian River School District. With this additional funding, all 19 school districts and eligible charter schools will offer full day kindergarten.
- \$0.4 million to increase the per child subsidy for the Early Childhood Assistance Program.
- \$0.3 million to accelerate the development of school safety plans for all schools from five years to two years.
- \$99.0 million for Public Education capital projects. Included is Minor Capital Improvements funding and funding for projects in the Laurel, Woodbridge, Sussex Technical, Polytech, Seaford, Red Clay, Capital and Indian River school districts.
- \$9.6 million for capital projects at Delaware State University, Delaware Technical and Community College and the University of Delaware.

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; 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. They present an organizational chart, a broad overview of the department's mission and key objectives and identify significant issues and changes in operating methods. All subordinate organization objectives are derived from and contribute toward departmental objectives.

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.

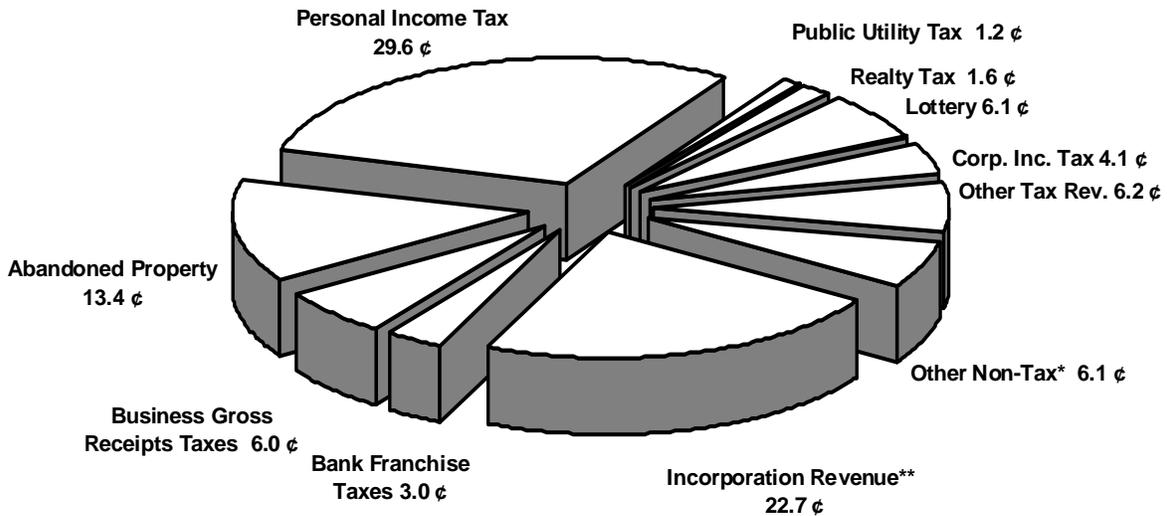
The subordinate organization *Mission, Key Objectives, Background and Accomplishments, Activities, Budget Chart, Personnel Chart* and *Performance Measures* provide the details necessary to understand the programs and services provided by the organization. Also included in Volume I are detailed statewide financial statements.

Volume II provides the detailed financial data for each agency, including history, requested funding and recommended funding.

FINANCIAL SUMMARY

BUDGET DOLLAR GOVERNOR'S RECOMMENDED BUDGET Fiscal Year 2014

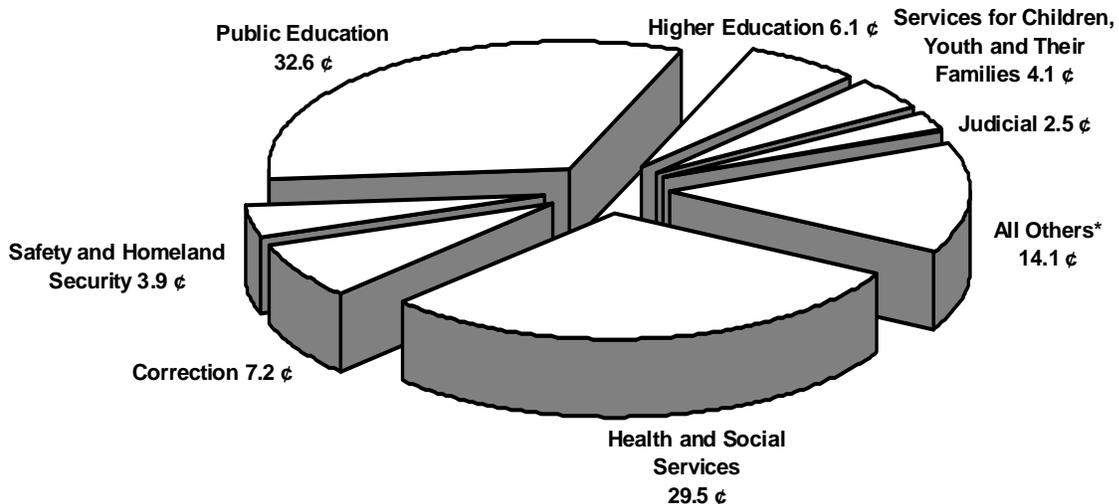
Sources of Funds (Net of Refunds)



* Includes Prior Year Unencumbered Cash Balance.

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

Appropriations



* Includes Contingencies and One-Time Items.

FINANCIAL SUMMARY

ESTIMATED GENERAL FUND REVENUE

The Delaware Economic and Financial Advisory Council (DEFAC), at the December 17, 2012 meeting, adopted a Fiscal Year 2014 revenue estimate of \$3,663.3 million.

(\$ MILLIONS)

	2012 Actual	2013 Forecast	2014 Forecast
Revenue Categories			
Personal Income Taxes	\$ 1,231.7	\$ 1,305.3	\$ 1,330.2
Corporation Income Taxes	149.0	260.0	199.0
Franchise Taxes	611.8	604.2	598.2
Business and Occupational Gross Receipts Taxes	233.4	227.5	234.6
Hospital Board and Treatment Sales	65.2	58.7	59.3
Dividends and Interest	10.6	9.0	10.0
Public Utility Taxes	45.4	45.0	46.4
Cigarette Taxes	120.8	125.0	120.4
Estate Taxes	12.0	15.0	12.0
Realty Transfer Taxes	31.6	40.4	44.4
Insurance Taxes	63.4	52.1	57.2
Abandoned Property	319.5	566.5	514.0
Business Entity Fees	84.5	88.7	91.4
Bank Franchise Taxes	112.5	107.7	116.8
Lottery Sales	269.0	237.8	238.1
Limited Partnerships and Limited Liability Companies	164.9	175.6	184.4
Uniform Commercial Code	16.7	17.2	17.7
Other Revenue by Department	81.7	91.0	88.0
Total Receipts	\$ 3,623.7	\$ 4,026.7	\$ 3,962.1
LESS: Revenue Refunds	(264.6)	(290.0)	(298.8)
SUBTOTAL	\$ 3,359.3 *	\$ 3,736.7	\$ 3,663.3
PLUS: Abandoned Property			7.0
Realty Transfer Taxes			16.0
Public Utility Tax			1.6
Sunset Tax Policy			27.9
TOTAL			\$ 3,715.8

*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

	FISCAL YEAR 2013	FISCAL YEAR 2014 RECOMMENDED
Legislative	\$ 15,092.4	\$ 15,292.8
Judicial	91,030.8	93,885.0
Executive	162,996.2 *	137,011.6 *
Technology and Information	37,409.2	38,735.2
Other Elective	150,851.0	170,773.4
Legal	51,687.2	54,285.3
State	24,303.5	24,707.8
Finance	16,536.9	16,417.4
Health and Social Services	1,047,299.5	1,094,774.0
Services for Children, Youth and Their Families	139,966.2	150,660.4
Correction	262,262.5	267,293.9
Natural Resources and Environmental Control	35,457.8	36,238.8
Safety and Homeland Security	136,535.4	145,132.6
Labor	7,960.9	8,292.0
Agriculture	8,429.1	8,465.5
Elections	4,025.7	4,308.7
Fire Prevention Commission	5,084.8	5,241.6
Delaware National Guard	4,489.9	4,666.9
Advisory Council for Exceptional Citizens	177.9	194.8
Higher Education	216,492.7	225,673.0
Education	1,168,662.8	1,209,946.5
STATE TOTAL	\$ 3,586,752.4	\$ 3,711,997.2

*Fiscal Year 2013 and Fiscal Year 2014 include Contingencies and One-Time Items to be allocated to other departments.

FINANCIAL CHARTS

FISCAL OVERVIEW (\$ Million)

	Fiscal Year 2012 Actual	Fiscal Year 2013 Estimated	Fiscal Year 2014 Estimated
Revenue	\$ 3,359.3	\$ 3,736.7	\$ 3,715.8
Appropriations			
Budget	3,508.6	3,586.8	3,712.0
Grants	41.2	44.2	43.0
Supplementals			
Enacted	115.3	53.4	
Estimated			50.0
Total Appropriations	3,665.1	3,684.4	3,805.0
Continuing and Encumbered			
Appropriations (prior year)	303.7	301.1	295.8
Total	3,968.8	3,985.5	4,100.8
Less: Continuing and Encumbered			
Appropriations (current year)	(301.1)	(295.8)	(275.0)
Reversions	(75.3)	(50.0)	(10.0)
Total Ordinary Expenditures	3,592.4	3,639.7	3,815.8
Balances			
Operating Balance	(233.1)	97.0	(100.0)
Prior Year Cash Balance	797.7	564.6	661.6
Cumulative Cash Balance	564.6	661.6	561.6
Less: Continuing and Encumbered			
Appropriations (current year)	(301.1)	(295.8)	(275.0)
Reserve	(186.4)	(198.9)	(200.7)
Unencumbered Cash Balance	77.1	166.9	85.9
Appropriation Limit			
Cumulative Cash Balance (prior year)	797.7	564.6	661.6
Less: Continuing and Encumbered			
Appropriations (prior year)	(303.7)	(301.1)	(295.8)
Reserve (prior year)	(186.4)	(186.4)	(198.9)
Unencumbered Cash Balance	307.6	77.1	166.9
+Net Fiscal Year Revenue	3,359.3	3,736.7	3,715.8
Total (100% Limit)	3,666.9	3,813.8	3,882.7
X 98% Limit	0.98	0.98	0.98
APPROPRIATION LIMIT	\$ 3,593.6	\$ 3,737.5	\$ 3,805.0

Figures represent DEFAC revenue and expenditure estimates as of the December 17, 2012 meeting, plus Governor's Recommended Revenue Adjustments.

FINANCIAL CHARTS

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

Source	Enacted Fiscal Year 2012	Enacted Fiscal Year 2013	Governor's Recommended Fiscal Year 2014
STATE CAPITAL PROJECTS			
General Obligation Bonds	\$ 171,145.0	\$ 184,485.0	\$ 185,790.0
Reversions and Reprogramming	3,000.0	17,963.9	3,468.5
One-Time Special Funds	115,000.0	-	-
K-12 Construction Funds	40,000.0	-	-
General Funds	115,311.7	53,426.1	50,000.0
Subtotal (Non-Transportation):	\$ 444,456.7	\$ 255,875.0	\$ 239,258.5
TRANSPORTATION PROJECTS			
Transportation Trust Fund	\$ 219,488.0	\$ 173,496.6	\$ 184,231.3
Subtotal (Transportation):	\$ 219,488.0	\$ 173,496.6	\$ 184,231.3
GRAND TOTAL:	\$ 663,944.7	\$ 429,371.6	\$ 423,489.8
DEBT REDUCTION			
Debt Deauthorization	\$ (15,025.2)	\$ -	\$ -

LEGISLATIVE 01-00-00

Legislative

**General Assembly
- House**

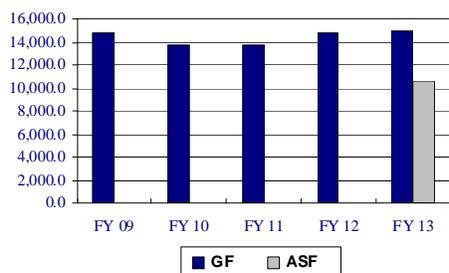
**General Assembly
- Senate**

**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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	13,148.6	15,092.4	15,292.8
ASF	--	10,639.0	--
TOTAL	13,148.6	25,731.4	15,292.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	83.0	83.0	83.0
ASF	--	--	--
NSF	--	--	--
TOTAL	83.0	83.0	83.0

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	5,721.0	6,217.8	6,316.1
ASF	--	--	--
TOTAL	5,721.0	6,217.8	6,316.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	32.0	32.0	32.0
ASF	--	--	--
NSF	--	--	--
TOTAL	32.0	32.0	32.0

**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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,691.9	3,867.5	3,930.7
ASF	--	--	--
TOTAL	3,691.9	3,867.5	3,930.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	20.0	20.0	20.0
ASF	--	--	--
NSF	--	--	--
TOTAL	20.0	20.0	20.0

**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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	693.7	771.4	771.4
ASF	--	--	--
TOTAL	693.7	771.4	771.4

**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 140th 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 the legislative sponsor(s).
- Maintain an effective legislative library by constantly updating reference materials and taking advantage of ongoing technological improvements.
- Provide timely, updated, accurate and well maintained information to website users of the Register of Regulations and General Assembly.
- Provide timely and accurate printed materials through the legislative print shop.
- Provide same day service for all information requests made to the bill service desk.
- Maintain computerized activity logs on the Legislative Tracking System to record bills drafted, research reports, memos completed and other activities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of requests for legislative information	32,798	30,000	30,000
# of bills and other publications mailed	35,572	28,000	28,000
% of requests responded to on same day	100	100	100

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	987.4	1,838.2	1,851.2
ASF	--	--	--
TOTAL	987.4	1,838.2	1,851.2

**LEGISLATIVE
01-00-00**

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	17.0	17.0	17.0
ASF	--	--	--
NSF	--	--	--
TOTAL	17.0	17.0	17.0

***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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,921.5	2,179.6	2,205.5
ASF	--	10,639.0	--
TOTAL	1,921.5	12,818.6	2,205.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	14.0	14.0	14.0
ASF	--	--	--
NSF	--	--	--
TOTAL	14.0	14.0	14.0

***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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	102.4	172.4	172.4
ASF	--	--	--
TOTAL	102.4	172.4	172.4

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

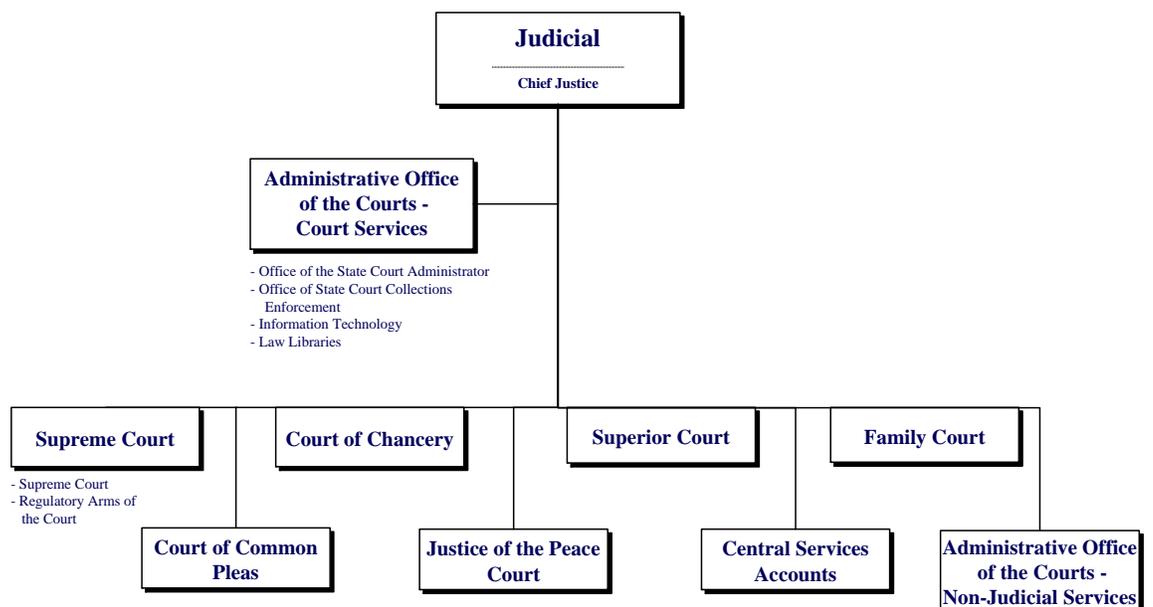
The Commission on Uniform State Laws complies with the statutory mandates of law. The commission, consisting of five members, acts in concert with similar commissions of other states. The commission considers and drafts uniform or model laws and devises and recommends courses of action.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	30.7	45.5	45.5
ASF	--	--	--
TOTAL	30.7	45.5	45.5

JUDICIAL

02-00-00



Footnotes: 1. This chart reflects the Judicial organization for budgeting purposes only. Pursuant to Supreme Court Rule No. 87, the Administrative Office of the Courts recommends system-wide budget priorities to the Chief Justice of the Supreme Court and coordinates all budgeting activity.

2. Administrative Office of the Courts - Court Services and Administrative Office of the Courts - Non-Judicial Services report to Office of the State Court Administrator.

- Office of the Public Guardian
- Child Placement Review Board
- Office of the Child Advocate
- Child Death, Near Death and Still Birth Commission
- Delaware Nursing Home Residents Quality Assurance Commission

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

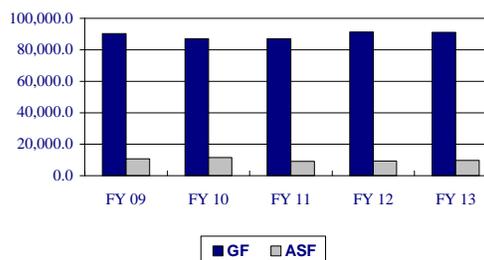
- Dispose of cases within time standards set by the Chief Justice.
- Support development of additional alternative dispute mechanisms.
- Develop and expand existing problem solving courts.
- Develop transnational practice in the courts.
- Enhance safety and security of courthouses.
- Implement the Delaware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

BACKGROUND AND ACCOMPLISHMENTS

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	94,727.9	91,030.8	93,885.0
ASF	7,946.4	9,723.6	9,946.0
TOTAL	102,674.3	100,754.4	103,831.0

JUDICIAL

02-00-00

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,125.2	1,118.5	1,118.5
ASF	104.8	104.5	104.5
NSF	11.3	13.3	13.3
TOTAL	1,241.3	1,236.3	1,236.3

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 2014, 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, established by Article IV, Section 37 of the Delaware Constitution, 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 (CLE) 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 29.7 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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,459.2	3,296.8	3,381.0
ASF	28.5	149.2	151.5
TOTAL	3,487.7	3,446.0	3,532.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	27.0	27.0	27.0
ASF	--	--	--
NSF	11.3	11.3	11.3
TOTAL	38.3	38.3	38.3

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of filings	757	765	775
Average # of days from under advisement to final decision:			
criminal	33.2	32.5	32.0
civil	26.2	25.5	25.0
Average # of days from initial filing to final decision:			
criminal	180.2	178.0	176.0
civil	150.7	145.0	140.0
% of cases disposed of within:			
30 days of the date of submission	59.7	60.0	62.0
90 days of the date of submission	99.1	99.1	99.1
290 days of the date of filing of the notice of appeal	86.2	87.0	90.0
One year of filing of the notice of appeal	92.8	94.0	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.
- CLE processes lawyer compliance affidavits and evaluates CLE programs.

PERFORMANCE MEASURES

Office of Disciplinary Counsel

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of new matters filed	428	410	400
# of matters disposed	398	390	380
# of cases pending or stayed	379	370	360
# of private admonitions with or without probation	4	3	2
# of public reprimands with or without probation	4	3	2
# of suspensions and interim suspensions	1	1	1
# of disbarments	2	2	2
# of reinstatements	0	0	0

Lawyers' Fund for Client Protection

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of claims:			
paid	0	1	2
denied or withdrawn	1	2	1
pending	2	0	0
\$ amount of claims:			
made	14,500	25,000	30,000
paid	0	10,000	12,000
pending	13,000	10,600	10,000

Board of Bar Examiners

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of applications processed	223	220	215
# of applicants passing Bar exam	140	145	150

Commission on Continuing Legal Education

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of transcripts processed	5,168	5,250	5,350
# of programs evaluated	5,331	5,400	5,500
\$ amount of fines and sponsor fees paid	85,935	90,000	95,000

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 and promptness 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 and is the sole Delaware court with general power to issue temporary restraining orders and preliminary injunctions. Its jurisdiction includes both corporate and non-corporate litigation matters. The judges spend approximately 70 percent of their time on corporate, alternative entity and other complex commercial disputes involving Delaware businesses. This specialization and expertise contribute to the fact that Delaware is a preferred site for entity formation 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 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 in Chancery various matters, and parties have a right to appeal to a judge if they so choose.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,315.2	3,081.7	3,164.5
ASF	1,423.7	2,225.4	2,178.6
TOTAL	4,738.9	5,307.1	5,343.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	28.9	28.5	28.5
ASF	23.1	22.5	21.5
NSF	--	2.0	2.0
TOTAL	52.0	53.0	52.0

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 attorneys' 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of decisions rendered within 90 days after readiness for adjudication*	97.2	95.0	95.0
# of matters filed**	4,249	4,274	4,253

*Includes decisions rendered immediately after submission.

**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 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 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.

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

JUDICIAL 02-00-00

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	23,225.6	23,431.5	24,731.4
ASF	--	--	115.0
TOTAL	23,225.6	23,431.5	24,846.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	312.5	306.5	306.5
ASF	--	--	--
NSF	--	--	--
TOTAL	312.5	306.5	306.5

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Criminal case filings:			
New Castle	4,242	5,191	6,603
Kent	1,683	2,456	3,629
Sussex	2,261	3,330	4,426
Civil case filings:			
New Castle	9,033	10,116	10,715
Kent	1,627	2,237	2,342
Sussex	1,830	2,105	2,240
Criminal case dispositions:			
New Castle	4,239	4,389	4,610
Kent	1,770	1,859	1,952
Sussex	2,136	2,264	2,377
Civil case dispositions:			
New Castle	10,263	10,674	11,101
Kent	2,075	2,501	2,592
Sussex	2,085	2,620	2,672
Criminal cases pending:			
New Castle	912	950	989
Kent	292	313	343
Sussex	479	510	525
Civil cases pending:			
New Castle	6,525	7,010	7,350
Kent	1,143	1,450	1,525
Sussex	857	1,012	1,250

COURT OF COMMON PLEAS 02-06-00

MISSION

The mission of the Court of Common Pleas is to provide a neutral forum for the people and institutions of Delaware in the resolution of everyday problems, disputes and more complex legal matters in a fair, professional, efficient and practical manner.

KEY OBJECTIVES

- Adjudicate cases fairly and with integrity.
- Improve service to the residents of Delaware.
- Resolve cases timely and expeditiously.
- Provide a safe, accessible and secure environment for the residents of Delaware.
- 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;
- Certain 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 (JP) Court;
- Criminal appeals from Alderman Courts;
- Appeals from the Division of Motor Vehicles (DMV) 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 JP Court and a small percentage of filings from Alderman Courts. Approximately 3 percent of cases are filed 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 serve in New Castle County,

JUDICIAL 02-00-00

two in Kent County and two in Sussex County. One commissioner serves in New Castle County and one is shared between Kent and Sussex Counties.

In Fiscal Year 2012, the Court of Common Pleas realized a 1.5 percent decrease in its criminal caseload as a result of the police prosecution initiative as well as legislation that reduced the number of traffic charges brought to the court. This reduction has allowed the court to focus its resources on its more serious criminal misdemeanors. Conversely, the court has seen a 3.4 percent increase in the number of preliminary hearings.

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 6,853 participants since the program's inception in 1998. In Fiscal Year 2012, 433 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 10,527 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 1,534 referrals were made in Fiscal Year 2012.

In November 2003, the State's first Mental Health Court was instituted in New Castle County. The goal of the specialized court is to serve the special needs of the mental health population in the criminal justice system through continuous judicial oversight and intensive case management. Approximately 250 cases have been referred to Mental Health Court since its inception, with 89 percent successfully graduating from the program. The court received grant funding to expand Mental Health Court to Kent and Sussex Counties in 2012. Kent County began holding Mental Health Court in January of 2012 and Sussex County is scheduled to begin its program early in Fiscal Year 2013.

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

In Fiscal Year 2012, the court introduced the Trauma Informed Probation (TIP) calendar. TIP is a new specialty court aimed at identifying defendants,

including women in prostitution, who have experienced significant trauma in their past. The goal is to provide trauma-informed care to help improve outcomes for the TIP participants and to reduce recidivism rates. In Fiscal Year 2012, 30 participants entered the TIP program.

The Court of Common Pleas is a high volume court that manages a diverse caseload. Keeping pace with the caseload requires the commitment of judges and staff and the implementation of aggressive case management techniques to ensure prompt and fair justice for all litigants.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	9,822.2	9,725.1	9,947.9
ASF	256.8	255.5	350.1
TOTAL	10,079.0	9,980.6	10,298.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	130.0	130.0	130.0
ASF	4.0	4.0	4.0
NSF	--	--	--
TOTAL	134.0	134.0	134.0

COURT OF COMMON PLEAS 02-06-10

ACTIVITIES

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

PERFORMANCE MEASURES

Criminal Filings/Dispositions/Collections

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of misdemeanor: filings	101,284	106,348	111,666
dispositions	103,802	108,992	114,442
# of felony filings	9,917	10,413	10,933
\$ amount collected (thousands)	6,602.0	6,932.1	7,278.7

Criminal Misdemeanor Filings

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	58,171	61,080	64,133
Kent	20,709	21,744	22,832
Sussex	22,404	23,524	24,700

JUDICIAL 02-00-00

Civil Case Filings

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	5,218	5,479	5,753
Kent	1,548	1,625	1,707
Sussex	1,786	1,875	1,969

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Traffic	12	12	12
Non-jury	14	14	14
DUI	16	16	16
Domestic violence	15	15	15
Drug	4	4	4
Jury trial	18	16	16

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Non-jury	6	6	6
Jury trial	11	8	8
Drug diversion	3	3	3

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Non-jury	8	8	8
Jury trial	6	8	8
Drug diversion	2	3	3

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

Family Court has its origin in the Juvenile Court for the City of Wilmington founded in 1911. In 1933, the Juvenile Court expanded to include all three counties in Delaware. A statewide Family Court with jurisdiction over all family matters was achieved with the statutory authorization of the Family Court of the State of Delaware in 1971.

The Family Court is a unified statewide court with branches in New Castle, Kent and Sussex Counties. The court has jurisdiction over statutorily enumerated juvenile delinquency matters, child neglect, dependency, child abuse, adult misdemeanor crimes against juveniles, child and spousal support, paternity of children, custody and visitation of children, adoptions, terminations of parental rights, divorces and annulments, property divisions, specific enforcement of separation agreements, guardianship over minors, imperiling the family relationship, orders of protection from abuse and intra-family misdemeanor crimes. Cases are appealed to the Supreme Court with the exception of adult criminal cases which are appealed to the Superior Court.

JUDICIAL 02-00-00

Mediation

Family Court continues its efforts to provide families the opportunity to resolve issues themselves regarding custody, visitation, guardianship and child support with the assistance of a court employed mediator. Mediation recognizes the importance of empowering individuals by providing them the opportunity to make decisions regarding their own lives and the lives of their children in a non-adversarial setting. In 2012, 12,426 cases were scheduled for mediation statewide with 67 percent being resolved by the agreement of the parties without appearing before a Judge or Commissioner.

Gun Court

Gun Court was established in 2009 as a response to increasing levels of gun violence in Delaware. The goal of the specialized court calendar is to break the repeating cycle of juvenile gun crime and rehabilitate Delaware's youth as quickly and effectively as possible. Working in collaboration with the Office of the Attorney General, the Office of the Public Defender, the Department of Services for Children, Youth and Their Families (DSCYF) and law enforcement, Gun Court has been successful in reducing the number of juveniles rearrested with firearm charges.

Drug Court

Drug Court is a diversion program established to address the specific needs of juvenile offenders who have accepted responsibility for drug related offenses and/or charges that indicate drug related activities. In 2012, 62 juveniles entered into the program. Juveniles are required to receive rehabilitative services, attend monthly court hearings with a parent or guardian and participate in drug testing. Since 2007, 110 juveniles have graduated Drug Court and 70 percent have received no new charges within six months of graduating. Juveniles who meet the requirements of the program and receive no new charges within six months of graduating may be eligible to have their charges dismissed.

Mental Health Diversion Court

In collaboration with the Office of the Public Defender and the Division of Prevention and Behavioral Health Services, Family Court has offered Mental Health Diversion Court as a program for juveniles with delinquency charges pending against them in New Castle County. Since the program's inception, 141 juveniles have entered the program, and 77 juveniles have successfully graduated. In 2012, the program was expanded to include Kent and Sussex Counties. This program offers a treatment-based resolution of the delinquency charges against juvenile offenders with mental health disorders. Within six months, 77 percent

of graduates have not incurred any new charges and are eligible to have their charges dismissed.

Arbitration

Family Court offers Arbitration as an option for certain first-time juvenile offenders with misdemeanors or violations. Arbitration allows juveniles, accepting responsibility for their charges and complying with specific conditions, to become eligible to have their charges dismissed. In Fiscal Year 2012, 946 juveniles were referred to, or are active in, arbitration and 80 percent of those successfully completed the program and had their charges dismissed.

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 seeking assistance in representing themselves. On average there are approximately 7,667 self-represented litigants served each month in Family Court.

Call Center

On June 1, 2012, the Family Court reinstated the New Castle County Call Center to serve litigants seeking court information via telephone. The Call Center has fielded an average of 4,726 calls per month.

Domestic Violence

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

Since January 2008, Family Court has been conducting Protection from Abuse (PFA) review hearings. These hearings are being scheduled before the court when a respondent has not complied with the conditions of an active PFA order.

Court Appointed Special Advocate Program

The Court Appointed Special Advocate (CASA) program continues to recruit and train volunteers in 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 involved. The Delaware CASA program received the 2011 Governor's Outstanding Volunteer Award. The program currently has over 285 volunteers providing over 3,000 hours of volunteer services on a monthly basis.

JUDICIAL

02-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	20,157.7	20,052.8	20,581.2
ASF	4,390.7	4,362.7	4,609.8
TOTAL	24,548.4	24,415.5	25,191.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	274.3	274.0	274.0
ASF	67.7	68.0	68.0
NSF	--	--	--
TOTAL	342.0	342.0	342.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of adult and juvenile criminal cases disposed of within 45 days of filing	49	90	90
% of adult and juvenile criminal cases disposed of within 90 days of filing	68	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	69	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 DSCYF	309	290	290
Average number of days from ex-parte date to adjudicatory decision date	34	30	30

Adult Criminal Case Filings

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	2,937	2,996	3,054
Kent	849	866	883
Sussex	814	830	847

Juvenile Delinquency Case Filings

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	3,705	3,779	3,853
Kent	1,363	1,390	1,418
Sussex	1,351	1,378	1,405

Civil Case Filings by County

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	21,375	21,803	22,230
Kent	8,638	8,811	8,984
Sussex	10,536	10,746	10,957

Total Case Filings by County

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	28,017	28,578	29,137
Kent	10,850	11,067	11,285
Sussex	12,701	12,954	13,209

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 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 DMV, 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 JP 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

Truancy Court operates in cooperation with schools and social service agencies to reduce truancy. The Truancy Task Force, established by the Juvenile Justice Collaborative, developed best practices for Truancy Court with the goal of improving student attendance and academic achievement. JP Court continues to improve intervention processes and the availability of truancy resources as recommended by the Truancy Task Force.

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 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 capiases 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 capiases that are still viable. JP Court has the policy to permit any JP site to handle another JP Court's capiases. This has resulted in time and transport savings for law enforcement, correctional officers and defendants. The court has also implemented an enhanced collections program, with the assistance of the Office of State Court Collections Enforcement (OSCCE), to further reduce outstanding capiases.

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 staff 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.

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 find more effective and efficient locations for JP Courts statewide.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	17,759.8	17,682.5	18,125.9
ASF	--	--	2,386.8
TOTAL	17,759.8	17,682.5	20,512.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	246.5	246.5	246.5
ASF	--	--	10.0
NSF	--	--	--
TOTAL	246.5	256.5	256.5

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, capiases, subpoenas, continuances, commitments, judgments, appearance notices and docket entries.
- Accept money representing fines, court costs, Victim Compensation Fund assessments or restitution.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of shifts per week with security coverage*	90	95	95
% of warrant applications statewide reviewed	99	99	99
% of videophone proceedings that take place within 45 minutes of receipt	100	100	100

*Includes casual/seasonal support.

JUDICIAL
02-00-00

Criminal and Traffic Filings

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	61,203	61,815	63,051
Kent	26,471	26,736	27,271
Sussex	42,393	42,817	43,674
Voluntary Assessment Center (VAC)	138,827	140,215	143,019

Civil Case Filings

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New Castle	20,153	20,355	20,762
Kent	7,119	7,190	7,334
Sussex	7,144	7,215	7,359

CENTRAL SERVICES ACCOUNT
02-15-00

BACKGROUND AND ACCOMPLISHMENTS

The 144th 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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	1,846.7	2,697.4	44.1
TOTAL	1,846.7	2,697.4	44.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	10.0	10.0	--
NSF	--	--	--
TOTAL	10.0	10.0	--

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 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 Judicial Branch.

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, OSCCE and the Information Technology (IT) 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 (OPG), Child Placement Review Board (CPRB), Office of the Child Advocate (OCA), Child Death, Near Death and Stillbirth Commission (CDNDSC) and Delaware Nursing Home Residents Quality Assurance Commission.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	14,389.3	11,323.0	11,464.1
ASF	--	33.4	33.4
TOTAL	14,389.3	11,356.4	11,497.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	77.5	77.5	77.5
ASF	--	--	--
NSF	--	--	--
TOTAL	77.5	77.5	77.5

**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:

- Coordinating the efforts of problem-solving courts by facilitating community partnerships;
- Participating in the Bench Bar Committee on Access to Justices which reviewed proposed changes to consumer debt collection cases in the Court of Common Pleas;
- Supporting the Supreme Court and Delaware Bar Association iCivics project;
- Staffing the Supreme Court's Task Force on Criminal Justice and Mental Health;
- Expanding the Limited Pro Bono Legal Assistance program, which offers consultation services to self-represented litigants in Family Court;
- Enhancing the Court Interpreter program by expanding the number of languages for which interpreters are available; and
- Staffing the Racial Justice Improvement Project Task Force which provided training 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 education and staff training services for the Judiciary.
- Administer the statewide Court Interpreter program.
- Conduct research and analysis related to justice and speedy trial issues.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of court events for which interpreter services were provided	2,649	2,800	2,800
# of pro bono attorney volunteers	7	10	12
# of pro bono attorney volunteer hours	86	100	110

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 include victim restitution, Victim Compensation Fund, Drug Education Fund, Delaware Justice Information System (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 the DCAP.
- Improve the operational efficiency and effectiveness of OSCCE.

BACKGROUND AND ACCOMPLISHMENTS

OSCCE functions as a one-stop judicial collections center. There are three judicial payment centers and five payment kiosk locations that provide cashiering 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 continue to collaborate with all branches of government. OSCCE assists DOC with the collection of supervision fees, Department of Elections with voting restoration rights, the Division of Revenue with offsetting state tax refunds and lottery winnings against delinquent

JUDICIAL 02-00-00

state receivables, Department of Labor with payment agreements, Department of Technology and Information with printing of dunning letters and 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:

- Implementation of a wage garnishment program to enforce the collection of outstanding Superior Court receivables;
- Implementation of payment kiosks to expand payment accessibility to the public in Probation and Parole offices; and
- Expanding payment acceptance for JP Court, including the implementation of a specialized collection program on older delinquent accounts.

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

- Working with DELJIS and DOC to automate the data entry and payment processing functions for the collection of supervision fees and interstate compact fees; and
- Developing procedures to improve client repayment accountability through financial reporting, focusing on delinquent restitution cases within the courts.

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 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of contacts made to administer accounts:			
verbal	20,800	21,000	22,000
written	54,900	55,000	56,000
\$ collected on behalf of:			
Superior Court	2,662,000	2,700,000	2,800,000
Family Court	81,000	50,000	35,000
JP Court	138,000	138,000	145,000
DOC	716,000	750,000	775,000
% increase in \$ collected	(1.9)	1.1	3.2

INFORMATION TECHNOLOGY 02-17-04

MISSION

The mission of the Information Technology division is to provide strategic vision, leadership, and enterprise solutions to the Judicial Branch and its customers, ensuring efficient operations and secure, reliable and timely access to information.

KEY OBJECTIVES

- Provide technology solutions to achieve the courts' goals and objectives.
- Provide leadership and oversight of technology efforts supporting the courts' business needs.
- Develop systems that integrate with other criminal justice agencies and stakeholders in the exchange of information.

BACKGROUND AND ACCOMPLISHMENTS

IT is responsible for the development and support of computer information systems and the infrastructure necessary to access those systems.

Recent accomplishments include:

- Began implementation of a Systems Stabilization initiative;
- Continued support and technical leadership for DCAP;
- Continued infrastructure improvements; and
- Continued to support courthouse technology planning.

ACTIVITIES

- Analyze business issues and processes related to the flow, management and use of information.

JUDICIAL 02-00-00

- Develop and support 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% cyber security training compliance	98	100	100
% customer satisfaction	*	85	90

*New performance measure.

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. The library has multiple computer terminals and a hybrid of both print and electronic resources available to patrons free-of-charge. The library is currently in the process of implementing wireless access. The New Castle County Law Library accommodates other state agencies and organizations by providing the use of rooms for meetings, conferences

and the weekly Pro Bono Legal Assistance program for Family Court.

The Kent County Law Library is designated as the State Law Library as per 10 Del. C. § 1942. The library incorporates both print and electronic media. The library maintains a legal reference collection of approximately 30,000 volumes. Some books in the collection are quite rare and considered invaluable in terms of their historical significance. The library offers computer-assisted online legal research and also offers wireless access services.

The Sussex County Law Library in Georgetown maintains approximately 20,000 legal resources in a hybrid of print and electronic form. 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. Through innovation, the Sussex County Law Library has implemented new procedures and creative alternatives, as well as conventional methods, to further assist patrons by providing wireless computer access, multiple computer terminals and a wide spectrum of legal online databases and print resources.

ACTIVITIES

- Provide legal tools and information to the judiciary, legal community, *pro se* applicants and other state agencies.
- Structure, organize and evaluate the library inventory based on current legal needs of the judiciary, while maintaining and preserving archival materials.
- Collaborate with other organizations and libraries to provide a diverse and comprehensive coverage of legal materials.
- Conduct yearly law library tours to familiarize judicial law clerks and staff with the law libraries.
- Research and retrieve information from books, periodicals, reference materials, other law libraries or commercial databases in response to judicial requests.
- Provide and maintain a physical environment conducive to researching the law.

JUDICIAL 02-00-00

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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,598.9	2,437.4	2,489.0
ASF	--	--	76.7
TOTAL	2,598.9	2,437.4	2,565.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	28.5	28.5	28.5
ASF	--	--	1.0
NSF	--	--	--
TOTAL	28.5	28.5	29.5

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.
- Provide guardianship services in a manner which best enables individuals to live in the least restrictive environment safely available while respecting the individual's wishes and needs.
- 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.
- Participate in legal action against those who have financially exploited individuals for whom the OPG is appointed as guardian.

BACKGROUND AND ACCOMPLISHMENTS

OPG was created in 1974 and serves as interim and permanent guardian for persons with severe 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.

In 2012, OPG implemented 12 Del. C. § 3991 through the appointment of designees for the Delaware Guardianship Commission.

The total number of individuals served by OPG in Fiscal Year 2012 was 268 including instances in which OPG served as interim or successor guardian.

ACTIVITIES

The Public Guardian represents OPG by developing programs for volunteer representation, providing community education for public outreach and by serving as Executive Director for the Delaware Guardianship Commission. OPG is working to collaborate with other state agencies and other entities to ensure that wards receive the best care and care transition. Due to the increasingly complexity of property issues, OPG is also working to improve property and financial case management.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of referrals received	190	150	150
# of referrals accepted for public guardianship	57	60	60
# of current guardianships	224	230	230

Legal Case Management

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of petitions/other filed	180	200	200
# of reports filed	428	460	460
# of accountings prepared	65	65	65
# of inventories performed	17	20	20

Financial Case Management

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of individuals to whom OPG has been appointed guardian of property	85	80	80
# of checks written	1,485	1,750	1,750
# of bank accounts managed	124	125	125

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

JUDICIAL

02-00-00

identification and periodic review of all children in out-of-home placements. The purpose of these reviews is to 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

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 regarding the work of CPRB.

In carrying out these directives, 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 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.

CPRB reviews are completed by volunteers trained in monitoring foster care placements. During Fiscal Year 2012, CPRB held 763 individual reviews on 645 unduplicated children in foster care.

In addition to children in foster care, CPRB also reviews the placement and status of adjudicated youth. Placement arrangements and supervision for these cases are managed through the Division of Youth Rehabilitative Services (YRS). CPRB reviewed 31 YRS cases this year; six of the 31 offenders were female; 25 were male.

CPRB administers the Ivyane Davis Memorial Scholarship and administers the federal ETV program, both of which support post-secondary education for Delaware's former foster children. These programs motivate children in foster care to embrace the opportunity for post-secondary education. In Fiscal Year 2012, 60 recipients received scholarships and grants with a value of \$140,305. Thirty students used their grants at two-year colleges, and 26 attended four-year colleges. Four award recipients attended vocational schools.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of volunteer hours generated	3,739	3,500	3,500
# of volunteer training hours	404	400	400
# of children being served	690	700	700

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.

JUDICIAL

02-00-00

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

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 2012, OCA received 674 appropriate referrals on children, made 297 attorney appointments, and completed 71 case reviews to ensure the child welfare system was adequately protecting those children. Throughout Fiscal Year 2012, OCA represented a total of 808 children.

On June 30, 2012, 794 children were in the legal custody of DSCYF. OCA represented 439 of those children, the CASA program represented 350 children, and the remaining five were unrepresented on the last day of the fiscal year, although most secured representation shortly thereafter.

During Fiscal Year 2012, 378 volunteer attorneys represented children for OCA, with 36 new attorneys trained in seven sessions. By the end of Fiscal Year 2012, OCA boasted a roster of 189 volunteer attorneys with at least five years experience representing children through OCA. Twenty-nine of those volunteers had 10 years of experience or more.

OCA worked diligently to deliver training on mandatory reporting of child abuse to professionals throughout Delaware and continued to support efforts to improving permanency and stability for teens aging out of foster care.

ACTIVITIES

- Secure legal representation for DSCYF children by employing Deputy Child Advocates and recruiting volunteer attorneys to represent children.
- Provide support to CPAC, chair committees, participate on committees and workgroups, and draft reports and legislation.
- Educate the public on the services and accomplishments of OCA and 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of appropriate referrals	674	700	688
# of DSCYF children represented by OCA:			
New Castle	289	284	295
Kent	73	103	88
Sussex	77	69	80
# of DSCYF children unrepresented:			
New Castle	5	17	13
Kent	2	6	5
Sussex	2	6	3
Sussex	1	5	5
# of children represented by OCA	808	748	803
# of volunteer attorneys	378	379	380
# of volunteer attorneys with over five years of OCA service	189	227	211

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

JUDICIAL 02-00-00

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. 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 2012, 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 2012 include:

- 43 deaths were reviewed by the child death panels;
- 16 cases were reviewed by the child abuse/neglect panel;
- 12 cases were initial and final reviews of child abuse/neglect;
- 122 fetal and infant deaths were referred to CDNDSC;
- 82 cases were reviewed by 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.
- Oversee the Delaware Cribs for Kids program.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of triage cases reviewed within the office	100	100	100
% of Cribs for Kids referrals receiving a crib and training	92	94	95
% of eligible FIMR cases reviewed by case review teams	71	75	80
% of FIMR cases with a completed maternal interview	17	25	30

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

MISSION

To monitor Delaware's quality assurance system for nursing home residents and assisted living facilities in both privately-operated and state-operated facilities, so 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.

JUDICIAL

02-00-00

BACKGROUND AND ACCOMPLISHMENTS

The Delaware Nursing Home Residents Quality Assurance Commission was established in response to the numerous complaints from long-term care residents in Delaware. These cases pointed to numerous deficiencies in Delaware's quality assurance system for nursing home residents. The General Assembly determined 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of reviews performed	12	13	13
# of legislative recommendations made	3	3	3
# of long-term care facility visits	39	40	40
# of assisted living facility visits	19	20	20

**EXECUTIVE
10-00-00**

Executive

Office of the Governor

Office of Management and Budget

Delaware Economic Development Office

Criminal Justice

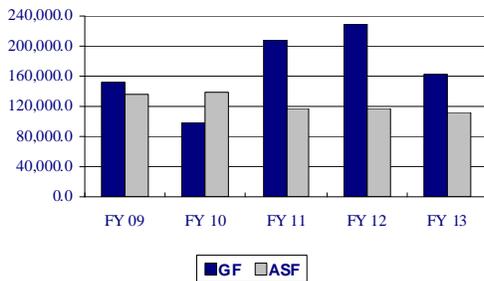
Delaware State Housing Authority

- Administration
- Budget Development 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	81,417.8	162,996.2	137,011.6
ASF	40,626.1	112,445.7	113,357.4
TOTAL	122,043.9	275,441.9	250,369.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	306.0	316.0	314.0
ASF	173.1	172.1	169.1
NSF	55.7	50.7	51.7
TOTAL	534.8	538.8	534.8

**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. This year's budget will build upon the success of the previous budget and legislative activity from last session, which included a focus on:

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

- Signing the Veterans Opportunity Tax Credit, House Bill (HB) 275, a new effort to help put recent

EXECUTIVE 10-00-00

combat veterans to work when they return from service. It gives companies a \$1,500 annual tax credit for each recent veteran hired.

- Completing an agreement with local municipalities to reduce municipal electric rates, therefore attracting new jobs in Delaware. The memorandum, which was also signed by the President and Chief Executive Officer of the Delaware Municipal Electric Corporation and the Mayors or town officials of Newark, New Castle, Middletown, Clayton, Smyrna, Dover, Milford, Lewes and Seaford, underscores the shared commitment toward making municipal energy rates more competitive in order to spur job creation, while preserving the core functions and services provided to residents and businesses in the municipal service territories.
- 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, Pioneer's biotech research and development investment, Miller Metal's expansion in Bridgeville and Johnson Controls' new 400,000 square-foot facility in Middletown.
- JP Morgan Chase's plans to expand its operations in Delaware and add up to 1,200 new jobs in the State was one of many announcements around job creation in Delaware's critical financial services industry this fiscal year. In February, Citibank celebrated the grand opening of its new facility in Wilmington, where 260 people will be employed. Bank of America committed to adding more than 500 jobs over the next three years. M&T Bank is building a new data center in Millsboro, adding 50 more jobs to its 450 current workforce there. Capital One plans to expand by 500 jobs in Delaware as part of a proposed agreement that was announced last fall.
- 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.
- Kicking off the Delaware Rural Irrigation Program (DRIP). DRIP is an economic development and agricultural loan program launched last fiscal year

that will help provide irrigation to more than 850 acres of Delaware farmland.

- 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.
- Creating the New Jobs Infrastructure Fund, which ensures Delaware has the tools and flexibility to seize opportunities for job creation. The fund enabled the State to make significant investments in public infrastructure to accommodate the relocation or expansion of large-scale employers.

ENSURING THAT OUR EDUCATION SYSTEM LAYS THE FOUNDATION FOR OUR FUTURE

- 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.
- Complementing 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.
- Supporting other progress in strengthening student achievements. Last spring, the Governor along with Department of Education Secretary, announced preliminary results from the Delaware Comprehensive Assessment System, which show statewide student gains in reading and math in every grade band.

EXECUTIVE 10-00-00

- Investing in educators, signing two bills into law to help districts recruit great teachers. SB 164 gives school districts confidence to offer jobs earlier in the year to quality teachers, extending the program another two years. HB 239 extends for three years the State's authorization in the Teach For America program, offering incentives to place some of the country's brightest college graduates in the toughest schools.
- Improving the charter school system, signing HB 205 which institutes background checks prior to approving new charters; providing new options for dealing with failing schools, including shortening 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.

IMPROVING PUBLIC SAFETY, HEALTH 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; and
 - 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 driving under the influence (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.
- In an effort to protect the financial safety of Delawareans, the Governor signed a bill (HB 289) that limits the number of so-called payday loans, changes the definition of a short-term loan, establishes a database to track the number of short-term consumer loans an individual obtains over the course of a year and calls for the State Bank Commissioner to provide a report on the prevalence of these loans to the General Assembly.
- SB 226, which implements the recommendations of the Justice Reinvestment Task Force created by Executive Order No. 27. It promotes informed decision-making in the criminal justice system by institutionalizing the use of evidenced-based practices in decisions concerning bail, rehabilitation and probation supervision and helps ensure scarce resources are focused on higher-risk offenders.
- The passing of SB 160 made permanent a ban imposed last September on a class of designer drugs popularly known as bath salts. The new law also gives police and prosecutors more flexibility in dealing with the dangerous drugs.
- 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

**EXECUTIVE
10-00-00**

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.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of constituent inquiries responded to within 30 days	100	100	100

**MEETING BUDGET CHALLENGES AND
ENSURING FISCAL RESPONSIBILITY**

- Serving as good fiscal stewards of public dollars is a key component of governing responsibly. The Budget Bill highlights Governor Markell’s ongoing commitment towards this effort. For example, the operating budget only appropriates 98 percent of revenue, fully funds the Rainy Day Fund, adheres to three-part debt limit, seeks to maintain the State’s coveted Triple-A bond rating and invests one-time revenues in infrastructure and economic development.
- Like many states, the cost of state employee health insurance and pensions had been growing rapidly. Reining in these costs is critical to our long-term fiscal health, so the Governor and the General Assembly worked together last session with state employees and legislators to negotiate and pass a bipartisan bill (HB 81).

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,803.8	2,675.6	2,902.3
ASF	--	--	--
TOTAL	2,803.8	2,675.6	2,902.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	24.0	25.0	25.0
ASF	--	--	--
NSF	--	--	--
TOTAL	24.0	25.0	25.0

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.
- Protect and expand opportunities for Delaware’s children by focusing on making our public schools stronger.

**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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	68,961.5	146,959.7	120,637.3
ASF	30,015.9	74,425.9	76,128.1
TOTAL	98,977.4	221,385.6	196,765.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	227.8	234.8	232.8
ASF	143.1	143.1	143.1
NSF	35.1	35.1	35.1
TOTAL	406.0	413.0	411.0

OFFICE OF THE DIRECTOR

MISSION

Provide leadership, communication and expert knowledge to resolve operational and policy issues in the areas of Budget Development, Human Resource Management (HRM), Facilities Management, Government Support Services (GSS), Pension and Health Benefits and Payroll.

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.

**ADMINISTRATION
10-02-05**

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 the Delaware Economic and Financial Advisory Council.
- Provide internal legal services.
- Track and analyze pending legislation for fiscal and operational impact.
- Receive, track and respond to OMB Freedom of Information Act requests in compliance with Executive Order 31.
- Provide statewide coordination for the application, tracking and reporting of funds resulting from the enactment of the American Recovery and Reinvestment Act of 2009.
- Support ongoing implementation of First State Financials (FSF), the State's accounting system.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days until constituent relations inquiries are resolved (average)	1.8	2.0	2.0

EXECUTIVE

10-00-00

BUDGET COMMISSION **10-02-06**

ACTIVITY

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

BUDGET DEVELOPMENT 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 and Administration (BDA) 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.

BDA 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 2012, BDA focused on maximizing the use of existing resources by facilitating interagency collaboration to align resources with critical needs. This included reallocating personnel and funding resources to increase governmental efficiencies.

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 2012, the team closed out the accounting fiscal year successfully and met all reconciliation and transaction deadlines. Additionally, the payroll team collaborated with OMB Personnel to transition OMB, Governor's Office and Lieutenant Governor's Office to Payroll Human Resources Statewide Technology (PHRST) Time and Labor.

Information Technology's (IT) primary responsibilities are to provide network and desktop support as well as application development and website support for a workforce of over 400 users. During Fiscal Year 2012, IT was involved in the development of two major systems. The Food Distribution system was replaced with a new, state-of-the-art infrastructure, providing for seamless integration with federal counterparts. In addition, PHRST and Statewide Benefits were migrated from an end-of-life technology help desk system to a fully supported service desk tracking system. Both of these major accomplishments provided OMB with continued high technology performance through alignment with state and federal standards.

**EXECUTIVE
10-00-00**

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

ACTIVITIES

- Prepare Governor’s Recommended Operating and Capital budgets.
- Conduct fiscal and policy analysis in support of the annual budget process and ongoing state operations.
- Develop and promulgate accounting policy through the Budget and Accounting Policy Manual.
- Develop policies and procedures for the annual budget 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 access to OMB information and data through websites and web enabled applications.
- Maintain network connectivity and data security for all OMB employees in multiple sites statewide.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of Clearinghouse requests reviewed	674	618	635
% of vendor payments paid via Automated Clearing House (ACH)	19	25	30

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

ACTIVITIES

- Provide for contingencies to meet operational needs of the State.

- Enable agencies to obtain needed items that, because of their non-recurring nature, should not be included in individual agency budgets.

**STATEWIDE HUMAN RESOURCE
MANAGEMENT**

MISSION

Leadership and service for a quality workforce.

KEY OBJECTIVES

- Attract and hire the best candidates ensuring a quality workforce.
- Continuously train and develop the State’s workforce 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 HRM’s role as a strategic business partner across state government.
- 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.
- Provide information to Merit employees through employee relations contact information including the toll free number available to Merit employees with rules, policy and procedure questions/inquiries.

EXECUTIVE 10-00-00

- Maintain 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 70,135 applications, 2,199 recruitments and conducted online testing of 2,143 applicants;
- Centrally managed a formalized internship program with interns logging 872 hours and centrally managed the Selective Placement and Agency Aide programs;
- Established a list of vendors for training and facilitation services;
- Provided state agencies with quarterly entrance and exit survey 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 collective bargaining processes for Merit Compensation (Senate Bill 36), Merit and non-Merit employees;
- Provided training to agencies on performance and employee conduct accountability and managing the investigation and grievance processes;
- Conducted six facilitated conflict resolution meetings for 16 employees and trained another 97 employees in conflict resolution techniques;
- Facilitated 25 agency strategic planning and teambuilding meetings involving 722 managers and supervisors;
- Provided classroom and online training opportunities to over 10,000 state employees and provided an additional 200 hours of training on customer service, respect and diversity directly to state agencies;
- Managed and updated 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 8, and to state agencies through guidance, affirmative action report assistance, information sharing,

training, agency accountability reviews and the preparation of the annual report;

- Provided information to over 700 Merit employees with employee relations inquiries;
- Provided assistance to agencies on EEO developments including Americans with Disabilities Act (ADA) and its 2008 amendments, the Genetic Information Non-discrimination Act and transgender concerns;
- Planned and held the Governor's Council on EEO Summit on Unconscious Bias attended by the Cabinet and approximately 200 human resource professionals and hiring managers; and
- Provided Mauritius diversity training for 443 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.
- Analyze, recommend and implement critical reclassifications, maintenance reviews, position establishments and career ladder development.
- Provide employment test development, validation and administration.
- Provide Merit rule and policy interpretations.
- Represent Executive agencies in Public Employment Relations Board proceedings, including bargaining unit determinations, mediation, interest arbitration and unfair labor practice hearings.
- Assist agencies with fair employment practices, complaints and resolution development.
- Consolidate job classifications.
- Provide selective market variation program.
- Coordinate State Employees' Charitable Campaign.
- Oversee statewide recruitment and hiring.
- Manage collective bargaining negotiations for non-Merit, Merit and Merit Compensation units.
- Conduct Merit grievance hearings.

**EXECUTIVE
10-00-00**

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of successful conflict resolutions	92	93	94
% of statewide minority representation	31.2	32.0	32.5
# of internship hours	872	875	900

**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/leadership training program;
 - Governor’s Team Excellence award;
 - Delaware Award for Excellence in State Service;
 - Statewide employee recognition;
 - Management Development Institute;
 - Organizational development services;
 - Statewide training conferences;
 - Strategic workforce planning; and
 - Supervisory/Management/Human Resource Certificate programs.
- Participate in:
 - Delaware Quality Partnership;
 - National Association of Government Training and Development; and
 - Statewide Training Advisory Network of Delaware.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of participants in certificate programs	675	725	775
# of graduates in certificate programs	153	163	178

**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 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.
- Maintain compliance with all federal and state legislation and mandates.
- 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

EXECUTIVE 10-00-00

ensure the benefit programs available to state employees are comprehensive and cost effective.

During the past year, the Statewide Benefits Office:

- Implemented changes associated with civil union benefit coverage and House Bill 81 benefit changes effective January 2012 and July 2012;
- Posted a request for proposal (RFP) for consulting services to analyze and project costs, assist with contract negotiations and prepare RFPs;
- Posted an RFP for data warehouse services to continue existing services and leverage the data to identify potential cost savings through plan design, provider utilization and the effects of the health management program;
- Posted an RFP for a health insurance benefit manager to continue the existing services and benefits to our active employees, early retirees and pensioners at competitive rates with minimal interruption to member services;
- Revised eligibility and enrollment rules to reflect federal and state legislative changes;
- Secured approval from the State Employee Benefits Committee (SEBC) to implement an Employer Group Waiver Plan for State of Delaware sponsored Medicare Part D prescription plan for state Medicare eligible retirees effective January 1, 2013;
- Published updated Health Insurance Portability and Accountability Act (HIPAA) Privacy and Security manuals and conducted numerous on-site trainings for benefit personnel and supervisors;
- Negotiated renewed contract for Group Universal Life Insurance with reduced rates, open enrollment opportunity and increased dependent age coverage effective January 1, 2013; and
- Implemented several new tobacco cessation programs as part of the DelaWELL Health Management program including group tobacco cessation therapy sessions, a website offering testimonials, education and tools and targeted tobacco cessation marketing materials.

ACTIVITIES

- Administer:
 - Group health plans - medical and dental;
 - Prescription coverage;
 - Vision coverage;
 - DelaWELL/Integrated Health Management;
 - Employee Assistance program;
 - Consolidated Omnibus Budget Reconciliation Act/HIPAA;
 - 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 SEBC and the State Employee Benefits Advisory Council.
- 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 Centers for Medicare and Medicaid Service to receive federal subsidy for the state Medicare eligible retiree population through December 31, 2012.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of benefit trainings or briefings	66	12	25
# of benefit communications	24	22	24
# of contracts renegotiated or RFPs released	9	7	8
% of all inquiries resolved within five days	98	98	98
% of reconciliations performed within 30 days	100	98	98
% of disability beneficiaries returned to work	82	82	82
% of targeted health risk assessment participants to register for health coaching programs	62	65	70

**EXECUTIVE
10-00-00**

***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.
- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days of lost time claims (average)	49	40	40
# of days for workers' compensation incident reporting (median)	3	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.

Accomplishments for Fiscal Year 2012 include:

- The board, with the help of its legal counsel and committee members, continued its "Best Practices Review" during Fiscal Year 2012. Now in its eighth 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 Services 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 2012. While the domestic economy improved modestly, Europe and emerging economies experienced significant weakness, which pulled down investment return.
- During Fiscal Year 2012, the Pensions Office implemented a new general ledger system. Also

EXECUTIVE 10-00-00

during the year, the board awarded contracts for a Global Custodian and Investment Advisor for the fund.

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of pensioners	25,213	25,895	27,000
# of active members	43,213	43,333	43,500
# of education and outreach events	187	205	200

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) storage and distribution of donated federal food commodities for state agencies, school districts and Delaware residents and 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 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 and 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 *bids.delaware.gov*.
- 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 United States Department of Agriculture (USDA) donated commodities.
- Establish supplier diversity initiatives focused on Minority and Women Owned Business Enterprises (MWBE) and veteran owned businesses, 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 and veteran owned businesses.
- Serve as a central clearinghouse for information and data regarding the current number of certified

EXECUTIVE 10-00-00

MWBE participating in the state procurement process.

- Provide leadership and integrate partnerships in the long-term planning for the State's Enterprise Resource Planning (ERP).
- Enhance services to federal, state and local organizations and vendors using technology to eliminate paper-based processes.
- 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

In Fiscal Year 2012, Mail/Courier Services accommodated eight new requests for pick-up and delivery services from state agencies and handled 3.3 million pieces of United States Postal Service (USPS) mail. The unit handles 850,000 pieces of interdepartmental mail annually.

In Fiscal Year 2012, Fleet Management continued an extensive update of management software to provide access to the reservation database to agencies outside the core state network. 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 2012, 266 of 437 units purchased qualified as alternative fuel vehicles. Fourteen hybrid-electric units are being used and evaluated on a life cycle basis. The total fleet alternative fuel capable component is 61.6 percent.

In Fiscal Year 2012, Delaware Helpline's call volume was 164,719, averaging approximately 18 calls per hour per operator. Delaware Helpline was activated at the request of the Delaware Emergency Management Agency to offset the non-emergency calls from the 911 system during severe weather events. During Hurricane Irene, Delaware Helpline handled 2,926 phone calls,

answering 400 requests per hour during the height of the storm.

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 to provide assistance to other needy persons in accordance with § 416 of the Agricultural Act of 1949.

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, Time and Labor, Benefits and Payroll. 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. Additionally, PHRST:

- Generated 49,516 State of Delaware W-2s for state employees and election workers;
- Provided leadership and key resources to charter school oversight and improvements in charter school processes;

EXECUTIVE 10-00-00

- Handled system administration and support to the 19 school districts, 22 charter school districts, Delaware State University and Delaware Technical and Community College;
- 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;
- Implemented system changes to support Civil Union and Equality Act legislation;
- Successfully completed integration of new pension plan requirements; and
- Completed Time and Labor implementation for OMB.

MAIL/COURIER SERVICES 10-02-40

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.
- Investigate redundancy of mail service provided by agencies outside of OMB which provide mail service to state locations currently identified on statewide Messenger Services courier routes.
- Provide guidance and instructions to state agencies identifying cost effective savings for equipment service agreements.
- Identify cost effective savings which may be established with the reduction of state agency usage for delivery of items to state agency locations utilizing a paid private contracted courier service.
- Review USPS permit purchases by state agencies and steer agencies to reduce purchases and utilize the state presort contract for permit standard mail.
- Instruct and steer state agencies to utilize state contracted Print Shop vendors to achieve cost savings for standard mail utilizing standard mail permits possessed by the vendors generating mailings for a state agency.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of agencies evaluated for addressing system	12	13	12
# of agency training sessions	9	10	12
# of USPS metered mail pieces processed (millions)	3.3	3.0	3.0
# of USPS metered mail pieces qualified for presort discount (millions)	2.3	2.8	2.8
# of interdepartmental mail pieces processed (million)	0.9	1.0	1.0
Total funds spent for postage (millions)	1.8	2.5	2.5
Total funds paid to presort vendor (thousands)	79	95	95

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of fleet utilization	95	95	95
# of flex fuel vehicles	1,373	1,375	1,514
# of Fleet Link riders	476	525	524
# of commuting vehicles mitigated per day	428	470	472
# of aggregate miles traveled in Fleet assets (millions)	19.0	18.7	18.7

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.

**EXECUTIVE
10-00-00**

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of calls	164,719	200,000	200,000
# of abandoned calls	2,547	2,600	2,600
% of calls answered within three rings	94	93	93
Average answer speed per call (seconds)	6	7	7
Average talk time per call (seconds)	27	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 *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* 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.
- Work with the Delaware Economic Development Office and related organizations regarding opportunities for Delaware based businesses and diversity vendors to include minority, women and veteran owned businesses.
- Expand outreach programs to educate MWBE and veteran owned businesses 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

and veteran owned businesses in the state procurement process.

- Maintain and enhance the Office of Supplier Diversity information system(s) to capture data on certified vendors and the products and services they offer.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of central contracts	181	181	196
# of training programs	10	30	40
# of contracts with environmental policy considerations	15	45	50
# of solicitation requests reviewed	638	510	550
# of MWBE training sessions offered	15	40	55

**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.
- Maximize services to nonprofit organizations and local government agencies.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of state agency marketing visits	24	20	22
# of local government marketing visits	34	28	30
# of sales generated from website	630	300	300

**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 five different statewide programs:
 - Charitable institutions;

EXECUTIVE 10-00-00

- 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 2,388 low income, elderly people.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of visits to recipient agencies	46	48	49
# of agreements issued to deliver USDA commodities	84	84	85

PHRST **10-02-47**

ACTIVITIES

- Process over 38,000 state employee paychecks bi-weekly.
- Maintain 165 benefit programs in system utilized by schools and state agencies.
- Support 344 salary plans statewide.
- Provide leadership and key resources to the Delaware ERP upgrade 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.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of Help Desk calls resolved	10,985	15,000	20,000
# of correction transactions processed	93,041	93,041	90,000
# of PHRST end users trained	380	400	998
# of employee password resets	44,640	40,000	40,000
# of ad hoc data requests developed	165	150	150

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 ADA in all facilities.
- Maintain accurate and efficient historical records on all construction and renovation projects.

EXECUTIVE 10-00-00

- 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, Safety and Homeland Security, Transportation and the Judiciary. Projects include roof replacements and repairs at correctional facilities statewide, the Howard R. Young Correctional Institution kitchen expansion project and Townsend Building infrastructure upgrades. 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 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of project engineering reviews completed in four weeks	84	90	90
% of Minor Capital Improvement funds encumbered within the first year	81	90	90
% of Delaware firms under contract for construction projects under the bidding threshold	84	80	80

EXECUTIVE

10-00-00

DELAWARE 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 vision of business 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 also 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.

Administration

The Administration unit oversees all financial operations, information technology, building maintenance, human resources and supports office-wide initiatives.

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; and
- Working with industry partners and meeting venues throughout the state to promote Delaware as a first choice destination for meetings and conventions.

Tourism development efforts contributed to or accomplished the following:

- Booked over \$15 million in business through sales efforts;
- Earned almost \$400,000 in free media through public relations efforts;
- Had over seven million visitors to Delaware;
- Enhanced the Delaware Wine and Ale Trail;
- Continued promotion of Delaware through social media such as Facebook, Twitter, Pinterest, Instagram, Flickr, Four Square, 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

EXECUTIVE 10-00-00

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 grants, Brownfield grants, Limited Investment for Financial Traction 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,679.2	2,780.2	2,837.3
ASF	3,904.1	5,727.4	5,743.9
TOTAL	6,583.3	8,507.6	8,581.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	28.0	28.0	28.0
ASF	14.0	14.0	14.0
NSF	--	--	--
TOTAL	42.0	42.0	42.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of businesses visited by the Director's Office	94	65	65

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 marketing and public relations efforts to positively impact Delaware's tourism industry.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of meetings and conventions booked	66	65	70
# of group tours booked	114	75	115
# of sporting events booked and assisted	27	18	30

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.

**EXECUTIVE
10-00-00**

- Use strategic marketing to guide the allocation of resources in business attraction and development.
- Partner with state and local government agencies regarding issues impacting economic projects, economic development planning and land uses.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of projected jobs	3,598	2,200	2,310

**CRIMINAL JUSTICE
10-07-00**

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. REC.
GF	2,903.3	3,510.7	3,564.7
ASF	465.7	472.5	472.5
TOTAL	3,369.0	3,983.2	4,037.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. REC.
GF	26.2	28.2	28.2
ASF	--	--	--
NSF	15.6	10.6	10.6
TOTAL	41.8	38.8	38.8

**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 using objective research, analysis and projections to improve understanding and effectiveness within the criminal justice system.
- Identify budget priorities supported by the CJC and presented annually to the Governor and Joint Finance Committee.
- Promote crime reduction through interdisciplinary approaches emphasizing community partnerships and empowerment and encouraging 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,

EXECUTIVE 10-00-00

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

- Provide leadership in preventing disparate treatment 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 29 members, including representatives from the Judiciary, state and local police departments and state and local government.

In Fiscal Year 2012, CJC awarded funding for 154 programs in excess of \$7.6 million, which supported various initiatives to improve the criminal justice system and community. CJC also continued to administer \$10.1 million in other active grants awarded in previous fiscal years. 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 U.S. 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 administers working groups that examine priority issues of the criminal justice community. In Fiscal Year 2012, CJC continued to assist the Departments of Health and Social Services (DHSS), Correction (DOC), Safety and Homeland Security, Labor and Education with 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.

CJC works with criminal justice agencies to identify and support budget and policy priorities. This includes working with the General Assembly regarding the consideration of bills affecting the criminal justice system. During Fiscal Year 2012, CJC reviewed 23 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 and 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, violent crime and shooting reports.

CJC continues to support the statewide videophone system. On June 30, 2012 there were 106 videophone sites and plans for additional sites and upgrades are being developed. CJC provides services through the Policeman's Bill of Rights legislation, monitors implementation of the Victim's Bill of Rights requirements and administers the Law Enforcement Education Reimbursement Fund.

CJC includes funding and staff to support the Domestic Violence Coordinating Council (DVCC). DVCC provided training to approximately 2,170 individuals at various training events throughout the State. Topics included: Dynamics of Domestic Violence, Healthy Relationships, Sexting and Teen Dating Violence. The Domestic Violence Resource Manual for Healthcare Professionals was distributed to hospitals and medical facilities throughout the state and specialized training was developed in conjunction with the release of the manual.

Other criminal justice related efforts during Fiscal Year 2012 include:

- Funding the Delaware State Police (DSP) Ballistic Examiner;
- Funding a multi-systemic statewide diversionary Gun Court program in Family Court;
- Continuing the implementation of the Racial and Ethnic Fairness: Declaration of Leading Practices;
- Staffing the Justice Reinvestment Task Force, created by Executive Order 27, to improve public safety and the allocation of resources in the criminal justice system;

EXECUTIVE 10-00-00

- Staffing the Sex Offender Management Board to develop guidelines and standards for adult and juvenile sex offenders;
- Creating a mini-grants program to provide grant training to over 150 individuals and allocate over \$60,000 to 11 small non-profit organizations;
- Providing Capital Case Litigation training to more than 175 attorneys from the Office of the Attorney General and the Office of the Public Defender;
- Disbursing \$101,511 collected from certified copies of marriage and civil union licenses to support services for domestic violence victims; and
- Continuing to support the DSP annual law enforcement training conference attended by 157 individuals.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ (federal) awarded to criminal justice community (millions)	7.6	7.5	7.0
# of sub-grants:			
awarded	154	175	170
active	316	225	200
# of videophone sites	106	100	100
# of training hours provided	300	250	200
# of public outreach presentations	50	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 and enable bias free decision making.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

DELJIS was established pursuant to 11 Del. C. 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 2012, DELJIS continued to enhance the capabilities in the Law Enforcement Investigation Support Suite (LEISS) by accomplishing the following:

- Adding new crime codes to better capture the types of crimes reported and reduce the number of crimes reported incorrectly or inappropriately; and
- Modifying the criminal summons feature within LEISS to facilitate the electronic recording of swearing to a summons and assist the Judiciary by automatically loading summons to the appropriate court calendar.

DELJIS is responsible for maintaining and updating the Victim Information Notification Everyday (VINE) program. The program allows victims and other interested individuals to register and receive real-time notification for the following:

- VINE Watch - notification about individuals in DOC custody;
- VINE Protection Orders - notification about protection from abuse orders; and
- VINE Court - notification to remind individuals scheduled for court hearings.

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

- Modifying CJIS to better serve the needs of the Family Court Gun Court program;
- Transferring mental health records from DHSS to the National Instant Criminal Background Check System;
- Developing an interface for the new vendor of City of Wilmington's Red Light program;
- Completing back reporting for medical professionals through the Division of Professional Regulation; and
- Creating the Impaired Driving Report to allow law enforcement to electronically record details of an alcohol impaired driver.

EXECUTIVE 10-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of system maintenance requests and adhoc reports	572	590	600
# of reports created	520	530	550
# of criminal justice users	8,474	8,500	8,500
# of unauthorized disseminations and security research	112	110	110
# of users trained	1,757	1,800	2,000
# of help desk calls	7,152	7,200	7,300
# of VINE searches	379,033	300,000	300,000
# of electronically presented documents:			
e-warrants	30,583	31,000	31,500
e-summons	8,697	8,800	9,000
e-tickets	208,564	209,500	212,000
e-crash	28,284	28,500	28,500
e-parking	3,117	3,200	3,300
e-tow	*	2,400	2,600
e-Impaired Driver Report	*	2,500	4,500

**New performance measure.*

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 produces annual studies relating to youth rehabilitative services, institutional populations and movements, detailed recidivism results and juvenile institution population forecasts.

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

ACTIVITIES

- Prepare the annual project plan and publish studies and analyses per the work plan in cooperation with 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of analysis and reports published per plan	90	90	90

**EXECUTIVE
10-00-00**

**DELAWARE STATE HOUSING
AUTHORITY
10-08-01**

MISSION

The mission of the Delaware State Housing Authority (DSHA) is to efficiently provide and assist others in providing 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 791 units, thereby retaining approximately \$8.9 million in federal subsidies.
- Provide 450 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 66 foreclosed homes back to active use;
 - Assist 1,300 households with foreclosure prevention counseling; and
 - Assist 100 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.

DSHA is authorized to make mortgage, construction and other loans to non-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 2012 include:

- Assisted over 1,300 families with more than \$131 million in financing for first, second and acquisition/rehabilitation loans;
- Provided foreclosure prevention assistance to over 1,600 families through housing counseling and financial support;
- Issued over 190 vouchers for the State Rental Assistance Program (SRAP) in collaboration with the Departments of Health and Social Services and Services for Children, Youth and Their Families;
- Introduced a variety of programs to help homebuyers and homeowners including: Loans for Heroes, Rebuilding Our Communities and the Wilmington Senior Tax Assistance Program;
- Renewed contracts for 520 units at eight rental housing sites to continue long-term affordability;
- Received national and local award recognition for the Acquisition Rehabilitation Program and SRAP from the National Council of State Housing Agencies and the National Association of Housing and Redevelopment Officials; and
- Monitored over 10,000 affordable housing rental units through compliance inspections and/or asset management.

ACTIVITIES

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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4,070.0	7,070.0	7,070.0
ASF	6,240.4	31,819.9	31,012.9
TOTAL	10,310.4	38,889.9	38,082.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	16.0	15.0	12.0
NSF	5.0	5.0	6.0
TOTAL	21.0	20.0	18.0

**EXECUTIVE
10-00-00**

PERFORMANCE MEASURES

Affordable Rental Housing

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of units preserved by rehabilitation	264	175	175
# of units preserved by subsidy	520	690	791
# of new units supported by Housing Development Fund/Tax Credit/HOME program	76	125	125
# of Public Housing Residents to Unassisted Housing	41	45	45
# of SRAP vouchers	191	300	450

Homeownership Assistance

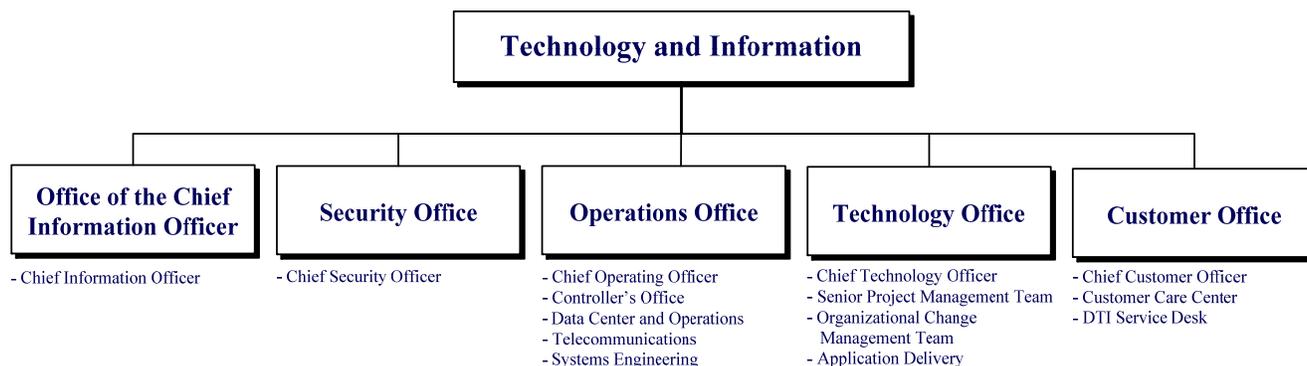
	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of loans assisted by homeownership programs	1,240	1,535	1,535
# of DEMAP mortgages assisted	46	70	100
# of major rehabilitations performed	177	144	144
# of emergency rehabilitations performed	285	250	250

Neighborhood Assistance Act

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of organizations	20	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.

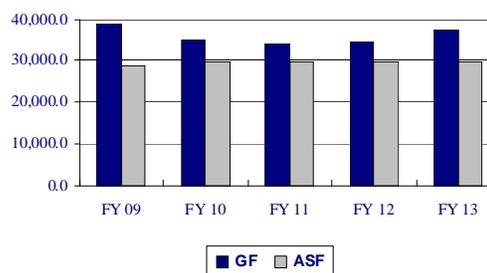
KEY OBJECTIVES

- Provide exceptional services to Delaware residents.
- Deliver efficient and effective technology services and shared solutions.
- Strengthen operations and security.
- Support a talented and engaged workforce.

BACKGROUND AND ACCOMPLISHMENTS

- IT Consolidation achievements included:
 - Active engagement in the consolidation process of 10 Executive Branch departments;
 - Successfully consolidated 60 percent, of the State's data centers; and
 - Effectively consolidated five departments' desktop and help desk services.
- Continued a major project quarterly review process to collectively review all technology projects over \$3 million. The review has resulted in consistency, cost savings and an improvement in the timeliness and quality of project delivery.
- Implemented a Cyber Security Computer-Based Training tool for all Executive Branch employees.
- Initiated the consolidation of enterprise IT licenses.
- Developed a private Delaware cloud solution and added over 600 physical servers to the virtualized private cloud.
- Completed 87 percent of the Continuity of Operation Planning plans for Delaware's Tier 1 organizations.
- Established a statewide data management and governance council.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	35,462.9	37,409.2	38,735.2
ASF	24,333.0	29,616.2	30,245.5
TOTAL	59,795.9	67,025.4	68,980.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	212.5	212.5	214.5
ASF	16.5	19.5	26.5
NSF	--	--	2.0
TOTAL	229.0	232.0	243.0

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	450.8	659.3	674.6
ASF	--	--	--
TOTAL	450.8	659.3	674.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2.0	2.0	2.0
ASF	--	--	--
NSF	--	--	--
TOTAL	2.0	2.0	2.0

SECURITY OFFICE 11-02-00

MISSION

To maintain and enhance 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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	912.5	576.6	619.3
ASF	771.2	1,346.5	1,347.5
TOTAL	1,683.7	1,923.1	1,966.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	9.0	9.0	9.0
ASF	2.0	2.0	2.0
NSF	--	--	--
TOTAL	11.0	11.0	11.0

CHIEF SECURITY OFFICER 11-02-01

ACTIVITIES

- Ensure continued confidentiality, availability and reliability of the State'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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of quarterly security audits conducted	20	20	25

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	19,875.7	25,171.8	25,776.8
ASF	21,037.3	25,441.0	26,065.5
TOTAL	40,913.0	50,612.8	51,842.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	80.0	99.5	100.5
ASF	8.0	11.5	18.5
NSF	--	--	--
TOTAL	88.0	111.0	119.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% attrition rate	3.5	<7.0	<7.0
% of employees with performance measure plan	99	100	100

CONTROLLER'S OFFICE

11-03-02

ACTIVITIES

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

DATA CENTER AND OPERATIONS

11-03-04

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.

TELECOMMUNICATIONS

11-03-05

ACTIVITIES

- Maintain the statewide information transport networks and associated enterprise systems such as e-mail, voice, wireless, Internet and storage.

- Provide telecommunications infrastructure support for all state agencies including public schools.
- Design, implement and maintain solutions to secure the State's network resources from intrusions, malicious and nuisance activities.
- Provide technical leadership and assist with vendor management ensuring system designs meet state standards and policies.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% availability of computing and network resources	99.99	99.98	99.99

SYSTEMS ENGINEERING

11-03-06

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 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 and policies 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.
- Promote data integration and master data management in order to more effectively use data.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	12,026.0	9,037.0	9,599.1
ASF	2,524.5	2,828.7	2,832.5
TOTAL	14,550.5	11,865.7	12,431.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	99.5	78.0	79.0
ASF	6.5	6.0	6.0
NSF	--	--	2.0
TOTAL	106.0	84.0	87.0

CHIEF TECHNOLOGY OFFICER 11-04-01

ACTIVITIES

- Ensure the successful implementation of major projects using project management and change 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 customers' needs.
- 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 and governance for major IT projects initiated by the department or customers.
- Provide governance and collaboration on IT project management in the enterprise.
- Provide full project life cycle management to include feasibility study, business requirements gathering, testing, vendor management and implementation.
- Provide an enterprise major projects dashboard for IT portfolio management.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of major projects completed within stated budget and on time	75	90	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 and technological 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

	<u>FY 2012 ACTUAL</u>	<u>FY 2013 BUDGET</u>	<u>FY 2014 GOV. REC.</u>
GF	2,197.9	1,964.5	2,065.4
ASF	--	--	--
TOTAL	2,197.9	1,964.5	2,065.4

POSITIONS

	<u>FY 2012 ACTUAL</u>	<u>FY 2013 BUDGET</u>	<u>FY 2014 GOV. REC.</u>
GF	22.0	24.0	24.0
ASF	--	--	--
NSF	--	--	--
TOTAL	22.0	24.0	24.0

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

CUSTOMER CARE CENTER
11-05-02

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 Council for improved customer collaboration.
- Provide request for proposal consulting services as requested by customers.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Average customer satisfactory survey rating (out of 5)	4.0	4.2	4.3

DTI SERVICE DESK
11-05-03

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.
- Use Service Center application to track and monitor the resolution of incidents.
- Provide enterprise desktop management and support for consolidated agencies.

OTHER ELECTIVE

12-00-00

Other Elective

Lieutenant Governor

Auditor of Accounts

Insurance Commissioner

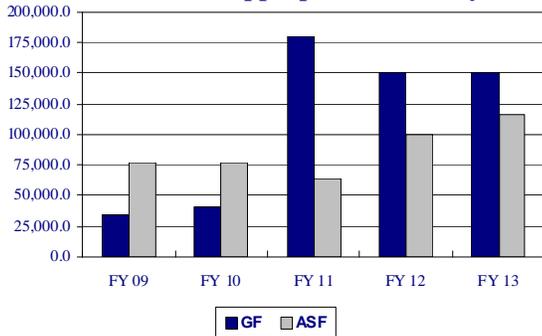
State Treasurer

- 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	148,100.2	150,851.0	170,773.4
ASF	90,417.9	115,570.5	105,953.8
TOTAL	238,518.1	266,421.5	276,727.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	38.5	38.5	38.5
ASF	93.5	94.5	96.5
NSF	3.0	4.0	2.0
TOTAL	135.0	137.0	137.0

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 healthcare 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, including the "Faith, Family and Foster Care" initiative launched in May 2012.
- 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

OTHER ELECTIVE 12-00-00

them find federal and foundation funding opportunities.

- Make the operations of the 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 (including Senate Bill 22 and House Bill 365);
- Set up the first state-run program where schools are evaluated on progress in educating at-risk kids, and 16 winning schools receive \$50,000 each in funds;
- Established a system to inform taxpayers about which school districts were directing public dollars into the classroom rather than administrative overhead;
- 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; and
- Combat bullying in and out of schools.

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 hosts an annual art contest for students K-12.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	556.8	591.5	603.6
ASF	--	--	--
TOTAL	556.8	591.5	603.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
TOTAL	6.0	6.0	6.0

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.

OTHER ELECTIVE 12-00-00

AUDITOR OF ACCOUNTS 12-02-01

MISSION

As the independent auditor, the Office of Auditor of Accounts (AOA) is charged with responsibility for various audits of state and federal funds that include the State's annual financial and federal single audits. AOA also helps to assure accountability of taxpayer dollars by ensuring high quality audits and investigations. In addition to identifying fraud, waste and abuse, AOA reviews government operations and programs for economy, efficiency and effectiveness.

KEY OBJECTIVES

- Issue timely reports that enhance public accountability and the stewardship of state and federal programs.
- Identify and reduce fraud, waste and abuse in organizations receiving state and federal funds.
- Ensure quality non-partisan audits and investigations that comport to professional standards.
- Ensure appropriate levels of audit coverage throughout the State including the State's Comprehensive Annual Financial Report and the Office of Management and Budget A-133 Single Audit.
- Facilitate ongoing discussions and dialog regarding audit recommendations and risk mitigation relative to internal control weaknesses identified throughout state government.

BACKGROUND AND ACCOMPLISHMENTS

During Fiscal Year 2012, AOA undertook significant changes in its operating procedures that were identified by performing internal audits and reviews. This introspective evaluation allowed AOA to reduce its administrative staff by 60 percent, converting these resources to audit professional staff.

Key areas of improvements included a reduction in duplication of efforts, improvements in bid processes and contracting and increased utilization of online services and technology. AOA plans to continue evaluating and implementing changes while ensuring appropriate levels of internal controls.

To the professional staff's credit, in addition to the internal process review and reorganization, AOA has managed to issue 73 audits and investigations in Fiscal

Year 2012. Further, AOA has developed an audit engagement contracting process that is based on guidance published by the National Intergovernmental Audit Forum, United States Government Accountability Office and Association of Government Accountants. This will help ensure high quality contracted audits at a reasonable cost.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,773.1	2,721.7	2,750.3
ASF	877.9	1,228.6	1,233.4
TOTAL	2,651.0	3,950.3	3,983.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	20.0	20.0	20.0
ASF	7.0	7.0	7.0
NSF	--	--	--
TOTAL	27.0	27.0	27.0

ACTIVITIES

AOA's professional staff is highly credentialed, holding 20 certifications for 11 professional positions. Over the past year, AOA professional staff continued participating in professional committees, conferences and the National 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;
- Board of Pardons;
- 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;

OTHER ELECTIVE
12-00-00

- Government Finance Officers Association; and
- Association of Local Government Auditors.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of AOA audit reports issued within 45 business days of report date	100	100	100
% of non-criminal investigation reports issued to the organization within 45 days after completion of investigation	100	100	100
% of Certified Professional Education compliance	100	100	100

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.
- Increasing the information given to consumers on insurance topics through publications, online, public consumer altars and community outreach.
- Meeting the needs of the next generation of insurance consumers by establishing an enhanced online presence with quarterly newsletters on the department's website and on Facebook.
- Requiring insurance companies to respond to inquiries made on behalf of Delaware consumers.
- 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 2012:

- Cited insurance companies for practices that hurt consumers, with fines ranging from \$15,000 to \$500,000;

OTHER ELECTIVE 12-00-00

- Decreased average workers' compensation insurance premiums more than 30 percent since 2005, through combination of workers' compensation reform legislation and increased department scrutiny of rate applications;
- Protected military service members from unscrupulous practices by life insurance agents through regulation;
- Held auto insurance rates from major companies nearly even since 2005, rejecting some proposed increases;
- Worked with the General Assembly to pass one of the toughest laws in the country regarding homeowner insurance cancellations;
- Created or updated publications for consumers on Medicare, credit scoring, insurance issues for members of the military and insurance issues for civic and homeowner associations; and
- Conducted outreach sessions to provide insurance information and complaint services in community centers, senior centers and churches.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	19,724.9	24,049.6	24,129.1
TOTAL	19,724.9	24,049.6	24,129.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	76.0	77.0	79.0
NSF	3.0	4.0	2.0
TOTAL	79.0	81.0	81.0

ACTIVITIES

- Member, Delaware Health Care Commission.
- Member, 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 2012, the Fraud Prevention Bureau investigated 490 cases of alleged insurance fraud. Approximately 60 percent of the cases were resolved by consent agreements or arrest, deemed to be unfounded or

had dispositions that were suspended. Approximately \$30,135 in civil penalties were assessed in substantiated fraud cases during Fiscal Year 2012 with a collection rate of approximately 89 percent.

During Fiscal Year 2012, Senate Bill 80 was introduced and passed in the General Assembly allowing for the first fraud assessment increase since 1995. The Fraud Prevention Bureau has continued to experience a reduction in the number of consumer complaints regarding medical discount plans marketed and sold within Delaware. This is attributable to the review and licensing process implemented by the department as the result of legislation supported by the department.

The Fraud Prevention Bureau has joined with entities such as the U.S. Department of Justice, the Delaware Department of Justice, the National Insurance Crime Bureau (NICB) and the 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 healthcare fraud detection and investigation and claims.

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

ACTIVITIES

Examinations/Financial Analysis

This section provides financial solvency oversight for the approximately 130 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

OTHER ELECTIVE

12-00-00

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 numerous insurance operating entities which include admitted insurers such as: property/casualty insurers, life/health insurers, domestic surplus lines companies, fraternal, health maintenance organizations, Medicare prescription drug plans, title insurers, etc. and insurance-related entities such as: accredited reinsurers, premium finance companies, risk retention groups, reinsurance intermediaries, third party administrators, etc.

Market Conduct

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 63 Market Analysis Level 1 reviews and 25 Level 2 reviews, and six 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) to provide efficient and accurate processing of enforcement cases through a fully integrated system that is linked to the Company and Producer Licensing systems.

Agency Market Conduct staff investigated 161 cases. Approximately 73 cases were resolved by consent.

Approximately \$250,000 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 work with National Insurance Producer Registry (NIPR) to enhance the electronic processes for licensing. The following license types will be implemented in NIPR beginning January 2013: Viatical Settlement provider, Portable Electronic Insurance, Discount Medical Plans and Car Rentals. The electronic application process will eliminate paper applications for these license types.

Delaware has worked closely with SBS to implement the following electronic processes: email updates, report generator and continuing education transcript lookup and provider updates. These electronic processes have streamlined the section and allowed for records to be updated efficiently and accurately.

Rates and Forms

This section enhances the tracking and monitoring of rate and form filings with SERFF, which is designed to enable companies to send and receive, comment on and approve or reject insurance industry rate and form filings electronically. SERFF continues to implement changes to comply with Patient Protection and Affordable Care Act

OTHER ELECTIVE 12-00-00

(PPACA) for reporting. Nearly 100 percent of all filings are received electronically.

The Rates and Forms section maintains the following activities:

- Participates in committees and work groups of the NAIC;
- Working on the Health Exchange implementation as a subset of the Health Reform Steering Committee;
- Participates in E-Reg;
- Participates in SERFF working groups; 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 investigates and attempts to resolve complaints by Delaware consumers against insurance companies and agents and acts as the frontline in the department's interaction with, and service to, Delaware insurance consumers. 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.

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.

Once again this year, the Consumer Services division received approximately 5,500 consumer complaints and inquiries. As in prior years, the most frequent issues regard what perils are covered under a policy, disputes about claims payment and increases in premiums.

In accordance with PPACA, the Department of Health and Social Services will manage a health benefits exchange in conjunction with the Insurance Commissioner's Office. The departments are deeply involved in planning for the exchange, and Consumer Services will play a crucial role in its operation with

regard to handling complaints, assisting consumers with enrollment and promoting the exchange out in the community.

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 2012, 1,487 employers participated.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of new licenses:			
producers	13,370	14,000	14,500
adjusters	7,917	8,000	8,200
appraisers	64	50	55
public adjusters	29	27	25
fraternal producers	34	50	50
apprentice adjusters	17	30	30
apprentice appraisers	0	5	3
surplus lines brokers	122	150	155
limited lines producers	490	400	450
business entities	728	700	710
# of producers appointed	62,392	65,000	70,000
# of consumer complaints/inquiries	6,905	8,000	8,000
# of arbitration cases heard	155	160	160
# of arbitration cases closed without hearing	129	120	120
# of participants in Workplace Safety program	1,487	1,550	1,600

ELDERinfo

ELDERinfo is the State Health Insurance program for Delaware's Medicare population of approximately 160,000. 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 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

OTHER ELECTIVE 12-00-00

programs, long-term care insurance and other health insurance matters.

Staffing consists of three employees and 17 volunteer counselors conducting one-on-one counseling. From April 2011 through March 2012, the unit assisted 7,102 beneficiaries with one-on-one counseling and reached more than 11,631 individuals through interactive public presentations, health fairs and direct mailings. The unit mailed 933 Delaware Prescription Assistance program applications and 560 Medicaid applications, resulting in potential savings of more than \$2,854,944 with prescription drug benefits and savings for the Medicare premium reimbursement.

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

In 2011, Medicare changed the Part D open enrollment period. Enrollment began October 15th and ended December 7th. During this time period, ELDERinfo provided one-on-one counseling to 2,380 Medicare beneficiaries, an increase of 55 percent compared to 2010.

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 156. Delaware is the 6th largest domicile in the country for captive insurance entities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of rates received	2,975	3,000	2,604
# of forms received	30,360	31,000	33,612
# of advertisements received	328	500	456
# of rules received	2,601	2,600	2,604
# of companies regulated:			
domestic	130	136	142
foreign	1,261	1,300	1,340
# of financial exam reports published	29	32	28
# of captive insurance companies	156	179	206

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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	145,770.3	147,537.8	167,419.5
ASF	69,815.1	90,292.3	80,591.3
TOTAL	215,585.4	237,830.1	248,010.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	12.5	12.5	12.5
ASF	10.5	10.5	10.5
NSF	--	--	--
TOTAL	23.0	23.0	23.0

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 Guidelines 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

OTHER ELECTIVE 12-00-00

participation through effective marketing and educational resources.

- Work with state agencies and vendors to provide treasury services, including Automated Clearing House (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 applicable parties 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

Focused on meeting the economic challenges of a 21st century global economy, 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:

- Implemented a 21st century vision and mission;
- Implemented an effective and transparent organizational structure;
- Issued the second report on the Delaware State Treasury;
- Implemented the Delaware Economic Index and Delaware Economic Early Warning System;
- Modernized OST with advanced technology critical to managing the State's investment portfolio;
- Developed the Prosperity Portal: Your Pathway to Financial Education, an online tool aimed at assisting Delawareans to realize their financial goals;
- Created and successfully launched the "Earn. Save. Invest. PROSPER" financial savings marketing outreach campaign;

- Revamped the National Save for Retirement Week Program, later recognized with a national award by the National Association of Government Defined Contributions Administrators;
- Managed the State's \$2.1 billion investment portfolio;
- Supported Delaware small businesses through a variety of innovative programs;
- Proposed changes to the State's Cash Management Policy;
- Selected a new Delaware-based merchant and credit card processing vendor;
- Signed an agreement with American Express® that provides individuals and corporations an additional payment option to satisfy outstanding state invoices;
- Expanded the remote check deposit program;
- Received White House recognition as an innovator in financial education programs with the Delaware Economic Index and the Prosperity Portal;
- Hired an independent financial advisor to assist in the management of the State's investment portfolio; and
- Initiated a stored value card program and awarded the vendor contract.

In sum, OST has built upon the achievements of the past year while continuing to redefine 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. Key duties include strategic initiatives, budget, legislative communications, social security administration and information technology.

Social Security Administration

The administration of the State's Section 218 Social Security agreements is under the purview of the Executive Office. OST is working to build relationships with the related entities to ensure compliance with Section 218 agreements and work with all applicable parties.

Office of Finance and Treasury Services

The Office of Finance and Treasury Services manages a variety of very important statewide functions for the

OTHER ELECTIVE

12-00-00

agencies and institutions of the State. These include deferred compensation programs, investment management, banking and cash management services and debt management.

Deferred Compensation Programs

Participation in the State of Delaware Deferred Compensation 457(b) Plan has grown from 3,400 in July 1999 to over 13,865 in July 2012. State employees contribute more than \$1.2 million per pay cycle and have over \$400 million saved toward their retirement. Although currently suspended, the State Match program resulted in more than \$19 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 Department of Education has grown from 4,328 in 2009 to 4,593 in July 2012. Assets in the 403(b) plan currently total over \$206 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 Guidelines 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 and payment distribution for ACH and check services. Specifically, the payments processed through this office include payroll, pension, vendor, foster care, personal income tax refunds, escheat payments and corporate tax refunds. The office also provides a variety of payment services including reissuance or cancellation of checks, maintaining the

state-dated check register and providing deposit information for incoming funds.

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 Delaware 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, 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

- Settle the cash position daily to ensure state funds are recorded in appropriate accounts while maximizing dollars available for investment.
- Administer and promote the State Deferred Compensation programs.
- Record and deposit receipts daily 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 applicable parties 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.
- Provide a central resource for Delaware residents to obtain financial information.
- Approve, monitor and reconcile the acceptance of credit card payments by any state agency.

OTHER ELECTIVE 12-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of 457(b) Deferred Compensation accounts	13,865	14,500	13,750
# of 403(b) Deferred Compensation accounts	4,593	4,459	4,500
# of days to reconcile major accounts	5	5	5
\$ ACH vendor payments (billions)	3.8	3.9	3.9

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 2012, all debt service payments to the Depository Trust Company were met on the bond due dates, which entailed:

- Disbursement of \$212.0 million for 23 General Obligation issues on \$1,696.5 million outstanding on June 30, 2012; and

- Collection of \$62.2 million from schools for the repayment of their local share of school construction on \$545.3 million of outstanding local share bonds on June 30, 2012.

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 the 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 deposit with OST. Interest in Fiscal Year 2012 totaled more than \$1.9 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 \$3.0 million for Fiscal Year 2012.
- Assist the public with any inquiries concerning state bonds.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% 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, municipal street aid and fire and ambulance organization

OTHER ELECTIVE
12-00-00

and police pensions 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.

ACTIVITY

- Disburse municipal street aid and fire and ambulance organizations and police pensions.

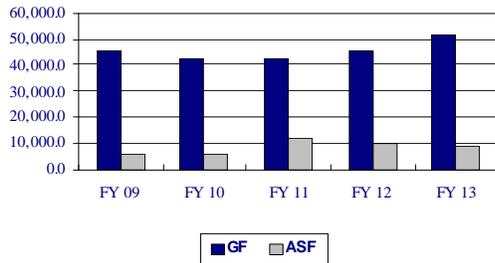
**LEGAL
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Legal

Office of the Attorney General

Public Defender

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	49,613.1	51,687.2	54,285.3
ASF	7,698.4	9,314.8	12,071.8
TOTAL	57,311.5	61,002.0	66,357.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	440.1	438.3	438.3
ASF	75.3	68.7	68.7
NSF	44.2	45.0	45.0
TOTAL	559.6	552.0	552.0

**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 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.
- 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: Fraud and Consumer Protection, Criminal, Civil, Family 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 is made up of various units including, but not limited to, appeals, homicide, child predator, victim witness services, felony screening, misdemeanor trial, sex crimes, traffic safety resources and Wilmington units. Criminal prosecutors also have administrative duties including extraditions, forfeiture hearings, Safe Street violations of probations, discretionary expungements, homicide cases and other legal services provided to law enforcement.

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, officers, departments, boards, agencies, commissions and other 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 Civil Division is responsible for the following:

- Enforcing environmental laws to protect Delaware's natural resources;
- Providing legal counsel to state agencies and entities including advising on complex contract and procurement issues, banking and financial services regulation, revenue and tax matters;
- Prosecuting administrative complaints investigated by the Division of Professional Regulation;
- Enforcing FOIA;
- Counseling state agencies and entities to ensure compliance with the law;
- Enforcing Delaware tobacco laws and monitoring the Master Settlement Agreement;
- Protecting the Delaware elderly and infirm population;
- Enforcing labor laws regarding discrimination, disabilities, wage payment and workplace fraud; and
- Representing state entities and employees in legal matters filed in state and federal courts.

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 Protection Division is made up of the securities, consumer protection and Medicaid fraud control units. The division protects residents from fraud and 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, mistreatment and the financial exploitation of seniors. The division also prosecutes violations of the Delaware Securities Act and prosecutes cases involving public corruption.

LEGAL 15-00-00

The 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 operational support to employees of the Office of the Attorney General. 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.

VCAP helps innocent victims of violent crimes recover losses as a result of the crime. In Fiscal Year 2012, VCAP received 1,240 applications and awarded \$3,414,133 to victims and their families.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	31,218.5	32,227.1	33,634.8
ASF	7,698.4	9,314.8	12,071.8
TOTAL	38,916.9	41,541.9	45,706.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	298.1	295.3	295.3
ASF	75.3	68.7	68.7
NSF	43.2	45.0	45.0
TOTAL	416.6	409.0	409.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov Rec.
# of average Superior Court filings per prosecutor	170	166	170
# of average Court of Common Pleas filings per prosecutor	3,693	3,833	4,000
# of average Family Division filings per prosecutor	790	825	825
% of Delaware Supreme Court appeals with State's brief filed within 60 days	97	100	100

LEGAL

15-00-00

PUBLIC DEFENDER

15-02-01

MISSION

29 Del. C. c. 46 established the Public Defender's Office (PDO) to preserve the constitutional rights of indigent defendants through the assistance of counsel in all critical stages of the criminal justice process. In addition, the Public Defender has the professional duty to assist the court in every reasonable way to improve the quality of justice.

KEY OBJECTIVES

The primary goal of the 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, the PDO has identified the following key objectives:

- 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;
- Reduce attorney caseloads to align them better with national standards established by the American Bar Association;
- Require attorneys to contact incarcerated clients in person or by videophone to prepare their defense; and
- Require psycho-forensic evaluators (PFEs) to produce a minimum of 60 court plans each year.

BACKGROUND AND ACCOMPLISHMENTS

The PDO is a criminal defense law firm directed by the Chief Public Defender. The PDO's practice is organized into four sections: Legal Services, Office of Conflict Counsel, Administrative Services and Technology Services.

Legal Services

The Legal Services section provides representation to indigents accused of crime through all stages of criminal proceedings, including the pre-trial, trial and post-conviction stages of court proceedings. The PDO provides competent defense counsel for clients statewide in the Supreme Court, Superior Court, Court of Common

Pleas and Family Court. Attorneys from the PDO also represent clients in Newark Alderman's Court and before the Board of Parole. Public Defender attorneys provided legal representation involving approximately 47,000 matters during Fiscal Year 2012.

The PDO currently has 74 attorneys, including the members of the management team. PDO attorneys defend indigent people accused of crimes in all Delaware courts. Experience and adequate support staff enable the PDO to meet the constitutional obligation to provide competent counsel to every indigent person accused of a crime.

Intake investigators conduct initial interviews with potential clients to determine eligibility for services and research potential conflicts of interest. Field investigators interview witnesses, serve subpoenas, collect and evaluate evidence and conduct surveillance.

PFEs aid staff attorneys in their representation of clients by conducting psychological assessments of defendants upon referrals. PFEs provide written reports, including information obtained from client interviews and tests. These reports help attorneys identify clients' mental health issues and make recommendations for bail, pre-trial intervention and sentencing alternatives. PFEs assist attorneys in the selection 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 assign client files to attorneys and make necessary entries in Judicial's Information Technology system, DELJIS and the Public Defender's database systems.

The Public Defender chairs the videophone sub-committee of the Criminal Justice Council. The PDO provides oversight and maintenance at all sites. The Public Defender assigns attorneys to 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 the PDO. A Chief Conflict Counsel and a Paralegal are directly responsible for administering the statewide Conflict Attorneys program within the Office of Conflict Counsel.

LEGAL
15-00-00

The Conflict Attorneys program is a network of 26 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 includes 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 and processes financial and personnel transactions, maintains office inventory 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.

The 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	18,394.6	19,460.1	20,650.5
ASF	--	--	--
TOTAL	18,394.6	19,460.1	20,650.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	142.0	143.0	143.0
ASF	--	--	--
NSF	1.0	--	--
TOTAL	143.0	143.0	143.0

ACTIVITIES

The PDO is responsible for representing each indigent person accused of a crime in Delaware from the inception of a case to 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 criminal justice databases 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;
- 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 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 the 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;
- 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.

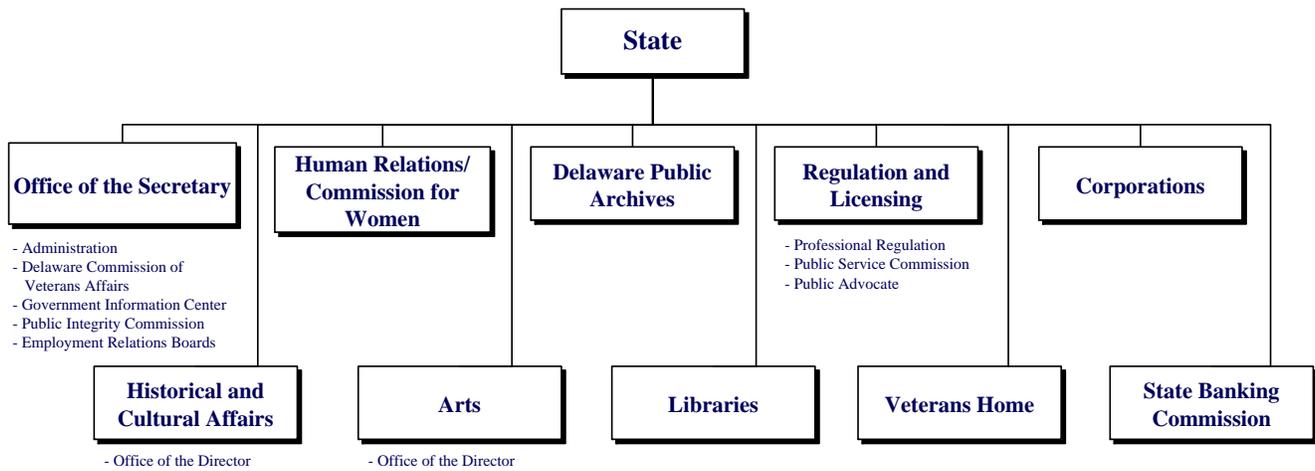
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PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of appeals closed statewide	88	88	88
Average caseload per attorney per year*:			
Superior Court	203	203	203
Court of Common Pleas	821	821	821
Family Court	378	378	378
# of plans produced per PFE	93	93	93
# of days from imprisonment to intake interview for incarcerated clients	3.3	3.3	3.3
# of days from interview to date client file is opened	1.1	1.1	1.1

*Closed cases only.

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

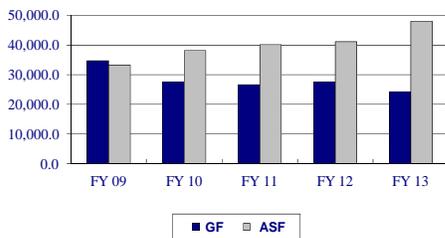
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products 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 Historical 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.
- 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; increasing awareness of the importance of reporting violations of appropriate standards of conduct; and promoting oversight that protects the public while preventing unnecessary regulatory burdens or impediments to equal opportunity.
- 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.

**STATE
20-00-00**

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

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	27,553.1	24,303.5	24,707.8
ASF	48,090.9	47,992.5	48,524.4
TOTAL	75,644.0	72,296.0	73,232.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	305.0	244.0	244.0
ASF	275.6	348.6	347.6
NSF	16.4	16.4	16.4
TOTAL	597.0	609.0	608.0

**OFFICE OF THE SECRETARY
20-01-00**

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,450.2	3,828.9	3,887.0
ASF	5,117.1	3,107.7	3,121.8
TOTAL	8,567.3	6,936.6	7,008.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	40.5	39.5	39.5
ASF	10.5	11.5	11.5
NSF	--	--	--
TOTAL	51.0	51.0	51.0

**ADMINISTRATION
20-01-01**

MISSION

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

KEY OBJECTIVES

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

STATE 20-00-00

- 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, Delaware Commission of Veterans Affairs (DCVA), 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 Riverfront Development 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 over 10,000 Delaware notaries public and actively participates in numerous public bodies, including DEFAC, the Cash Management Policy Board and the Biggs Museum Board.

Through Corporations and the State Bank Commissioner, the department contributed over \$975 million of net General Fund revenue in Fiscal Year 2012. 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 one million digital archival images available to the public through the end of Fiscal Year

2012. Libraries fosters education and recreational enjoyment. Last year, Delaware public libraries served more than four million visitors and circulated more than six million books and other materials. The division has completed a multi-year effort to bring every public library into a single statewide library catalog and high-speed broadband network. 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 2012, GIC dramatically increased the State's use of social media and recorded an average of more than 133,400 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 180,000 visitors in Fiscal Year 2012 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 the Division of the 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 80,000 professionals in Delaware. In Fiscal Year 2012, 95 percent 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 241 licensees.

The division's Office of Controlled Substances implemented the Delaware Prescription Monitoring Program (PMP) that was established by Senate Bill (SB) 235 in 2010. The PMP's primary purpose is to assist practitioners to prevent patient doctor shopping by providing a patient prescription history report. The

**STATE
20-00-00**

division was awarded a U.S. Department of Justice Harold Rogers federal grant in the amount of \$400,000 to fund the PMP and its operations. Delaware licensed pharmacies began uploading data in March. The PMP was made available to a test group of 300 practitioners in May 2012 and was officially launched in August 2012.

PSC currently regulates and/or licenses the activities of nearly 300 energy, telecommunications, water and wastewater service providers and franchisees. In 2012, PSC staff assisted consumers with nearly 900 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 over 600 applications filed and received by PSC, formally intervened in 15 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.

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. It continues to provide the highest quality of care for veterans.

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 \$5.3 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.
- Provide direction and policy-making functions for operating divisions.
- Promote international trade and development.
- Prepare budgets and control expenditures throughout the department.
- Process Board of Pardons applications.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ value of Delaware exports (billions)	5.3	5.3	5.3
# of agencies with two or more social media/mobile channels	12	20	25

***DELAWARE COMMISSION OF 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

- Provide assistance to veterans and their families in understanding and obtaining U.S. Department of Veterans Affairs (VA) benefits; deliver professional representation for claims of service connected disabilities and pensions.
- 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.
- Maintain a memorial park for the State Veterans Cemeteries; ensure dignified repose and military honors for veteran interment services.

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

STATE 20-00-00

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 VA 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 VA workshops to veterans/disabled veterans interested in developing veteran-owned small businesses.

Accomplishments

- Distributed a State Veterans Benefit Booklet to all veterans who claimed Delaware as their home of record upon discharge from military service.
- Processed and approved over 1,995 applications for burial at the Delaware Veterans Memorial Cemetery (DVMC).
- Effectively handled over 1,187 interments at the DVMC.
- Initiated a virtual visitation program, *VACemeteries.com*, for individuals to electronically visit interred veterans and family members.

ACTIVITIES

- Manage the claims processing system for veterans and their dependents and effectively monitor all federal legislation vis-à-vis the VA.
- Maintain a digital imaging repository for all veterans' DD-214 or similar verification of active military service documentation.
- Coordinate 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.

- Manage 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.
- Maintain electronic access (kiosk) for all Delaware veterans and family members to retrieve gravesite information.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of claims processed	1,916	1,964	2,013
# of outreach services to veterans and their dependents	53,638	54,979	56,353
# of federal/state referrals	5,962	6,111	6,264
\$ of claims awarded (millions)	10.5	10.5	10.5
# of interments	1,187	1,217	1,247
# of gravesites maintained	16,399	16,809	17,229
# of approved interment applications (cumulative)	26,693	27,360	28,044

GOVERNMENT INFORMATION CENTER 20-01-06

MISSION

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

KEY OBJECTIVES

- Increase interactions with citizens using the state portal, agency websites, eGovernment applications 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.

STATE
20-00-00

Additionally in 2011, the GIC was given authority to lead the implementation of eGovernment applications across the State to increase the number of online applications.

Accomplishments

- Designed and launched the new *Delaware.gov* portal in 2012.
- Established a statewide eGovernment contract with NIC USA to broaden Delaware’s eGovernment applications.
- Partnered with the Division of Motor Vehicles (DMV) to implement a sample driver’s test which is available on mobile devices.
- Created a new online telephone directory which enables searches by people, places and things.
- Created and promulgated a new Public Meeting Calendar for open public meetings.
- Partnered with local governments to establish town websites for municipalities.
- Launched the Print on-Demand Vehicle Temporary Tag system for automobile dealers in a partnership with DMV.
- 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*.
- Host and support the State’s blog server, which currently hosts state agency blogs and 15 municipality websites.
- 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 eGovernment application collection.
- Partnered with the Delaware Solid Waster Authority to launch a mobile application (iOS and Android) that uses a location based interface to enable residents to find recycling drop off stations.
- Created a location-based iPhone application for finding polling places in Delaware.
- 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 eGovernment 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.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of portal visitors (average unique visitors per month)	133,404	150,000	155,000
# of new online services established	11	15	20
% of local and county governments with which e-partnerships have been established	43	50	60
% growth of new fans on State’s Facebook page	27	25	30
% growth of new followers on State’s Twitter page	53	50	60

PUBLIC INTEGRITY COMMISSION
20-01-08

MISSION

To instill public confidence in the integrity of the government by administering and enforcing laws on ethics for the executive branch and local governments; financial disclosure for Executive, Legislative and Judicial Branches; dual compensation for state and local employees and officials holding two government jobs; and registration and expenditures by lobbyists.

KEY OBJECTIVES

- Increase the number of training attendees annually.

STATE
20-00-00

- 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 377 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 397 lobbyists representing 1,027 organizations.

In Fiscal Year 2012, PIC interpreted 54 requests for advisory opinions from officials and complaints against officials. This was an increase of 10 over Fiscal Year 2011.

Fiscal Year 2012 was the seventh year officials could file financial disclosure reports online or by hard copy. Out of 446 public officers, only 46 filed hard copy reports. That dramatic increase in online filing includes 100 percent online filing for all 69 candidates for state office. It was the first year state candidates had to file not only the financial interest information, but also disclose all non-profit, civic and community associations, foundations, maintenance organizations or trade groups if they are a council or board member. Because of the effective date of the legislation, in the prior fiscal year, only those currently holding office had filed this information.

In Fiscal Year 2012, the number of organizations with registered lobbyists topped the 1,000 mark: 397 lobbyists registered to represent 1,027 organizations. This was an increase of 24 lobbyists and 105 organizations represented. Lobbyists filed 4,109 organizational quarterly expense reports, an increase of 421 reports. The number of organizations represented has increased every year since PIC became responsible for the lobbying law in 1996, rising from an estimated 200 to the present 1,027 in 16 years.

In Fiscal Year 2012, legislation was passed to require lobbyists to add the number of bills or resolutions and the number or title of administrative lobbying matters within five days of lobbying on such items. The legislation also requires PIC to provide a weekly report on that information to the General Assembly while it is in session. Further, the legislation requires PIC to have a searchable database.

In Fiscal Year 2012, the commission gave 12 classes to 133 attendees on ethics. The numbers are expected to increase in Fiscal Year 2013 because the Department of Transportation (DOT) has already requested that quarterly training sessions be given for DOT employees and officials in that agency in 2013. The law requires the commission to offer classes, but it does not require anyone to attend. The commission will continue to work with agencies to encourage participation in its training program.

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of advisory opinions, waivers and complaints	54	65	60
# of people receiving training	133	300	300
% of opinions issued within 45 days	97	98	98
% of disclosures filed online	96	95	95

EMPLOYMENT RELATIONS BOARDS
20-01-09

MISSION

The Public Employment Relations Board (PERB) provides timely, competent and trustworthy support for the collective bargaining process to promote harmonious and cooperative labor management relationships between

public employers and their employees. PERB also protects the public by assuring the operations and functions of governmental entities are not interrupted by labor strife. The Merit Employee Relations Board (MERB) resolves employee complaints by restoring any position, benefit or right denied as a consequence of a misapplication of 29 Del. C. c. 59, Delaware Merit System of Personnel Administration and the rules adopted pursuant thereto.

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

The department consolidated responsibilities for PERB and MERB in Fiscal Year 2009 and reflected this consolidation in the budget under one budget unit referred to as Employment Relations Boards in Fiscal Year 2011.

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, lay-offs or freezes; changes in funding sources and support; governmental reorganizations; and the tenor of the relationship between labor and management.

PERB has developed an effective impasse resolution procedure which has resulted in an average facilitated settlement rate of 90 percent of negotiations in which binding interest arbitration is requested over 10 years.

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.

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 and increase accessibility to PERB processes and decisions through electronic media.
- Serve as the final step in the state Merit System grievance process and in appeals of classification maintenance reviews.
- Adopt or reject changes to the Merit Rules submitted by the statewide Labor Management Committee after a public hearing.
- Request OMB Director investigate problems and/or complaints arising from Merit policies and procedures.

**STATE
20-00-00**

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
PERB			
% of disputes informally resolved through facilitation	30	40	50
% of cases resolved within 90 days of filing	40	45	50
% of mediation cases proceeding to binding interest arbitration	62	33	25
% of binding interest arbitration in which facilitated settlement is reached prior to decision	62	80	85
# of new cases filed	54	55	60
# of cases processed	94	95	90
% of cases electronically filed and/or processed	70	75	75
# of decisions issued	39	50	50
MERB			
% of cases resolved within 90 days of filing	20	25	40
% of cases heard within 180 days of filing	25	30	45
# of new cases filed	33	25	25
# of cases processed	70	50	50
% of cases electronically filed and/or processed	60	75	80
# of decisions issued	55	50	50

**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 in all sectors of society.

KEY OBJECTIVES

- Eliminate unlawful discrimination in Delaware.
- Eliminate biases and barriers that obstruct equity and justice for women.
- Improve the status and quality of life of women in Delaware.
- Promote economic, social and political justice.
- Protect Delawareans against violations of the State's fair housing and equal accommodations laws.
- Educate citizens of their rights and responsibilities under the state and federal fair housing laws.
- Enforce the state laws prohibiting discrimination in housing and places of public accommodations.
- Maintain a partnership with the U.S. Department of Housing and Urban Development (HUD) and local housing providers and fair housing advocates for fair housing outreach, education and enforcement.
- Maintain status as a Fair Housing Assistance program with the authority to receive, investigate, process and resolve fair housing cases filed under the federal fair housing law.
- Maintain productive relationships with local, regional and national organizations similarly focused on improving the status of women.
- Assist and support the State Human Relations Commission (SHRC) in fulfillment of its statutory duties and responsibilities.

**STATE
20-00-00**

- Assist and support the Delaware Commission for Women (DCW) in fulfillment of its statutory duties and responsibilities.
- Serve as a voice for and information resource to women on standing and emerging issues of particular concern to women.

BACKGROUND AND ACCOMPLISHMENTS

The SHRC was created in 1961 to promote a climate of understanding among racial, cultural and ethnic groups in Delaware. Thus for 50 years, the SHRC has served the State as the advocate, protector and enforcer of the civil and human rights of its citizens.

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.

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

both 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

- In 2010 the Division of Human Relations held the first fair housing conference for persons with disabilities. The event attracted over 100 advocates, fair housing professionals and persons with disabilities.
- Maintained strong relationships with partners, stakeholders and allies.
- Received 76 allegations of housing discrimination. Investigated, processed and resolved 22 complaints of violation of the fair housing laws.
- Obtained \$149,000 in awards for fair housing violations.
- Received 48 allegations of discrimination in places of public accommodations. Investigated, processed and resolved 35 complaints filed under the State’s Equal Accommodations Act.
- Obtained \$18,250 in awards for violations on the Equal Accommodations Act.
- Received an award of \$81,999 performance-based funding under a cooperative agreement with HUD.
- Developed and implemented fair housing training workshop series to support the findings and recommendations in the 2011 Analysis to Impediments to Fair Housing Choice in Delaware.
- Commemorated National Fair Housing month by leading and supporting several fair housing events including the Division of Human Relation’s 19th Annual Fair Housing Conference.
- Sponsored events and provided informational material and resources to more than 500 women and 1,000 girls.
- Produced a resource guide to facilitate women’s ability to access the services and support needed to reenter the community after incarceration.
- Planned and produced the 33rd Annual Hall of Fame Award Ceremony recognizing and honoring Delaware women for their significant contribution to the State and the nation.
- Offered free legal information seminars to over 50 people.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	587.0	600.0	612.0
ASF	8.8	6.0	6.0
TOTAL	595.8	606.0	618.0

**STATE
20-00-00**

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	9.0	9.0	9.0

***HUMAN RELATIONS/COMMISSION FOR WOMEN
20-02-01***

ACTIVITIES

- Use the full authority of the law to enforce and deter unlawful discrimination in Delaware.
- Receive, investigate and process complaints of unlawful discrimination.
- Test, monitor, survey and study patterns and practices for evidence of unlawful discrimination.
- Train, consult, advise and educate citizens and other persons of their rights and responsibilities under fair housing and equal accommodations laws.
- Mediate, facilitate, conciliate and resolve complaints in a way that effectively deters future acts of discrimination.
- Lead, convene, coordinate and disseminate a resource for information and training on existing and emerging issues, policies and/or laws affecting unlawful discrimination.
- Support the administrative and functional needs of SHRC in fulfillment of 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of educational seminars, training and workshops	50	50	50
# of days to close fair housing cases	85	80	80
# of days to close public accommodations cases	110	100	100
# of Hall of Fame nominations	28	35	40
# of agencies/organizations utilizing DCW resources	100	105	110
# of resources/publications disseminated	11,000	9,000	9,000

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

MISSION

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

KEY OBJECTIVES

- Preserve state and local government records that possess legal, fiscal and historical value.
- Ensure ongoing access to records of enduring value by managing their 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

Established in 1905, Archives is one of the oldest continuous public archives in the nation. Archives fills a critical role in collecting, preserving and making available state and local government records of historical and evidential 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 10.4 million documents ranging from single, historic documents such as the Royal Charter to a host of varying historic and state and local records dating from the 17th century to the present, including documents, architectural drawings and maps. For most Delawareans who were born, were married, owned property, went to school or died in Delaware, a record of these life events will eventually be housed in Archives.

**STATE
20-00-00**

In addition to paper documents, Archives houses almost 6,000 books, 17,000 audio/video recordings, 75,000 rolls of microfilm and approximately 800,000 historical photographs. All of these materials are housed in a specially constructed building that encompasses four climate-controlled Archives vaults totaling almost 90,000 cubic feet and the Mabel Lloyd Ridgely Research Room that is equipped with Wi-Fi to support individual patron computer access for various research undertakings.

Continuing with its tradition and mission of providing access to its holdings while ensuring secure and proper housing for the state's documentary heritage, Archives has expanded the public use of its resources through enhanced technological advances, public programming and an increasing web presence that has made 1,009,439 documents, photos and related materials available online. In Fiscal Year 2012, nearly 8,400 people visited Archives to conduct research, view exhibits and attend workshops and special events. The Archives' website and social media platforms logged 268,518 unique visitors, representing a 24.2 percent increase over Internet visitation in Fiscal Year 2011.

Accomplishments

- Increased Archives' website usage through the launching of Collection Gateway, a new Internet research tool that allows the public to search the databases of 19 different collections in Archives, thus making available online half a million records that are housed in Archives.
- Expanded the Archives' website collection offerings by adding 28,763 images during Fiscal Year 2012 including the entire Board of Agriculture photograph collection, the Delaware in World War II collection, the War of 1812 images and related documents, the Storm of 1962 articles and related documents and the complete five volume set of the American Revolution and War of 1812 Delaware Military records.
- Expanded social media venues for maximum exposure and interaction with patrons. Facebook, updated often with samples of Archives' online photo collections, now has more than 550 followers. Pinterest is updated almost daily with new pins of archives-related subject matter found on the Internet as well as samples of Archives online collections. Twitter is updated at least three times a day with information from This Day in Delaware History, interesting items that are found by research staff and announcements of upcoming events.

- Enhanced ability to track web visitation statistics of the Archives' website by using Google Analytics. Using this data, staff is in the position to analyze e-user information in terms of what is visited on the website.
- Expanded the "Inside the Delaware Public Archives" YouTube series to a new segment of the Delaware population by creating a Spanish language video to foster understanding by the Latino/Hispanic community of Archives and its holdings/collections.
- Processed 80,000 online publications harvested from state agency websites to determine applicability of electronic posting to the Archives' website, resulting in posting of almost 5,000 agency annual reports, one time only publications, brochures and/or pamphlets.
- Increased educational opportunities utilizing holdings by creating education kits for the high school level. Along with the previous year's 4th and 5th grade education kit, more than 7,200 Delaware students benefited.
- Enhanced the visitor's experience by securing Delaware's copy of the Bill of Rights on loan from the National Archives and Records Administration for the first time in three years. More than 1,150 people viewed the document during its approximately three month stay at Archives.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	918.5	895.2	914.8
ASF	1,268.1	1,174.3	1,217.6
TOTAL	2,186.6	2,069.5	2,132.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	15.0	15.0	15.0
ASF	15.0	15.0	15.0
NSF	--	--	--
TOTAL	30.0	30.0	30.0

**DELAWARE PUBLIC ARCHIVES
20-03-01**

ACTIVITIES

- Initiate planning efforts for upcoming exhibits to include continuation of The War of 1812 exhibit, Black History Month exhibit with a theme of Houses of Worship - The African-American Experience in Delaware and the George and Irene Caley Postcard Collection (~8,000 Delaware-themed postcards).

**STATE
20-00-00**

- In conjunction with nationally celebrated Archives Month (October), establish a “Let’s Show What We Got” permanent display within the building in areas not normally seen by the public except as invited visitors or on tour. The plan is to feature a variety of document facsimiles and photographs from within Archives’ vast holdings and display them within the halls and common areas of the building.
- Collaborate with FamilySearch for their services to complete, on site at no cost to the State, scanning/digitalization of The Kent County Orphans Court records, one of Archives’ most often requested materials.
- Participate with the New Sweden Alliance in planning for the 375th anniversary commemorating event of the landing of the Swedes at New Sweden (Fort Christina).
- Expand social media venues by completing three YouTube videos (one in Spanish), refreshing the website and including on the website a focus section on new accessions into Archives on a regularly scheduled basis.
- Reach out to the State’s African-American and Latino populations and tech-gen audiences through both traditional marketing, exhibits and increasing use of social media and by leveraging additional outreach activities and programming in schools and communities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of digital images posted online (cumulative)	1,009,439	1,184,500	1,185,090
# of government client interactions	16,880	17,510	17,685
# of on-site public visitor/patron interactions	8,369	8,500	8,625
# of off-site public visitor/patron interactions to Archives sponsored events	48,950	49,440	49,935
# of public e-user interactions	138,000	140,100	141,400
# of unique online visitors	129,718	131,000	132,285
# of cubic feet of agency records in off-site storage (cumulative)	17,042	17,510	17,680

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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	14,114.4	11,243.0	11,345.7
TOTAL	14,114.4	11,243.0	11,345.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	74.0	77.0	77.0
NSF	--	--	--
TOTAL	74.0	77.0	77.0

**PROFESSIONAL REGULATION
20-04-01**

MISSION

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

KEY OBJECTIVES

- Ensure applicants for professions, trades and events meet minimum standards 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 initial application 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 Continuity of Operations Plan (COOP) to ensure continued critical services to the public, licensees and other agencies.
- Incorporate best regulatory practices and recommendations stemming from independent reviews and benchmarking, aimed at ensuring the integrity of systems designed to protect the public.

BACKGROUND AND ACCOMPLISHMENTS

Professional Regulation provides regulatory oversight for 34 boards/commissions, comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, legal, fiscal and investigative support for 53 professions, trades and events. The division currently provides services for over 300 board/commission members and over 80,000 licensees. Licensure fees fund the division and the expenditures attributed to each licensing board.

Accomplishments

- The division's Office of Controlled Substances implemented the PMP that was established by SB 235 in 2010. The PMP's primary purpose is to assist practitioners to prevent patient doctor shopping by providing a patient prescription history report. The division was awarded a U.S. Department of Justice Harold Rogers federal grant in the amount of \$400,000 to fund the PMP and its operations. Delaware licensed pharmacies began uploading data in March. The PMP was made available to a test group of 300 practitioners in May 2012 and was officially launched in August 2012.
- The division finalized regulations on October 11, 2011, setting forth requirements for tamper resistant prescription pads intended to reduce prescription fraud and medication abuse. The regulations set forth requirements for the design, ordering procedures, print, delivery and use of prescription pads. In March 2012, practitioners were able to purchase the newly implemented pads through vendors registered with the division. An online provider verification system was made available for vendors to verify the legitimacy of prescribers who order from the tamper resistant prescription forms.
- 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 October 2011 and April 2012. Overall since 2008, the division's Office of Controlled Substances has held 12 drug take back events and collected thousands of pounds of unneeded prescription medications.
- The division responded to 75,230 customer inquiries, of which 60,884 were responded to by the information center on initial customer contact.

- The division issued 12,767 licenses to new applicants and renewed 25,041 licenses with a total licensee population of over 80,000. The regulated licensees are comprised of a diverse group of professions, trades and events, including health care, occupational and business.
- The division screened 976 complaints, accepted 715 for investigation and completed 677 investigations. The division worked with the Attorney General's Office to establish case processing standards to facilitate greater efficiency in managing cases from receipt to disposition. The division will be engaging a vendor to implement a case management system for use by both agencies to track the status of complaints.
- The division implemented its authority to conduct statewide inspections for charitable gaming events and the cosmetology/barbering profession to curb unlicensed practice and ensure compliance with applicable laws and rules.
- The division implemented the 2010 Joint Sunset Committee recommendations for the Board of Massage and Bodywork through passage of sunset legislation (HB 357) during the 146th General Assembly.
- The division converted a cumulative total of 107,044 license records to 1,739,677 imaged records for 17 major professions and began scanning incoming documents for them. The division is projected to complete the document imaging project for the remaining 18 professions by the end of Fiscal Year 2013.
- The division and the board and commissions disciplined 241 licensees and imposed 348 disciplinary actions against those persons/facilities.
- The division and the boards and commissions held 274 hearings, of which 131 were conducted by hearing officers.

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 and inspections to determine licensees' compliance with regulatory laws, rules and regulations and those practicing without a license and track complaints from receipt to adjudication.

**STATE
20-00-00**

- Preside over hearings and develop decision recommendations 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.
- Conduct biennial fee setting analysis that reflects each board's operating cost and process fiscal, budgetary documents and travel arrangements for each board/commission.
- Engage in technology initiatives to automate and upgrade division systems and services for easier access and use by the public, board members, licensees, applicants and others.
- Determine eligibility for licensees seeking admittance into the Voluntary Treatment Option program, coordinate assessment/treatment with approved providers and monitor for compliance.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
License records (cumulative):			
# converted to electronic format	107,044	112,243	*
% converted to electronic format	95	100	*
% customer satisfaction index (1-5 scale)	4.34	4.50	4.50
Customer inquiries (level 1):			
# handled	60,884	63,000	63,000
% handled	81	81	81
Delaware practitioners:			
# using PMP	300	1,000	1,616
% using PMP	5	20	30
Hearings:			
# held	274	300	300
% held by hearing officers	48	50	60

**Process to be completed in Fiscal Year 2013.*

**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, 10 wastewater utilities, four cable television providers having a total of six franchise areas, two natural gas utilities, one electric distribution company, 89 electric suppliers and 189 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 inter-carrier 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 Task Force (RETF), established by the Delaware legislature to design and implement programs that facilitate the development of renewable energy markets in the State while limiting rate impacts to consumers.

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

Accomplishments

- During Fiscal Year 2012, a total of 608 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 324 applications for certification of renewable energy resources, including solar, wind, biomass, hydropower and landfill gas.
- Under legislation passed in July 2011, the PSC: reviewed a proposed fuel cell tariff that provides for the construction of both a 30 megawatt generating facility and a fuel cell manufacturing plant in Delaware; improved the terms of the fuel cell agreement by providing additional financial security to ratepayers; and approved the fuel cell tariff on an expedited basis so as to ensure receipt of a federal

cash grant. As required under the fuel cell legislation, PSC also established rules to govern the transition of the obligation to meet Delaware's renewable portfolio standard from all electric suppliers to the electric distribution company.

- PSC reviewed, modified and approved a pilot program recommended by RETF for the procurement of solar renewable energy credits, which establishes a market in Delaware for all sizes of solar facilities while limiting the rate impact to electric customers.
- In collaboration with Delmarva Power and other interested stakeholders, PSC designed and approved an electric Dynamic Pricing program, which allows Delmarva Power's supply customers to achieve direct savings by managing the timing of their electricity usage. The program, which is enabled by advanced metering, will also help Delmarva Power meet the requirements of the Energy Conservation and Efficiency Act of 2009.
- On a regional level, PSC participated in initiatives by the Organization of PJM States, Inc. and the Eastern Interconnection States' Planning Council to plan for electric transmission projects that will enable states to meet public policy goals relating to green energy or economic development.
- Using federal grant money, PSC staff conducted 100 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 intervened as a party in a federal natural gas transmission rate proceeding and achieved \$5 million in savings over five years for Delaware natural gas customers.

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.

**STATE
20-00-00**

- 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.
- Implement a case management and e-filing system to automate paper-based processes and to increase transparency by providing for web-based access to case files and other documents.
- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Dockets filed:			
# maintained electronically	608	608	608
% maintained electronically	100	100	100
% processed under new e-filing/case management system	*	25	90
Major utilities:			
# of rate of return reports reviewed semi-annually	8	8	8
% of rate of return reports reviewed semi-annually	100	100	100
% of customer complaints resolved within 15 days	85	90	90

**New performance measure.*

**PUBLIC ADVOCATE
20-04-03**

MISSION

DPA represents the interests of all Delaware public utility consumers before PSC, 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 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 that issues impacting utility consumers are recognized and understood during the decision making process.
- Jointly and individually file comments that represent the interest of all Delaware utility consumers in dockets and rule making procedures pending before federal regulatory agencies.
- Monitor and vote at PJM stakeholder meetings, taskforces and working groups to support or oppose initiatives or market changes that have direct and material effect on all of Delaware’s electricity consumers.

BACKGROUND AND ACCOMPLISHMENTS

- Through its position on the Board of the Sustainable Energy Utility (SEU), supported the board’s efforts to restructure the governance of the SEU into a committee-driven configuration. The restructure strengthens the board’s voice in SEU decision making and hiring decisions while providing greater financial oversight.
- Participated in review of Delmarva’s SOS supply procurements and workshops addressing supplier rules, including support of initiatives that encourage electric supplier shopping in Delaware provided consumer protections are included.
- Hosted a workshop with wastewater service providers, DNREC, a homebuilder and a state representative to discuss issues surrounding the provision of wastewater services by regulated utilities and discussion of a DPA proposed rule for collection of operating subsidies.

**STATE
20-00-00**

- Advocacy in a water utility rate case resulted in PSC's granting of \$3.9 million compared to the \$6.8 million requested by the company, including a reduction of the utility's return on equity (ROE) from 10 percent to 9.75 percent.
- Intervention in Delmarva's rate case ended with the company agreeing to an almost \$10 million reduction to its initial request, as well as a lowering of its ROE to 9.75 percent which is 100 basis points lower than the company sought in its application. While still a proponent of rate design modifications that reflect actual cost causation, DPA has opposed actual implementation until the company's reduced risk is reflected in a lower ROE.
- Engaged with other regional state consumer advocate offices and joined comments filed at FERC that promote consumer interests in matters such as the treatment of demand response and energy efficiency resources in wholesale markets, excessive incentive rates granted to transmission providers by FERC for reliability required infrastructure and design components of the capacity market administered by PJM Interconnection LLC.

ACTIVITIES

- Represent the interests of Delaware utility consumers in matters before PSC.
- Engage in all aspects of public utility regulation at the local, regional 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.
- Conduct outreach at community events and through direct consumer contacts with the agency.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of customer experienced electric service interruptions	142	<133	<133
# of system electric service interruptions	1.28	<1.63	<1.63
% of rate determinations settled prior to PSC deliberation	90	70	70

**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 the availability of online and mobile information and services to customers.

BACKGROUND AND ACCOMPLISHMENTS

Revenue collected by the division accounted for 26 percent of the State's General Fund revenue in Fiscal Year 2012. 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.

STATE
20-00-00

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 2012, the division culminated a three-year effort by earning yet another management honor in recognition of outstanding performance in quality management in Delaware. The division is now ISO 9001 certified. This demonstrates that its quality management systems meet or exceed international standards of excellence.

Technology provides a key competitive advantage for the division. To improve the efficiency and effectiveness of its operations, the division continually makes software, hardware and website enhancements. In the 1980s and 1990s, Delaware became the first state in the nation to develop a corporate database, imaging and workflow system. In recent years, the division has focused on expanding access to online information and services. The division publishes the most used state agency website in Delaware. Last year, more than 869,000 payment transactions were conducted through the division's e-government applications. The division's highest priority is the 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 980,000 active legal entities in the State. The division works closely with its partners, such as: the Judiciary, Delaware State Bar Association, 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 49,658 entities in Fiscal Year 2012, even as other states experienced declines.
- Improved efficiency by increasing the percentage of customers using electronic filings in Fiscal Year 2012. Overall web-based transactions increased by 22.7 percent.
- Continued efforts to reduce maintenance and overhead costs and boost efficiency through information technology consolidation.
- Reduced average cost of electronic payment processing and improved customer service by expanding payment options for customers while also

improving procedures for directing customers to the most efficient payment methods possible.

- Continued efforts to boost productivity and service through an ongoing partnership with Commercial Registered Agents to develop clear guidelines to ensure documents presented for filing are in compliance with state mandates.
- Successfully worked with General Assembly and Delaware State Bar Association in Fiscal Year 2012 on 10 changes to the State's business entity laws to clarify, confirm and simplify administrative procedures.
- Issued and enforced new standards prohibiting Commercial Registered Agents listed on the State's websites from marketing the sale of shell, shelf or aged companies and promoting Delaware as a haven for secrecy or anonymity.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	17,784.9	18,708.8	19,015.3
TOTAL	17,784.9	18,708.8	19,015.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	111.0	107.0	106.0
NSF	--	--	--
TOTAL	111.0	107.0	106.0

CORPORATIONS
20-05-01

ACTIVITIES

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

**STATE
20-00-00**

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of entities domiciled (thousands)	965.7	1,010.7	1,055.7
\$ of net General Fund revenue (millions)	867.2	871.0	882.8
% UCC e-Corp filing	62.0	62.6	63.2
% of alternative entities paying electronically	51.0	53.8	56.0
# of web-based payments (thousands)	869.6	956.6	1,052.2

**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 at 90 additional

sites across the State, including court houses, government offices 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; non-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 included nine member organizations in Fiscal Year 2012: Middletown Historical Society, Laurel Historical Society, Seaford Historical Society, Bethel Historical Society, Rehoboth Art League, Rehoboth Beach Historical Society, Underground Railroad Coalition of Delaware, Overfalls Foundation and the Delaware Sports Museum and Hall of Fame. 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. HCA assists the affiliates with graphic design, exhibit planning and technical guidance on collections care and management.
- In order to help reduce surface run-off into the White Clay Creek at the Hale Byrnes site, HCA's horticulture staff completed stream bank native plant installations, partnering with the Wild and Scenic White Clay Creek organization.
- HCA focused on the ongoing development of friends groups to support HCA properties. These partnerships: Friends of Woodburn, the Friends of Belmont Hall and the Friends of the John Dickinson Mansion offer increased use, programming,

visitation and operational support to the corresponding historic sites.

Stewardship

- HCA participated in a Museum Assessment program. This program, supported by the Institute of Museum and Library Services and the American Association of Museums (AAM), is designed to help museums assess their strengths and weaknesses and plan for the future. The program is a first step in seeking accreditation from the AAM. HCA has separately initiated consultation with collections management experts to identify and implement improvements to its collections management practices.
- With the guidance of the Hull Conservation Team, substantial improvements in the curation of the H. M. Sloop DeBraak were completed by upgrading the hull's structural support and installing new equipment and systems to eliminate adverse biological activity and other destabilizing threats to this unique artifact.
- HCA completed more than 80 capital improvement and refurbishing projects at HCA historic properties throughout the State, including Buena Vista, Cooch-Dayett Mill, Woodburn, Belmont Hall, The Sheriff's House and New Castle Green, Zwaanendael Museum, Old Sussex County Court House and Milford Museum among others. The Felix Darley House returned to active daily use by multiple organizations in the Claymont community.
- HCA's in-house trades specialists completed 1,825 service requests providing electrical, carpentry and plumbing repairs, preservation treatments and special fabrications and finishes to maintain and preserve the division's 114 historic structures. In addition, staff extensively refurbished the Collections Affiliates Research and Exhibits (C.A.R.E.) and collections facilities and the maintenance shop.
- HCA's horticulture specialists redesigned and implemented landscape work at the Biggs Museum, as well as planting beds at the entrance of the First State Heritage Park Welcome Center in Dover. Landscape improvements were also undertaken at the Zwaanendael Museum and the Darley House.
- A major landscape renovation of the beds around the Buena Vista mansion occurred, with the addition of 560 perennials, shrubs and trees and the transplanting of underperforming plants. In addition, HCA implemented new landscape beds at the tenant house and installed a two-acre native grass and wildflower meadow along the route of a new trail that is under construction.

STATE 20-00-00

- Buena Vista's greenhouse provided plant material for all division sites this year, producing approximately 3,500 pieces of plant material, including annual and perennial flowers, vegetable plants and tree and shrub seedlings. Approximately half of this material was grown from seed harvested and collected from HCA sites. Approximately 10,000 bulbs were installed at sites statewide.

Preservation

- HCA initiated efforts to update the State's historic preservation plan, gathering input from stakeholders and the general public via an online survey, public meetings and a focus group of planners and preservation partners. This outreach helped to define goals and strategies to guide and promote historic preservation efforts for the next five years. The draft plan will be circulated for further review and comment, with finalization in early 2013.
- Awarded \$4.7 million in state historic preservation tax credits for improvements to 25 historic properties, which included owner-occupied, non-profit owners and income-producing properties.
- Received for review and comment 496 new environmental review projects that included federal undertakings from U.S. Department of Agriculture, HUD, Department of Education, Federal Highway Administration, U.S. Army Corps of Engineers and the FCC, 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. HCA also expedited and then closed 26 federal environmental review projects associated with ARRA.
- To streamline project review, staff successfully negotiated and signed an updated Programmatic Agreement (PA) with HUD to implement its Lead Based Paint Hazard Control program, signed a regional PA with the federal Bureau of Ocean Energy Management and began revising the PA with the Federal Highway Administration and DOT.
- Five Delaware historic sites were added to the National Register of Historic Places: Riverview Cemetery (Wilmington), Stockton-Montmorency House (Greenville), Tunnell-West House (Ocean View), Stuart Randall & Priscilla Kellogg Carswell House (Newark) and McColley's Chapel (Sussex County). The Delaware State Review Board for Historic Preservation approved these sites for National Register listing prior to their review at the federal level. Three additional sites are still pending final approval at the federal level for listing on the National Register. National Register listing is a prerequisite for eligibility for the historic

preservation tax credit program. To assist and promote property owners to explore their own property history and complete nominations, HCA developed National Register research workshops in collaboration with Archives.

- HCA's preservation specialists assisted the Delaware Coastal Program technical committee on sea level rise by providing Geographic Information Systems data and attending public workshops to ensure that the analysis takes into account the effect of various sea level rise scenarios on known historic properties.
- A comprehensive tree inventory was completed for Buena Vista. This inventory identified each tree on the site (over 400), located each tree into a global positioning system database and provided a risk assessment and approximate value for each tree, thus enabling the compilation of a long-term management strategy for these assets.
- At John Dickinson Plantation, HCA's horticulture staff reconstructed garden beds and installed vegetable and herb gardens using John Dickinson's hand-written seed list from 1788.

Research

- Conducted a comprehensive survey of Delaware's Revolutionary War battlefield in areas around Cooch's Bridge in New Castle County. The National Park Service's American Battlefield Protection Program methods and criteria were used to guide the survey and analysis. Preliminary results have revealed good recovery of information of this little understood first battle of the Philadelphia Campaign. Analysis is in progress.
- Continued the War of 1812 site survey with more than 120 sites identified, including associated sites in neighboring states. The sites include extant structures, maritime locations and sites known through archival and documentary sources. The purpose of the survey is to learn more about the physical landscape of the conflict and to provide a fuller understanding of the war, the role Delaware played in the defense of the Delaware Valley and Delawareans' service to the nation.
- Managed archaeological investigations at the site of Fort Casimir in New Castle, an exceptionally important seventeenth-century site. A Dutch archaeologist from Amsterdam helped develop the research strategy, and field work produced encouraging evidence that intact remains of the fort may still exist. The research activity included volunteers from the Archaeological Society of Delaware and the University of Delaware.

- Began investigations of Fort Christina in Wilmington, believed to be the site of the 1638 landing of Swedish and Finnish colonists. Preliminary technical survey was conducted and additional scientific sampling and analysis is underway to assess the archaeological potential and lay the groundwork for further study of this iconic site of international significance.
- Researched documentation of free African American families in western Kent County during the late 18th and 19th centuries. Results of the research will enhance site interpretation at the Old State House, and a cultural resource survey will be conducted to determine whether specific buildings or structures representing these families remain on the landscape.

Learning Community

- HCA welcomed 90,789 visitors at division museums and galleries in Fiscal Year 2012, an overall visitation increase of 7 percent over the previous year. In addition, more than 18,000 people participated in programs and activities sponsored by nonprofit organizations that lease division owned historic properties. HCA supported First State Heritage Park in welcoming 33,027 visitors.
- HCA led a three-day public workshop in partnership with the First Person Interpreters' Professional Network and the George Chapman Workshop with top rated presenters from the East Coast. The effort provides expert training for museum interpreters.
- In June 2012, HCA initiated a new two-part program to showcase the HM Sloop DeBraak. The weekly program includes an orientation lecture and artifact review, followed by a special behind-the-scenes tour of the ship's hull, a rare 18th century maritime artifact of the British Royal Navy.
- HCA offered teacher in-service training chronicling the lives of women of high status, tenants and enslaved and free Africans who resided at the Dickinson Plantation. Staff also provided training to graduate students in the education field, demonstrating teaching methods and instructional techniques focused on Delaware's social studies content standards.
- HCA coordinated the Secretary of State's tenth annual fourth grade Delaware Day Competition in which 831 students participated in projects examining relevant themes of the U. S. Constitution.
- At local venues and professional conferences, HCA's historian presented several special lectures on Delaware in the War of 1812.
- The 14th annual Chautauqua tent show, held in Lewes, was coordinated by HCA. Welcoming nearly 2,000 visitors, the weeklong program featured historical vignettes and performances relating to the War of 1812.

Promotion and Recognition

- The enhancement of HCA's web presence occurred through new features: improved access to HCA's blog and Twitter account, addition of an interactive virtual tour of the New Castle Green and increased public interaction through the historic sites' Facebook pages. Web content featured essays on the War of 1812, HCA's annual report and information for volunteer opportunities.
- HCA staff created DelawareHistory, a profile on Twitter as well as a photostream on Flickr, also entitled DelawareHistory, to establish a global reach for the State's historical and cultural assets.
- HCA worked with First State Heritage Park to retool the system of booking and scheduling school groups at Dover sites, developed new outreach to teachers and a new brochure highlighting educational opportunities at the sites.
- In Fiscal Year 2012, 285 events were held at Buena Vista serving 9,364 guests, a 19 percent increase over the previous year, generating income of nearly \$62,885. Buena Vista was featured in a ContentDelaware production showcasing the property's interior spaces, landscape, history and services available for corporate and other private uses.
- The Department of Education recognized HCA's fourth-grade preservation-based educational program titled John's House as a social studies content standards-based program.
- Published 2011 Annual Report: A Year of Renewal, which focuses on efforts to revitalize and enhance activities, services and operations even in a slower economy.

Volunteer Initiatives

- Volunteers provided 2,978 hours of services interpreting HCA's museums, assisting with the Roosevelt Inlet Shipwreck artifact processing, supporting archaeological investigations and providing floral decorations and assistance with property maintenance, administrative tasks and special events.
- The Johnson Victrola Museum operated throughout the year with the use of dedicated volunteers who assist in interpreting the museum and welcoming guests. Volunteers with unique knowledge and demonstration skills have assisted at this and other HCA sites with special public programs.

**STATE
20-00-00**

- About 50 volunteers, as well as the Governor and the First Lady participated in Belmont Hall Volunteer Tree Planting during Delaware Week of Volunteerism. Work included the installation of 30 native hardwood trees, which replenished trees lost during the storms of the last five years, in addition to ivy removal from all the large trees on site.
- HCA was an active participant in the Plant One Million campaign, an initiative by the Pennsylvania Horticultural Society to have one million trees installed in Delaware, New Jersey and southeastern Pennsylvania area. All of the 70 trees planted on HCA sites are documented and count toward this total.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,331.7	2,554.0	2,593.5
ASF	1,198.2	1,384.4	1,397.9
TOTAL	3,529.9	3,938.4	3,991.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	27.5	29.5	29.5
ASF	13.1	13.1	13.1
NSF	5.4	5.4	5.4
TOTAL	46.0	48.0	48.0

**OFFICE OF THE DIRECTOR
20-06-01**

ACTIVITIES

- Distribute the division's electronic monthly newsletter and maintain HCA web page and social media.
- 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.
- Manage fiscal operations, human resource services, property agreements and volunteer services and track energy consumption and recycling.
- Administer the Cultural Asset Management program to ensure best practices in long-term planning and stewardship of the division's historically significant properties.
- Oversee C.A.R.E. 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 Antiquities Act and Unmarked Human Remains Act.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of visitors:			
conference centers	9,364	9,832	10,300
museums	90,789	95,328	99,868
First State Heritage Park	33,027	34,678	36,330
# of website visitor sessions	87,152	101,374	106,440
# of volunteer hours realized	2,978	4,000	4,500
# of hours of public assistance offered for historic preservation tax credits	296	600	600

STATE 20-00-00

ARTS 20-07-00

MISSION

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

KEY OBJECTIVES

- Support high-quality arts programming statewide that fosters broad public participation, engagement and use of Delaware cultural resources.
- Engage the division's nonprofit arts grantees in professional development and networking opportunities to build capacity and sustainability.
- 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 instructional process and uses an independent financial analysis 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.

Technical assistance initiatives provide workshops and consulting services to emerging and established arts organizations as they build organizational capacity to

serve Delawareans. The division works with its arts partners, including the Delaware Arts Alliance, to convene the arts community through statewide conferences, workshops, topic-specific focus groups and local meetings.

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

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

At a time when many arts organizations are facing significant fiscal challenges, the division identifies organizations in financial distress and provides consultation and access to resources that assist in analyzing current business practices to develop more sustainable operations.

Accomplishments

Economic Impact

- Awarded \$1.13 million to arts organizations, \$178,000 to community organizations and \$130,350 to arts education programs. A total of \$115,000 is allocated to initiatives in underserved areas, and \$85,000 is allocated to individual artist fellowships.
- Continued the division's collaboration with the Mid-Atlantic Arts Foundation, resulting in a re-investment of more than \$53,400 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

- Sponsored more than two dozen readings and public appearances by Poet Laureate JoAnn Balingit in schools and community gatherings, meeting with more than 700 individuals.
- Coordinated the 7th 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.
- Reached more than 200,000 youth through arts education programs and general support of arts programming targeting youth audiences.

STATE
20-00-00

- Continued 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.

Efficiency and Sustainability

- Implemented eGranting (online granting) in Fiscal Year 2013, with assistance and support from GIC, to improve grant processing efficiencies and reduce printing and mailing costs for applicants.
- Enhanced communications through social media (Facebook and Twitter) and produced three video series to promote the arts: Meet the Artist on the state YouTube site; Excellence in Arts Education featuring six arts education programs linking schools to Delaware's arts organizations; and Content Delaware's arts series, featuring nearly four dozen arts programs around the State.
- Expanded promotion of arts events with its bi-weekly Scene Stealers e-mail of calendar events and with increased distribution of electronic newsletter, Arts-E-News, featuring information about division programs. More than 5,000 people receive Arts E-News on a monthly basis.
- Hosted the 2011 Arts Summit in which more than 250 attendees participated in workshops, networking and learning from nationally renowned speakers on current topics in the arts.

Public Engagement and Collaboration

- 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 throughout the State.
- Partnered with the Biggs Museum of American Art in Dover to promote the division's artist fellowship winners. Through exhibitions, readings, performances, public receptions and education programs, the museum provides access to these artists and their artwork.
- Served as a resource for arts programming or referrals for numerous community groups and agencies including: Libraries, HCA, Parks and Recreation, Department of Education, First State Heritage Park, Delaware Humanities Forum and City of Wilmington.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	980.8	930.0	936.0
ASF	759.3	760.7	763.2
TOTAL	1,740.1	1,690.7	1,699.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3.0	3.0	3.0
ASF	2.0	2.0	2.0
NSF	3.0	3.0	3.0
TOTAL	8.0	8.0	8.0

OFFICE OF THE DIRECTOR
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.

**STATE
20-00-00**

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ of state/federal financial resources for grants (thousands)	1,752.6	1,497.2	1,497.2
% of grantee organizations participating in division sponsored professional development	75*	50	75*
# of unique communities served	27	30	30
# of partners/counties presenting fellowship artists work	2	2	3
# of grant requests processed	260	275	275

**Includes the Arts Summit.*

**LIBRARIES
20-08-00**

MISSION

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

KEY OBJECTIVES

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

BACKGROUND AND ACCOMPLISHMENTS

Delaware libraries enjoy a unique vantage point. They serve all the realms of lifelong learning: 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 six 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 statewide Delaware Library Catalog, www.lib.de.us, provides seamless access for Delawareans to 2.5 million items shared by 52 libraries. All public libraries are included, as well as a number of academic, special and school libraries. All Delaware libraries are invited to join. The single statewide catalog provides the opportunity for collaborative collection development to further broaden and deepen the subject content, as well as manage the expansion of digital content including ebooks.
- The Delaware Library Network now supports every library at 100 megabytes per second, one of the

**STATE
20-00-00**

fastest library networks in the nation, and provides WiFi public access in each library. Videoconferencing is also being installed to support public training programs.

- Dover Public Library opened a new building in September 2012 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, and the Job Centers @ Delaware Libraries are helping people with job skills. Public access to state government information has improved through increased collaboration with GIC. To preserve Delaware's past, Libraries completed implementation of a \$220,000 federal Connecting To Collections grant, which supported training to preserve historical collections of small libraries, museums and historical societies as well as Archives, and is facilitating collaboration to build the digital Delaware Heritage Collection. Through an online forum and community discussions, libraries are collecting Delawareans' versions of the Delaware Dream for development of future library partnerships and programs.
- Delaware Library Access Services for people with disabilities is distributing new digital players and book cartridges provided by the Library of Congress.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,586.2	3,582.6	3,589.8
ASF	4,093.4	2,462.2	2,466.0
TOTAL	7,679.6	6,044.8	6,055.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4.0	4.0	4.0
ASF	4.0	4.0	4.0
NSF	7.0	7.0	7.0
TOTAL	15.0	15.0	15.0

**LIBRARIES
20-08-01**

ACTIVITIES

- Administer the Federal Library Services and Technology Act five-year plan.

- Administer Library Standards funds, a critical source of funding for public libraries.
- Administer Public Library Construction Assistance Act program, which provides up to 50 percent of the cost to build, expand or renovate public library buildings.
- Administer the Public Library Technology Assistance Act program, which provides support for upgrades and integration of new library technologies and replacement of all public access computers every three years.
- Administer the Broadband Technology Opportunities Program grant funded Job Centers @ Delaware Libraries.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of library card holders	515,587	525,000	545,000
Library square footage	502,516	538,613	580,115
# of library staff trained	906	915	920
# of library computer users	716,913	720,000	725,000

**STATE
20-00-00**

**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 or higher 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 Centers for Medicare and Medicaid Services (CMS). The facility opened the remaining 30-bed unit and, in Fiscal Year 2013, continued to fill all 30 beds. In Fiscal Year 2013, the facility reallocated resources to administer an efficient and thorough admissions process. The home now provides 150 beds of skilled and intermediate nursing care for eligible veterans. The facility established a comprehensive strategic plan to chart the future course of the home. A comprehensive disaster plan was also developed in collaboration with the University of Delaware and other Delaware long-term care facilities. The Delaware Veterans Home is dedicated to serving the honorable men and women of the 80,000 plus veterans' community.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	15,698.7	11,912.8	12,174.7
ASF	260.0	5,000.0	5,003.2
TOTAL	15,958.7	16,912.8	17,177.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	207.0	145.0	145.0
ASF	9.0	83.0	83.0
NSF	--	--	--
TOTAL	216.0	228.0	228.0

**VETERANS HOME
20-09-01**

ACTIVITIES

- Develop a COOP in conjunction with the DTI.
- Provide staff with diversified training opportunities to instill the value of high quality resident care and the dignity of each resident.
- Consistently review federal, Veterans Affairs and state standards to ensure compliance.
- Conduct mock surveys throughout facility to ensure compliance with standards.
- Develop and implement plans of correction to address survey results.
- Continue to bring awareness of services to veterans and veteran service organizations by establishing and maintaining relationships with potential referral sources.
- Continue to monitor, maintain and improve staffing plans to ensure required staffing levels are in place as the resident census grows.
- Recruit highly qualified staff by attending area career fairs, healthcare symposia and other potential sources of Registered Nurse (RN) and Certified Nursing Assistant (CNA) candidates.
- Maintain and enhance tracking of credentials for RNs, CNAs and all other credentialed staff to ensure compliance with continuing education and ensure current licensure is maintained.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Resident and family satisfaction index	3.75	4.00	4.00
CMS Star Rating (out of 5)	5	4	4
% occupancy rate	95	97	97
# of contact hours and continuing education units-granting in-service training opportunities offered	22	26	26

**STATE
20-00-00**

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

MISSION

To serve the public interest in a safe and sound financial services industry by regulating and examining state banks, trust companies, licensed financial institutions and mortgage loan originators; resolving consumer complaints and promoting financial literacy; 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 resolving complaints against regulated financial institutions and supporting financial literacy programs in Delaware.
- 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 25,000 in 2012.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 14 banks with assets of over \$94 billion, as well as 30 non-deposit trust companies,

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 2012, 1,444 of these licenses were issued. The Office of the State Bank Commissioner is actively engaged in responding to consumer inquiries and complaints and providing public information about financial services. The bank franchise tax administration is demanding due to the substantial collection levels and the increase in the requisite oversight.

Accomplishments

- Chartered five new state-chartered non-deposit trust companies.
- Collected \$112.5 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Conducted 245 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 596 financial services institutions.
- Resolved 701 written consumer complaints.
- Protected homeowners by licensing 1,444 mortgage loan originators.
- Awarded \$452,605 in Financial Literacy Education Fund grants to 22 non-profit organizations to support financial literacy programs in Delaware.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	3,486.7	4,145.4	4,187.7
TOTAL	3,486.7	4,145.4	4,187.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	37.0	36.0	36.0
NSF	--	--	--
TOTAL	37.0	36.0	36.0

**STATE
20-00-00**

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

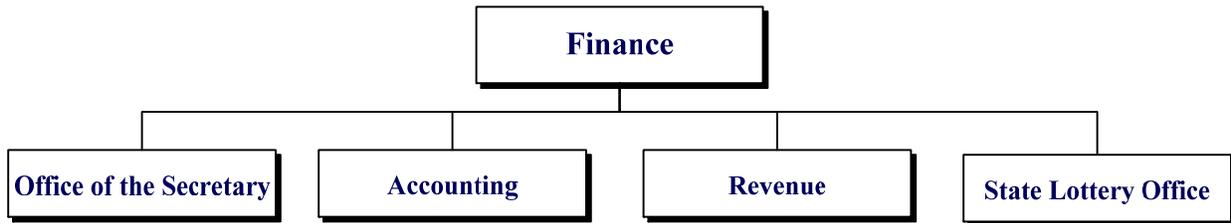
ACTIVITIES

- 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.
- Support enactment of significant banking and financial services legislation and improve regulations.
- Administer the Financial Literacy Education Fund and award grants to non-profit organizations to support financial literacy programs in Delaware.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of bank, trust company, licensee and escheat examinations	245	250	250
# of licensed non-depository institutions	596	600	600
# of licensed mortgage loan originators	1,444	1,500	1,500
# of written consumer complaints resolved	701	750	750
\$ bank franchise tax (millions)	112.5	107.7	116.8

FINANCE
25-00-00



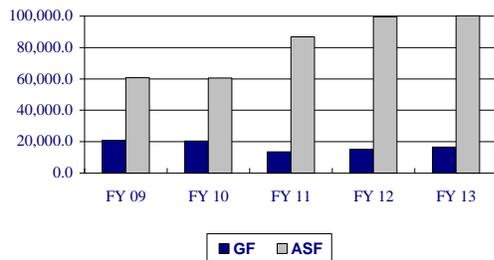
MISSION

To promote Delaware’s fiscal health fairly and efficiently by forecasting, generating, collecting and accounting for funds critical to essential government services.

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



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	13,961.4	16,536.9	16,417.4
ASF	82,582.5	100,260.4	100,408.9
TOTAL	96,543.9	116,797.3	116,826.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	161.5	149.5	147.5
ASF	147.5	152.5	154.5
NSF	--	--	--
TOTAL	309.0	302.0	302.0

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 nine states currently holding these ratings;

- Designed and secured the adoption of the Delaware Gaming Competitiveness Act of 2012, which distinguishes Delaware from surrounding states through the addition of Keno, Internet gaming and new sports betting venues;
- Provided technical assistance and advice to the Governor and General Assembly, leading to the introduction and passage of the Veterans’ Opportunity Tax Credit, which incentivizes employers to hire service men and women returning home from overseas conflicts;
- Crafted key economic development initiatives, including a gross receipts tax exemption for petroleum feedstock suppliers, and an expansion of the New Economy Jobs Tax Credit program;
- Facilitated the transfer of the unliquidated obligations of the Drinking Water Revolving Loan Fund to the Clean Water Revolving Loan Fund and continued oversight on the merger of the financial administration of both funds; and
- Maintained compliance with the State’s continuing disclosure agreement pursuant to the Securities and Exchange Act Rule 15c2-12, including the annual filing of financial and operating information, audited financial statements and periodically monitors reportable and/or material events.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,669.3	2,116.9	2,116.9
ASF	31,085.3	37,452.0	37,502.6
TOTAL	32,754.6	39,568.9	39,619.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	17.0	17.0	17.0
ASF	38.0	38.0	38.0
NSF	--	--	--
TOTAL	55.0	55.0	55.0

OFFICE OF THE SECRETARY
25-01-01

ACTIVITIES

- Monitor, analyze and interpret proposed state and federal tax, revenue and spending policies and legislation.

FINANCE

25-00-00

- 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.
- 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.
- Successfully manage the issuance of the State's A-133 Single Audit Report with applicable grant laws and regulations.
- Manage First State Financials (FSF) processes for 1099s.
- Manage key transparency initiatives such as the online and procurement card checkbooks.
- 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 statewide internal control structure and the latest upgrade will increase user efficiency and system functionality. The State's financial and budget related control activities have been bolstered since system implementation, allowing for better monitoring and control over transaction processing across state organizations. The State's financial reporting capabilities have also been greatly expanded with the implementation of FSF.

The division works closely with the Division of Revenue to ensure newly implemented and revised tax laws are

FINANCE
25-00-00

appropriately considered and properly adopted and accounted for within the payroll system. The division monitors statewide compliance with payroll laws and regulations and provides guidance on payroll related internal controls, policies and practices.

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 2012, 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, 2011, the division issued the State's CAFR in full compliance with Governmental Accounting Standards Board (GASB) reporting requirements. The division received the GFOA Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2011 marking the 17th consecutive year Delaware has been recognized by GFOA.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	5,051.1	6,424.8	6,424.8
ASF	486.7	658.3	658.3
TOTAL	5,537.8	7,083.1	7,083.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	56.5	49.5	49.5
ASF	7.5	7.5	7.5
NSF	--	--	--
TOTAL	64.0	57.0	57.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
CAFR audit report	Unqualified	Unqualified	Unqualified
# of internal control reviews completed	30	30	30
# of statewide payroll examinations	2	2	2

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 366,000 electronically filed personal tax returns in Fiscal Year 2012. The division projects it will receive 380,000 personal tax returns electronically in Fiscal Year 2013. 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 404,000 in Fiscal Year 2012, just under 86 percent of all current year personal tax returns filed in Fiscal Year 2012.

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 17.7 days in Fiscal Year 2012.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	7,241.0	7,995.2	7,875.7
ASF	4,537.7	5,351.0	5,389.8
TOTAL	11,778.7	13,346.2	13,265.5

FINANCE
25-00-00

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	88.0	83.0	81.0
ASF	43.0	48.0	45.0
NSF	--	--	--
TOTAL	131.0	131.0	126.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days to process Personal Income Tax refunds	17.7	17.0	17.0
% of digital personal returns	86	88	90
Automated call distribution telephone waiting time (seconds)	32	30	28

STATE LOTTERY OFFICE
25-07-00

MISSION

To maximize revenue contributions to the State's General Fund, thereby helping to fund the delivery of governmental services to the people of Delaware:

- Through the marketing, sale and distribution of innovative, entertaining and secure lottery products that ensure the public's confidence in the integrity of the games, retailers, agents and lottery operations; and
- By providing leadership and a corporate culture that encourages productive change leading to improvement in every aspect of the business.

KEY OBJECTIVES

- Achieve General Fund contribution of \$238.1 million in Fiscal Year 2014.
- Continue to improve customer and retailer satisfaction.

BACKGROUND AND ACCOMPLISHMENTS

With almost 7,000 games in play at the tracks, video lottery net proceeds for the fiscal year were more than \$475 million. In a continuing effort to refine the three race track venues' product mix, the Delaware Lottery, in conjunction with the West Virginia Lottery and the Rhode Island Lottery, introduced MegaHits, a new multi-state progressive video lottery game. To date, on a per machine basis, MegaHits has consistently outperformed all other video games at each race track. Building on its success of the first two years, Delaware's professional football parlay betting concluded its third winning season last January. Sports Lottery sales grew from \$10.8 million in Fiscal Year 2010 to \$12.9 million in Fiscal Year 2011. Fiscal Year 2012 was the second full year of table games (blackjack, roulette, craps, poker, etc.) at the tracks. The three casinos offered a combination of 115 gaming tables and 73 poker tables.

At the end of Fiscal Year 2012, to enhance Delaware's ability to maintain and grow its gaming revenue, the legislature passed the Delaware Gaming Competitiveness Act of 2012. This act allows the expansion of the sports lottery into retail locations, the implementation of Keno into retail locations, and places Delaware at the very forefront of Internet gaming in the U.S. by authorizing both traditional and casino style online wagering.

FINANCE
25-00-00

During Fiscal Year 2012, Delaware Lottery's traditional product line continued to perform well in a difficult retail environment. Led by world record lottery jackpot sales of \$640 million in the Mega Millions multi-state jurisdiction game, traditional sales posted an 8.5 percent increase over Fiscal Year 2011.

Delaware Lottery's marketing program expanded its on-going programs of sponsorship and participation with community-level activities throughout all areas of the State. Cooperative sports programs were conducted for the winter sports season with both the University of Delaware and Delaware State University. In addition, the Delaware Lottery continued its long term relationships with the Delaware State Fair, Punkin' Chunkin', Wyoming Peach Festival and Saint Anthony's Italian Festival. During Fiscal Year 2012, the Delaware Lottery added new sponsorship partners, including the Wilmington Farmer's Market at Rodney Square, Olde Dover Days and Apple-Scrapple Festival.

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 2012:

- Delaware ranked third out of the 44 U.S. Lotteries with combined per capita annual sales of \$680 in Fiscal Year 2012;
- Delaware ranked third out of the 44 U.S. Lotteries with combined per capita profit to the State of \$297 in Fiscal Year 2012;
- Delaware ranked third out of the 44 U.S. Lotteries with combined percentage of profit to sales of 38 percent in Fiscal Year 2012; and
- Delaware ranked fourth out of the 42 U.S. Lotteries offering both Powerball and Mega Millions with combined per capita annual sales of \$41 for those games in Fiscal Year 2012.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	46,472.8	56,799.1	56,858.2
TOTAL	46,472.8	56,799.1	56,858.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	59.0	59.0	64.0
NSF	--	--	--
TOTAL	59.0	59.0	64.0

STATE LOTTERY OFFICE
25-07-01

ACTIVITIES

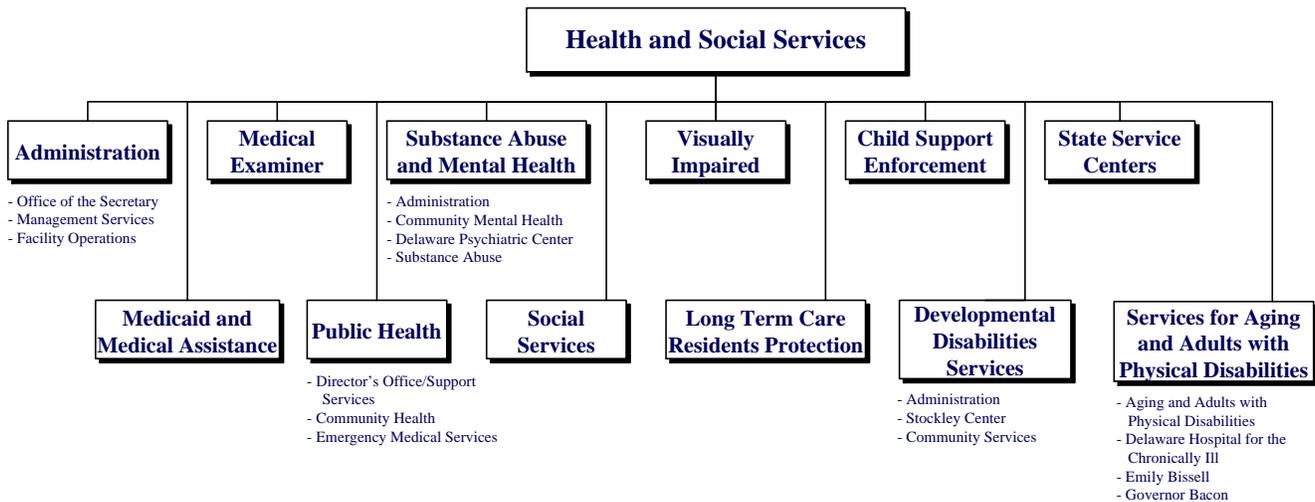
- Continue to grow and expand the traditional lottery retailer network.
- Maintain regulatory oversight and control of the video and sports lottery gaming systems.
- Provide constant onsite regulatory oversight of table game operations at the three video lottery facilities.
- Provide the public with 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ GF revenue collections (millions)	269.0	237.8	238.1
Annual satisfaction survey - % of positive responses from:			
players	67	68	69
retailers	92	93	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 to expand community services for persons with developmental disabilities and enhance family support services.
 - Continue to expand community mental health and substance abuse services.
 - Continue to expand 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.

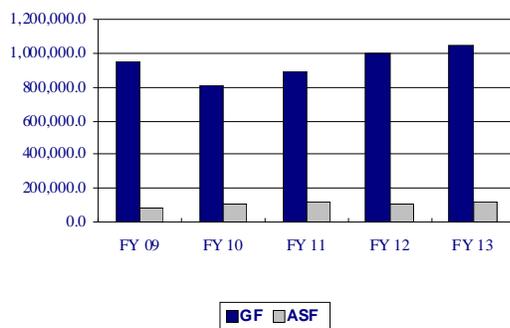
HEALTH AND SOCIAL SERVICES

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,027,776.4	1,047,299.5	1,094,774.0
ASF	85,131.5	123,104.3	124,613.8
TOTAL	1,112,907.9	1,170,403.8	1,219,387.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,391.2	3,374.7	3,359.5
ASF	100.0	100.3	95.4
NSF	870.5	835.9	845.0
TOTAL	4,361.7	4,310.9	4,299.9

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 department's services and mission involve complicated social conditions. With ongoing fiscal pressures, DHSS continuously rethinks how it can meet its objectives, which entails communicating expectations, encouraging risk-taking and rewarding efforts that achieve their purpose.

Several major efforts require leadership from the Administration unit to ensure expectations are realized, including providing assistance to divisions by facilitating administrative procedures, coordinating the activities of joint projects and communicating regularly with constituents.

With an organization of approximately 4,300 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.

HEALTH AND SOCIAL SERVICES

35-00-00

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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	38,848.1	38,885.9	40,186.9
ASF	5,903.4	8,420.4	8,555.4
TOTAL	44,751.5	47,306.3	48,742.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	479.0	492.5	505.0
ASF	34.0	35.0	34.0
NSF	73.1	83.4	104.9
TOTAL	586.1	610.9	643.9

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.

- Provide incentives for qualified personnel in the medical and dental profession to practice in Delaware.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of health care clinicians recruited to underserved areas with Loan Repayment program	5	11	10
# of dentistry students matriculated	4	5	5
# of medical students matriculated	29	25	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 bidding, requisition and purchase order processes, as well as perform contract negotiations and development.
- Determine eligibility for and accuracy of the benefits received by clients for Food Stamps and Medicaid.
- Process and track financial documents.
- Handle 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.

HEALTH AND SOCIAL SERVICES

35-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 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	95	96	96

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of requests for service responded to within the same day	89.7	96.0	96.0
% of preventive maintenance activities completed per schedule	86.7	98.0	98.0

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

- 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 available resources

- Maximize cost avoidance by setting up appropriate claim edits in the automated claims processing

HEALTH AND SOCIAL SERVICES

35-00-00

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 an array of health care programs for Delaware's low-income individuals and families. These programs are funded with both state and federal dollars and provide health benefits to over 216,000 (approximately one in every four) Delaware residents each month. The following are the major programs administered by DMMA.

- **Medicaid (Title XIX):** Pays for comprehensive health care benefits to low-income children and adults, including both preventive and acute care services, as well as long-term care services and supports.
- **Delaware Healthy Children Program (DHCP) (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 (FPL). Effective January 1, 2014, per the Affordable Care Act (ACA), children with incomes between 101-133 percent FPL will be eligible for Medicaid but their claims will be paid from DHCP.
- **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.
- **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 who are also covered by Medicare Part D.

Some of the division's recent accomplishments include:

- Began paying 100 percent federally funded Electronic Health Record (EHR) incentive payments to providers in December 2011;
- Amended the Medicaid 1115 waiver to implement a managed long-term care delivery system on April 1, 2012 thereby moving approximately 10,000 additional individuals into managed care;
- Started planning for the Health Benefit Exchange, which will be implemented on January 1, 2014 and was funded by a federal grant under ACA;
- Submitted several State Plan Amendments to implement provisions of ACA;
- Amended the Medicaid State Plan to expand Disproportionate Share Hospital payments to acute care hospitals;
- Amended the Medicaid State Plan to allow for increased payments to nursing facilities using the proceeds from the Nursing Facility Quality Assessment enacted by the General Assembly in June 2012;
- Implemented the HIPAA 5010 versions of the standard electronic health care transactions on January 1, 2012;
- Implemented the federally-mandated Recovery Audit Contractor process in the summer of 2012;
- Received Centers for Medicaid and Medicare Services (CMS) approval to establish the first Program of All-Inclusive Care for the Elderly site in Delaware; and
- Developed a proposal for the complete re-procurement of the Medicaid Management Information System as required by CMS.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	648,366.7	636,441.0	669,629.5
ASF	40,041.2	61,337.2	65,051.0
TOTAL	688,407.9	697,778.2	734,680.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	73.8	77.3	75.1
ASF	0.5	1.0	1.0
NSF	102.6	111.6	107.8
TOTAL	176.9	189.9	183.9

HEALTH AND SOCIAL SERVICES

35-00-00

MEDICAID AND MEDICAL ASSISTANCE **35-02-01**

ACTIVITIES

- Provide health benefits to more than 216,000 eligible individuals.
- Negotiate and manage contracts with commercial managed care entities to provide both acute and long term care services to approximately 174,000 DMMA clients as of the end of Fiscal Year 2012.
- Determine eligibility for Medicaid long-term care services under a special income category.
- Monitor state and federal legislative and regulatory activity to ensure compliance with new and existing rules.
- Oversee the Home and Community Based Service (HCBS) waiver program that provides services to individuals in the community as an alternative to institutional care.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of children in Medicaid managed care having well-child visits	87.24	89.00	91.00
% of children and adolescents in Medicaid managed care with access to primary care practitioners	91.57	92.50	93.50

MEDICAL EXAMINER **35-04-00**

MISSION

The Office of the Chief Medical Examiner (OCME) 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

OCME 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 2012, OCME:

- Investigated 4,238 deaths statewide;
- Received 5,245 cases from all state law enforcement agencies;
- Analyzed 4,115 controlled substances cases from all state law enforcement agencies;
- Received 282 DNA cases;
- Analyzed 760 DUI cases and performed 2,426 corresponding tests; and
- Performed toxicology analysis on 823 post-mortem cases and performed 2,780 corresponding tests.

HEALTH AND SOCIAL SERVICES

35-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	5,819.4	4,776.0	4,886.0
ASF	--	--	--
TOTAL	5,819.4	4,776.0	4,886.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	47.0	49.0	49.0
ASF	--	--	--
NSF	--	--	--
TOTAL	47.0	49.0	49.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of working days for controlled substance turnaround	16	16	16
# of working days for DNA analysis turnaround	44	44	44

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.

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 health care 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 all people in Delaware.

DPH places 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 public health is safeguarded. Assurance efforts include environmental health monitoring, public information, health education and collaboration with community, 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 about problems and assist communities to develop strategies to address their health concerns. Policies to protect residents' health involve the input of many individuals and organizations. This process ensures these policies are appropriate and effective to address public health concerns.

DPH provides 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

HEALTH AND SOCIAL SERVICES

35-00-00

with other organizations has 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:

- Made treatment coverage available as part of the comprehensive cancer control plan for Delaware;
- Achieved screening rates for colorectal, breast and cervical cancer that are among the best in the nation;
- Eliminated the gender and racial gap in colorectal cancer screening;
- Achieved an all-site cancer death rate that is declining faster than the national rate;
- Built infrastructure and 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 13,000 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 1,806 Delawareans during community blood screenings for early detection of diabetes;
- Provided funding to assist with infrastructure improvements to public water systems; and
- Implemented an electronic disease reporting system to respond more rapidly to communicable disease outbreaks including bioterrorism.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	35,653.6	38,601.5	39,076.5
ASF	27,389.2	31,487.3	29,504.3
TOTAL	63,042.8	70,088.8	68,580.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	340.8	348.0	345.0
ASF	56.0	56.3	53.3
NSF	235.2	225.2	220.2
TOTAL	632.0	629.5	618.5

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.
- Facilitate the development and application of public health informatics principles.
- Plan to use limited resources strategically in order to have the greatest positive health impact.
- Provide and promote core public health skills training to employees and take actions to meet National Public Health Accreditation Performance Standards.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of strategy maps developed for strategic priorities	1	4	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.
- Provide DSMP and Chronic Disease Self-Management Program (CDSMP) to empower Delawareans to manage and control chronic diseases.

HEALTH AND SOCIAL SERVICES

35-00-00

- Support efforts to reduce sickness and death due to communicable diseases through disease surveillance, case investigation, outbreak intervention and public education.
- Provide environmental health consultation services to other state agencies and the public on exposures and health risks.
- 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.
- 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.
- Support the Governor's Council on Health Promotion and Disease Prevention to coordinate and increase strategic efforts to promote healthy lifestyles to reduce the burden of chronic diseases.
- Develop, maintain and participate in partnerships to address the main preventable health problems associated with unhealthy lifestyles and health risk behavior that can lead to heart disease, cancer, diabetes and respiratory diseases.
- Partner with community and professional organizations to increase the number of physicians participating in the Screening for Life program and Community Healthcare Access program.
- Provide prostate, colorectal, breast and cervical cancer screening to eligible uninsured or underinsured Delawareans.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of tobacco use by adult Delawareans 18 years and older	21.7	23.0	19.0
% of colorectal cancers detected at local stage*	38.7	40.0	40.0
% of breast cancers detected at local stage*	73.6	67.0	75.0
% of children adequately immunized**	72.1	77.3	74.0
Rate of birth among teenage girls 15-17 years of age***	21.0	20.5	20.5
Rate of infant mortality***	8.3	7.8	7.8
% of adults who are obese	28.8	30.5	28.0
% of children who are obese	12.2	12.5	12.0

*Local stage is defined as a cancer that is confined to the place where it started and has not spread to other parts of the body.

**Requires four of DTaP, three poliovirus vaccine, one MMR, three Hib, three Hepatitis B and one varicella.

***Rates are five year averages.

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 and others) to assist with cardiopulmonary resuscitation (CPR) and automated external defibrillator (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 and AED to participating agencies.

HEALTH AND SOCIAL SERVICES
35-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of paramedic responses less than eight minutes for the most serious categories of calls	65	67	69
% of AED usage prior to ALS arrival	75	80	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.
- Use technology 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 division's goal is to ensure behavioral

HEALTH AND SOCIAL SERVICES

35-00-00

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 into 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 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 (ICM), Targeted Case Management (TCM), Housing, Supported Employment and Rehabilitation Services and Family and Peer Supports.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	82,537.0	97,245.2	102,224.5
ASF	2,949.9	6,832.2	6,761.7
TOTAL	85,486.9	104,077.4	108,986.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	653.2	629.2	621.7
ASF	2.0	2.0	2.0
NSF	4.0	4.0	3.0
TOTAL	659.2	635.2	626.7

ADMINISTRATION *35-06-10*

ACTIVITIES

- Plan and develop programs.
- Monitor providers for programmatic/fiscal compliance.
- Prepare and administer budgets and federal grants.
- Manage fiscal services.
- Coordinate and provide training.
- License alcohol and drug abuse programs and certify community service programs annually.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of clients reporting satisfaction with access to services	83	84	85
% of readmissions within 180 days	6.3	6.0	5.8

COMMUNITY MENTAL HEALTH *35-06-20*

ACTIVITIES

- Provide access to quality mental health treatment, community counseling and support services.
- Continue to make new medications available 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.

HEALTH AND SOCIAL SERVICES

35-00-00

- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of crisis apartments available	6	6	6
#of ACT teams	10	10	11
# of ICM teams	5	5	5
# of case managers providing TCM	4	18	21
# of state housing vouchers or subsidies	250	450	625
# of individuals receiving rehabilitation services	1,500	1,500	1,500
# of individuals receiving family/peer supports	400	500	750

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Average daily DPC census	147	112	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of detoxification clients who received one or more treatment services	41.4	43.0	44.0
% of Alcohol and Drug Treatment program completion rate	60.8	50.0	51.0

HEALTH AND SOCIAL SERVICES

35-00-00

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

- 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.

Maximize available resources

- 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 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, including DHCP.

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 major accomplishments include:

- Improving online application processes for DSS programs, school lunch, energy assistance and Food Bank programs;
- Managing increases in both applications and approved cases for all DSS programs; and
- Receiving Food Supplement program performance bonuses.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	68,433.3	81,093.6	81,153.5
ASF	2,100.6	2,515.5	2,347.1
TOTAL	70,533.9	83,609.1	83,500.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	192.2	186.7	184.8
ASF	--	--	--
NSF	199.5	194.0	191.9
TOTAL	391.7	380.7	376.7

SOCIAL SERVICES 35-07-01

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.
- Partner with other public agencies, community organizations and businesses to provide services to needy families.
- Create awareness of the division's programs within the community.
- Link families with available services.

HEALTH AND SOCIAL SERVICES

35-00-00

- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of Supplemental Nutrition Assistance Program error rate	3.14	3.00	3.50
Average hourly wage for TANF job placements (\$)	8.83	9.00	9.00
% of TANF participation rate	37	40	38

VISUALLY IMPAIRED

35-08-00

MISSION

To work in partnership with Delawareans who are blind and visually impaired, empowering them to be self-sufficient.

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

The Division for the Visually Impaired (DVI) provides services to individuals who have been identified as either legally blind or severely visually impaired. Services 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.

DVI's goal is to provide services in the least restrictive environment to the 3,150 individuals with visual impairments in Delaware. DVI staff provides the majority of services in the most appropriate and effective environment, such as home, work or school.

DVI is organized into three primary service programs: Educational Services, Vocational Rehabilitation and Independent Living. Additionally, there are two direct employment programs: Delaware Industries for the Blind (DIB) and Business Enterprise Program (BEP). Services are developed and provided to three major groups of consumers: educational age (0-21), primary employment age (21-65) and older adults (66+).

HEALTH AND SOCIAL SERVICES

35-00-00

Through the Education program, DVI provided services to 272 children with visual impairments and their families in Fiscal Year 2012. Certified Teachers of the Visually Impaired provide instruction and child youth counselors provide early intervention services at school, at home and in the community.

Vocational Rehabilitation services were provided to 235 individuals during Federal Fiscal Year 2012. Forty-five individuals achieved positive employment outcomes and wage earners made an average of \$14.40 per hour.

DVI volunteers assisted in material center programs and during the education summer program. In addition, 12 inmates provided braille and one other provided large print services through the Men with a Message program. Together, the volunteers and prisoners generated approximately 20,293 pages of Braille, 110 audiotapes and 36,442 large print pages through the end of August 2012.

Finally, during Fiscal Year 2012, DVI provided Independent Living Services (ILS) to 510 persons. ILS services include training on: communication devices, daily living skills and low vision aids. Seventy-four percent of ILS consumers were 55 and older. Of those consumers, macular degeneration is the primary visual impairment, they are self-referred, have at least a high school education, live in their own residence, and experienced their vision loss more than 10 years ago.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,148.2	3,127.8	3,185.9
ASF	325.4	1,161.6	1,165.4
TOTAL	3,473.6	4,289.4	4,351.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	33.8	33.8	33.7
ASF	3.0	3.0	2.1
NSF	23.2	22.2	22.2
TOTAL	60.0	59.0	58.0

VISUALLY IMPAIRED SERVICES

35-08-01

ACTIVITIES

- Provide an education program 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 to individuals age 14 and older designed to achieve 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 through DIB that develops 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of Registry Participants*	3,188	3,250	3,350
# of successful employment outcomes**	45	50	55
\$ DIB gross receipts (millions)	1.38	1.45	1.60
\$ BEP gross sales includes vending and cafeteria sales (millions)**	1.8	1.6	1.7
# of DVI blind/visually impaired employees	43	47	50

*Delaware Code mandates that every health, social agency and eye professional report persons who are blind to DVI for inclusion on the registry.

**Calculated on federal Fiscal Year.

HEALTH AND SOCIAL SERVICES

35-00-00

LONG TERM CARE RESIDENTS PROTECTION 35-09-00

MISSION

The mission of the Division of Long Term Care Residents Protection (DLTCRP) 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

DLTCRP 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 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 6,793 reports during Fiscal Year 2012. At the end of Fiscal Year 2012, there were 214 people on the Adult Abuse Registry.

Criminal background checks are required for employees in nursing homes and other licensed facilities. During

Fiscal Year 2012, 4,198 new applicants were fingerprinted for state and federal criminal background checks. Of those, 26 percent had some criminal history. Less than one percent (0.05 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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,587.5	2,358.2	2,412.5
ASF	--	--	--
TOTAL	2,587.5	2,358.2	2,412.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	35.5	35.5	35.5
ASF	--	--	--
NSF	16.5	16.5	16.5
TOTAL	52.0	52.0	52.0

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 CNA Registry.
- Administer appeal processes as provided in state and federal law.
- Ensure compliance with the criminal background check/mandatory drug testing law.

HEALTH AND SOCIAL SERVICES

35-00-00

- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of survey reports issued within 10 days of exit	83	85	90
% of post-survey meetings completed	100	100	100
% of criminal background checks completed within four working days from time receipt of record	82	85	87
% of CNA training schools inspected during period of license	100	100	100

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 the 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

HEALTH AND SOCIAL SERVICES

35-00-00

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 2012, DCSE collected \$96,262,259 in child support payments, which represents a 0.27 percent decrease in collections made during Fiscal Year 2011. Out of the Fiscal Year 2012 collections, DCSE returned \$6,168,623 to reimburse the state and federal governments for benefits provided to children through TANF and Foster Care programs. This represents 6.4 percent of Fiscal Year 2012 collections. The remaining 93.6 percent of Fiscal Year 2012 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 allows custodial and non-custodial parents to call the agency 24-hours a day and receive current information on items, such as the date and amount of the last child support payment issued and the current balance on their account. The Automated Assistance Line/Voice Response unit (AAL/VRU) handled 1,301,682 phone calls during Fiscal Year 2012, for an average of more than 3,566 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 the name, home address and social security number of all new employees within 20 days of hire. New hire reporting is a very effective tool to locate delinquent non-custodial parents who change jobs frequently, to issue income withholding orders and to locate non-custodial parents to establish new cases. In 2012, the legislature passed Senate Bill 274 requiring employers to report the actual date on which an employee begins working to receive pay.
- **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 parents. DCSE performs automated matching to suspend licenses through the divisions of Motor Vehicles, Revenue and Professional Regulation. A total of 3,154 licenses were suspended during Fiscal Year 2012.

- **Financial Institution Data Matches (FIDM):** Under PRWORA, every state child support enforcement agency is 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 OCSE. The purpose of these agreements is 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 \$380,830 in Fiscal Year 2012.
- **Direct Deposit and First State Family Card:** In July 2007, DCSE began to offer custodial parents the opportunity to deposit their child support payments directly into their checking, savings or credit union account. As of August 2012, 13,975 clients were enrolled in direct deposit. The First State Family Card, a MasterCard branded debit card, was made available in May 2010. As of August 2012, 11,558 clients were enrolled in the program. Not only do these programs result in savings for DCSE in postage, checks and envelopes, they provide a safer and more secure option for delivering child support payments to families. Presently, 25,533 clients are receiving electronic payments, an increase of over 30 percent from Fiscal Year 2012.
- **Child Support Lien Network:** The Child Support Lien Network (CSLN) is a program which matches delinquent payer files with over 1,100 insurers. The insurers match the delinquent payer 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 workers' compensation payments or both, to satisfy the outstanding arrears. A total of \$154,953 was collected through CSLN in Fiscal Year 2012. In addition, OSCE is now matching with insurers and Delaware is participating in this service.

HEALTH AND SOCIAL SERVICES

35-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,994.6	3,819.9	3,894.5
ASF	715.4	1,231.5	1,232.8
TOTAL	4,710.0	5,051.4	5,127.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	58.8	54.0	54.0
ASF	2.5	2.5	2.5
NSF	140.8	131.6	130.6
TOTAL	202.1	188.1	187.1

CHILD SUPPORT ENFORCEMENT ***35-10-01***

ACTIVITIES

- Establish paternity.
- Locate non-custodial parents.
- Establish, modify and enforce child support orders.
- Collect and distribute child support.
- Cooperate with other states in child support-related activities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of paternity establishment	78.0	80.0	81.6
\$ of total distributed collections (millions)	82.8	84.5	86.2
\$ of child support collection (millions)	96.3	98.2	100.2
# of states/territories with which DCSE processes electronic payments	51	51	51

DEVELOPMENTAL DISABILITIES SERVICES 35-11-00

MISSION

The Division of Developmental Disabilities Services (DDDS) values persons with intellectual and developmental disabilities, honors abilities, respects choices, supports people to achieve possibilities and works collaboratively to facilitate healthy, safe and fulfilling lives.

KEY OBJECTIVES

- Keep people healthy and safe.
- Promptly place people who require emergency residential services.
- Transition graduates of special education program to adult services that meet their needs.
- Provide family support services that meet families' needs.
- Encourage and support self-advocacy.
- Assist people to lead fulfilling lives
- Use resources effectively and efficiently.

BACKGROUND AND ACCOMPLISHMENTS

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, self-advocacy and choice.

The principles of self-determination and individual choice of services have been incorporated into all of the division's activities and services. Approximately 98 percent of the individuals currently supported in residential services live in houses, apartments and small group residences in neighborhoods across Delaware, as opposed to institutional settings. Over 10 years ago, 25 percent of the individuals receiving residential services lived in institutions compared to 2 percent now.

One of the challenges the division faces is the growth in the number of individuals found eligible for DDDS services. The division's total enrollment has increased by over 70 percent since July 2002. To manage this growth, DDDS continuously reviews and realigns its resources

HEALTH AND SOCIAL SERVICES

35-00-00

and infrastructure to support the growth in community-based services.

Assuring that the individuals served by DDDS are healthy and safe is an expected outcome of all services. A 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. Nearly 70 percent of individuals eligible for DDDS services live at home with their families. For those individuals living at home, a Family Support Agreement is developed with the individual and his/her family. This service plan is reviewed with the individual and his/her family at least annually or at the family's request. DDDS continues to contract with residential and day program providers through its authorized provider network system. This system provides a mechanism for greater accountability for providers while developing additional choice of providers for the individuals served.

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 choose, they are asked if they would prefer a community-based placement at least once a year.

Significant accomplishments have been made in the following areas:

- Placed 74 individuals in need of emergency and high risk residential services between July 1, 2011 and June 30, 2012;

- Placed 114 Special School Graduates in day-services/vocational services between July 1, 2012 and September 1, 2012;
- Served 582 individuals with 173,306 hours of respite services between July 1, 2011 and June 30, 2012, a 22 percent increase from the previous fiscal year;
- Collaborated with day-service providers to develop draft day-service, pre-vocational, and employment definitions using guidance from CMS;
- Established an interagency committee to hold the first annual statewide Transition Conference for students transitioning from school to adult services and their families;
- Provided an array of human service internships and nursing clinicals at Stockley Center for students from Delaware Technical and Community College, Delaware State University, Wilmington University and Indian River School District;
- Developed and implemented with DLTCRP new regulations and standards that are much more "person-centered" and aligned with national service trends;
- Systematically monitored all DDDS and provider services to assess compliance with applicable laws, regulations and policies;
- Completed and submitted to CMS a comprehensive "Evidentiary Report," which provides waiver compliance information that is necessary for the division's next Medicaid waiver renewal application;
- Established a tri-state consortium with Maryland and the District of Columbia to address mutual service and resource challenges and work more effectively with CMS; and
- Participated in the National Summit with a team of stakeholders from Delaware to develop a plan to support the expansion of self advocacy.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	64,342.5	71,550.3	76,524.4
ASF	2,463.0	5,215.3	5,209.1
TOTAL	66,805.5	76,765.6	81,733.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	551.0	563.0	549.5
ASF	1.0	--	--
NSF	3.0	3.0	3.0
TOTAL	555.0	566.0	552.5

HEALTH AND SOCIAL SERVICES

35-00-00

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.
- Manage DDDS's information systems and ensure the advancement of technologies for efficient operations.
- Ensure compliance with applicable laws and regulations.
- Administer benefit programs for individuals in residential programs including individuals in the HCBS waiver program.

Professional Services

- Operate DDDS's Resource Development and Management unit.
- Recruit and manage providers of Shared Living and respite services.
- Provide consultation and technical assistance for special and complex cases.
- Manage the Authorized Provider System.
- Operate DDDS's Intake/Applicant Services unit.

Training and Professional Development

- Develop and deliver a wide array of intellectual/developmental disabilities-related training classes.
- 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.
- Write and publish internal employee awareness and professional development documents.

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 DLTCRP 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 MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of claims billed in accordance with services specified in the Plan of Care and coinciding with the Inventory for Client and Agency Planning rate	98	98	98
% of provider attendance reports for day and residential services that match what was claimed	89	90	92
# of new provider applications approved in accordance with federal Medicaid continuous provider enrollment requirement	3	4	4
% of providers in compliance with the DDDS certification standards by type and state licensing regulations by type	98	99	99

STOCKLEY CENTER **35-11-20**

ACTIVITIES

- Operate a 54-bed residential facility with both skilled and Intermediate Care Facility (ICF) for the Individuals with Disabilities (ID) beds.
- Operate a 17-bed residential ICF/ID unit.
- Operate a 15-bed assisted living unit for individuals with Alzheimer's disease or dementia.
- Comply with ICF/ID regulations to maintain the federal certification to obtain Medicaid funding.
- Comply with State Nursing Home regulations to maintain state licensing status.
- Operate an integrated quality assurance program to ensure regulatory compliance.
- Ensure the implementation 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.

HEALTH AND SOCIAL SERVICES

35-00-00

- 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 MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of Plans of Care (POC) in which services and supports are aligned with preferences	80	85	90
% of POC in which services and supports are aligned to the resident	85	90	95

COMMUNITY SERVICES **35-11-30**

ACTIVITIES

- Revise systems and realign infrastructure to support person-centered community-based, day and residential services.
- Develop service options and resources that better meet the needs of individuals living at home and with their families.
- Increase staff assigned to assist individuals and their families with transition from school to adult day services.
- Develop diverse residential service options to provide choice to consumers.
- Collaborate on Employment First legislation in order 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.
- Collaborate with stakeholders to provide a greater emphasis on person-centered focus for all Essential Lifestyle Plans.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of participants reporting that they feel safe at home	97	98	98
% of participants reporting that they feel safe at work	97	98	98

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.
- Use public and private resources efficiently and effectively to mitigate the causes and conditions of poverty in Delaware.
- Coordinate volunteer and community service opportunities for all ages to address critical needs and have a lasting impact.
- 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 fragile families, low-income households and vulnerable populations; administers state and federal funds to assist low-income persons and families; and coordinates volunteer and service 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 2012, the Division's accomplishments included:

- **Emergency Assistance:** Community resources and assistance for rent, utilities and emergency shelter was provided to 16,502 clients. An additional 10,464 clients were served through the Emergency Assistance Fund, and 159 clients received assistance

through the Needy Family Fund. The Kinship Care program assisted 360 caregiver households, Medical and Diabetes Funds assisted 586 clients and the Utility Fund assisted 3,255 households.

- **Family Visitation:** Visitation centers provide safe, neutral settings where children can maintain or re-establish a relationship with a non-custodial parent. The visitation centers served 213 unduplicated families by providing 1,517 monitored exchanges, 1,978 supervised individual visitations and 2,249 group visitations.
- **Adopt-A-Family:** During the holiday season, 1,974 individuals were served by Adopt-A-Family, and an additional 1,098 households were served throughout the year. In addition, 463 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 630 beds and assisted 4,359 homeless individuals. Of those who received shelter services, 1,168 individuals successfully departed to stable housing, and 8,475 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 10,224 individuals and 5,921 families where 46 percent of those served were from poor working families or receiving unemployment benefits, and 28 percent served were in severe poverty at or below 50 percent of the federal poverty rate.
- **Food and Nutrition Program:** Thirty-three nonprofit agencies reporting to the Food Bank of Delaware distributed food 52,637 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, 2,406 seniors contributed 395,888 hours of volunteer service at nonprofit and governmental agencies.
- **The Foster Grandparent Program:** The program financially enables senior citizens on a limited income to volunteer. Through a non-taxable stipend, Foster Grandparents devote their volunteer service entirely to disadvantaged or disabled youth ages 0-

HEALTH AND SOCIAL SERVICES

35-00-00

21 across Delaware. The program provided 288 seniors with volunteer opportunities and contributed 272,685 hours of volunteer service to 1,728 of Delaware's children.

- **AmeriCorps:** Over 70 AmeriCorps members served over 94,000 hours, giving back to their community through mentoring school children; providing food, shelter, and clothing for the poor and homeless; building quality homes for low income families; recruiting volunteer firefighters; and teaching CPR and first aid courses.
- **Volunteer Delaware:** This program served Delawareans through 855 direct volunteer referrals and 5,323 outreach contacts, provided technical assistance to 495 agencies and organized training sessions for volunteer coordinators. Additionally, 155 students received an elective school credit through the Delaware Volunteer Credit program. Volunteer Delaware and the website for volunteer referrals received 25,015 hits.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	10,744.1	10,425.3	10,900.5
ASF	334.4	663.1	663.1
TOTAL	11,078.5	11,088.4	11,563.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	100.6	103.3	104.3
ASF	--	--	--
NSF	22.0	16.3	16.3
TOTAL	122.6	119.6	120.3

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of State Service Center client visits	708,000	735,000	757,050

COMMUNITY SERVICES 35-12-30

ACTIVITIES

- Administer the CSBG, 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of clients accessing emergency food	70,000	75,000	77,250

VOLUNTEER SERVICES 35-12-40

ACTIVITIES

- Administer the AmeriCorps National Service program, AmeriCorps*VISTA program, Volunteer Resource Center, Foster Grandparents program and RSVP.
- 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 and through the Delaware Volunteer Credit program.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of RSVP volunteers	2,406	2,200	2,000
# of RSVP volunteer hours	395,888	375,000	360,000
# of active foster grandparents	288	252	252

SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES

35-14-00

MISSION

The mission of the Division of Services for Aging and Adults with Physical Disabilities (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.

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 Community Living (formerly the Administration on Aging through the Older Americans Act), CMS (through Medicaid) and Social Services Block Grant. Additionally, DSAAPD pursues and

HEALTH AND SOCIAL SERVICES

35-00-00

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). 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 ADRC 24 hours per day, seven days per week, through the call center or the Delaware ADRC website, www.delawareadrc.com.

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, were 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 Care Transitions 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 for Fiscal Year 2013. In May 2012, the Care Transitions program was extended to offer hospital discharge planning support to Delaware's acute care hospitals. This ensures that individuals are linked to community-based long-term care services prior to their discharge from a hospital and prevents institutionalization.

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.

DSAAPD partnered with DMMA to develop an Integrated Long-Term Care initiative, Diamond State Health Plan-Plus (DSHP-Plus). DSHP-Plus provides improved access to community-based long-term care services and increased flexibility to more effectively address individual needs, and to better control rising long-term care costs significantly impacting Medicaid.

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*.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	63,301.4	58,974.8	60,699.3
ASF	2,909.0	4,240.2	4,123.9
TOTAL	66,210.4	63,215.0	64,823.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	825.5	802.4	801.9
ASF	1.0	0.5	0.5
NSF	50.6	28.1	28.6
TOTAL	877.1	831.0	831.0

SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES

35-14-01

ACTIVITIES

- Operate the ADRC.
- Facilitate the delivery of statewide long-term care 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of all applicants diverted from state long-term care facilities	84	90	95

HEALTH AND SOCIAL SERVICES

35-00-00

***DELAWARE HOSPITAL FOR THE
CHRONICALLY ILL
35-14-20***

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	92	92	92

***EMILY BISSELL
35-14-30***

ACTIVITIES

- Operate a 63-skilled 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 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	96	97	98

***GOVERNOR BACON
35-14-40***

ACTIVITIES

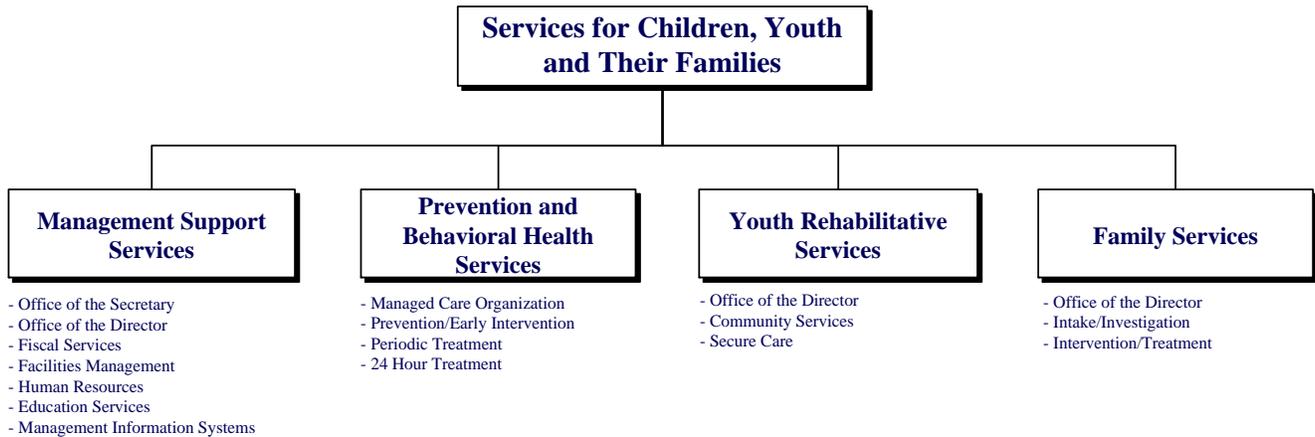
- Operate a 74-bed nursing facility.
- Accept/admit referrals from ADRC for residents whose care needs can no longer be maintained with the support of available community-based services.
- Provide admission on an emergency basis for individuals referred from Adult Protective Services.
- Admit patients 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	98.6	97.0	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

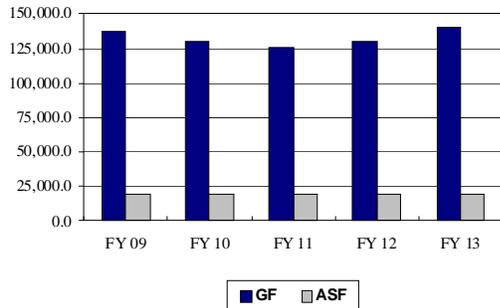
consistent with adjudication. The goal of Juvenile Justice Services is reduced recidivism rates.

- Child Behavioral and Mental Health Services include drug and alcohol treatment, crisis services, outpatient treatment, intensive outpatient treatment, day treatment, residential mental health treatment and inpatient psychiatric hospital 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 to 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 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	133,942.3	139,966.2	150,660.4
ASF	18,772.3	19,711.7	23,714.5
TOTAL	152,714.6	159,677.9	174,374.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	993.6	1,052.8	1,052.8
ASF	98.5	98.1	98.1
NSF	116.7	53.1	53.1
TOTAL	1,208.8	1,204.0	1,204.0

MANAGEMENT SUPPORT SERVICES

37-01-00

MISSION

To support those helping children and families and to deliver excellence in educational services.

KEY OBJECTIVES

- Improve department fiscal management.
- Provide direction in information management and support completion and implementation of the Family and Child Tracking System (FACTS) II as a case management and organizational 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 and to return to schools in the community when discharged from services.
- Strive to enhance internal customer satisfaction.

BACKGROUND AND ACCOMPLISHMENTS

In Fiscal Year 2012, the accomplishments of Management Support Services included:

- The Cost Recovery unit exceeded the Fiscal Year 2012 cost recovery revenue goal;
- The vendor contracts for the FACTS II project were completed and signed and the project was initiated during the spring of 2012;
- The Education unit's leadership team initiated an instructional rounds process to increase student achievement in all DSCYF education programs;
- The Human Resource unit implemented employee drug testing;
- The Maintenance unit oversaw the implementation of 11 energy cost savings measures installed under the Guaranteed Energy Savings Agreement with NORESO; and
- The Maintenance unit coordinated the demolition of Ball Cottage to create the space needed to build the multi-purpose juvenile facility.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	17,280.9	17,591.7	18,424.2
ASF	2,275.6	2,521.8	6,453.6
TOTAL	19,556.5	20,113.5	24,877.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	162.4	163.9	164.9
ASF	25.1	24.7	24.7
NSF	15.6	13.2	13.2
TOTAL	203.1	201.8	202.8

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of Youth Rehabilitative Services (YRS)/Prevention and Behavioral Health Services (PBHS) contracted community-based expenditures of total contracted expenditures	51.3	54.0	54.0
% of children returned to DSCYF service within 12 months of case closure	32.1	26.0	26.0
% of children in DSCYF out-of-home care	13.8	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	10.4	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.
- Oversee divisional quality improvement initiatives.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of annual revenue goal achieved	101.6	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.

FACILITIES MANAGEMENT 37-01-25

ACTIVITIES

- Maintain facilities and grounds.
- Oversee facilities/construction management.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

- Provide capital improvement planning and administration.
- Oversee safety, emergency and security planning, policy and procedures.
- Manage fleet services.
- Oversee records management.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of work orders completed within established time standards	87	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days to fill vacancies for recruited positions (average)	35	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 educational technical assistance and consultation.
- Oversee program/student outcomes evaluation.
- Provide school-based administrative leadership.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of parents involved and responsive to their child's education while placed in an agency school	79	85	85
% of students in an agency school for six months or more that increase their academic performance on a standardized achievement test:			
Mathematics	64	58	69
Reading	54	56	59

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of time FACTS is available during regular working hours	100	100	100

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

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.
- 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 PBHS 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 PBHS'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;
- Continuing to manage a \$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

- Maintaining accreditation of the division's Crisis Response, Residential Treatment facilities, Day Treatment and Intensive Outpatient services.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	31,924.4	36,418.0	42,307.2
ASF	12,217.1	12,530.3	12,484.9
TOTAL	44,141.5	48,948.3	54,792.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	195.8	254.0	251.0
ASF	26.5	26.5	25.5
NSF	66.0	6.0	6.0
TOTAL	288.3	286.5	282.5

MANAGED CARE ORGANIZATION 37-04-10

ACTIVITIES

- Manage intake and assessment.
- Provide clinical services management.
- Administer the provider network for the statewide PBHS children's behavioral health services system.
- Provide training in evidenced-based clinical treatment practices for community therapists who treat children and their families.
- Support continuous quality improvement processes.
- Manage data collection, information monitoring and analysis including participation in FACTS II project.
- Provide child-specific and program consultation for the department.
- Disseminate information to communities and organizations that promote children's mental health and informs the public about Delaware's public children's behavioral health system.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of parents satisfied with behavioral health services	85	90	90
% timeliness for intake dispositions:			
emergencies - same day service	82	85	85
routine - within two working days	77	80	80

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

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 YRS 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of children in the K-5 Early Intervention program improving or maintaining the following, six months after program entry:			
acceptable behaviors	89	90	91
acceptable school performance	82	86	89

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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of identified clients presenting in crisis treated without hospital admissions	88	89	90
% of identified clients successfully completing intensive outpatient mental health services	77	79	80

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of hospital readmissions within 30 days of discharge	13	12	12
% of hospital readmissions within 180 days of discharge	27	25	24
% of inpatient hospital expenditures as total of all treatment expenditures	17	7	16

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

YOUTH REHABILITATIVE SERVICES

37-05-00

MISSION

To support public safety and positive change of children, families and communities through guidance, education and empowerment.

VISION

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 and community organization collaborations.
- Monitor the progress of youth who receive YRS services through case management and measure the success of youth by tracking 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.

Since becoming a JDAI replication site, Delaware has significantly reduced the instances of inappropriate and

unnecessary detentions and strengthened agency and community partnerships statewide.

Juvenile Justice Conference: YRS hosted the first statewide juvenile justice conference with over 375 attendees. The conference highlighted national focus areas in juvenile justice that have become an integral part of our statewide system reform initiatives.

Study evaluating Delaware's Juvenile Justice System: The Comprehensive Strategy Group, a nationally recognized consulting group that specializes in juvenile justice consulting and evaluation, released a report *Juvenile Justice System in Delaware 2012: The Little Engine that Could*. This report highlighted the impressive work of Delaware's system stakeholders in recent years and provides recommendations for moving the State toward becoming a nationally recognized juvenile justice system model.

Parity in Residential Alternatives to Secure Detention: YRS now provides alternatives to secure detention facilities in all three counties with the opening of the Chris Strumfels 10-bed facility in New Castle County.

Community Services Umbrella Services: As part of the community services restructuring, YRS contracted with VisionQuest to provide a wide array of statewide services for adjudicated youth and their families. Eighteen different services are offered, such as job training and support, academic tutoring, drug and alcohol seminars and functional family therapy.

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 2012 due to Family Court's agreement with YRS placement recommendations and an increase in community-based services.

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 83 in Fiscal Year 2012.

Residential Cottage participation in community projects: Residents at the three cottages participated in numerous community projects throughout New Castle County to include planting tulip bulbs at Bellevue State Park, assisting various church organizations during special events and participating in the highway cleanup project along the New Castle Avenue/Route 9 corridor.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	38,172.3	40,623.3	39,882.6
ASF	1,794.6	2,053.2	2,074.4
TOTAL	39,966.9	42,676.5	41,957.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	350.1	349.0	348.0
ASF	23.0	23.0	23.0
NSF	4.0	4.0	4.0
TOTAL	377.1	376.0	375.0

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 detention facilities.
- Maintain program censuses and coordinate 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.
- Maintain youth in the least restrictive environment through the Placement Authorization Committee.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of Level IV recidivism	33	35	35
% of initial probation contacts on time	92	100	100
% of ongoing probation contacts on time	96	100	100

SECURE CARE **37-05-50**

ACTIVITIES

- Provide secure detention for pre-adjudicated 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of Ferris School recidivism	49	40	35

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

FAMILY SERVICES

37-06-00

MISSION

To promote the well-being and safety of children and their families through prevention, protection and permanency.

KEY OBJECTIVES

The safety and protection of a child is the paramount priority of the Division of Family Services (DFS). As such, 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 families 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 16,678 reports of abuse, neglect and dependency in Fiscal Year 2012, which represents an increase of 19 percent over Fiscal Year 2011. Of those reports received, 53 percent were accepted. Of those accepted, 19.5 percent were substantiated.

Protective Treatment: In Fiscal Year 2012, a total of 2,982 families and children received treatment services.

Placement: During Fiscal Year 2012, 496 children entered placement and 506 children exited placement. At the end of the fiscal year, there were 813 children in foster care, a decrease of 3 percent from 840 children in care at the end of Fiscal Year 2011.

Independent Living: During Fiscal Year 2012, 81 children aged out of the foster care system. Independent Living providers provided life skills and other trainings for 427 children in care and youth who had aged out, preparing them for adulthood.

Adoption: In Fiscal Year 2012, 99 children for whom the division held parental rights were adopted. This was an increase of 15 percent over the 86 children adopted in Fiscal Year 2011. The overall number of children in the adoption program decreased from 201 in September 2011 to 188 in September 2012.

Child Care Licensing: In Fiscal Year 2012, Child Care Licensing ensured safeguards for 52,789 children in out-of-home care. The licensing staff made 2,463 facility visits and investigated 334 complaints. The Criminal History unit completed 7,501 criminal history record checks and 42,376 Child Protection Registry checks, resulting in the disclosure of 3,595 arrest records. A total of 686 individuals were determined unsuitable for employment or to care for children. A total of 779 individuals had substantiated cases of child abuse or neglect. The unit also requested 144 out-of-state child abuse and neglect checks under the Adam Walsh Child Protection and Safety Act of 2006.

Accomplishments

- Implemented tiered investigations to address historic volume of hot line reports by utilizing authority in Title 16 of the Delaware Code to use a family assessment approach for cases presenting low-risk situations.
- Continued collaborative efforts with the Child Welfare Strategy Group of the Annie E. Casey Foundation to conduct a comprehensive assessment of DFS processes and provide benchmarks to improve outcomes for all children and families served.
- Embarked on a comprehensive, multi-year system enhancement initiative called "Outcomes Matter."
- Implemented Structured Decision Making® (SDM) at the Child Abuse Report Line. SDM is an evidence-based decision-making model and actuarial approach of making valid and reliable decisions based on standardized risk and safety tools. Plans are underway to implement SDM in

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

investigations and treatment services. SDM is used in over 25 child welfare systems nationwide.

- Completed a request for proposals process for Differential Response (DR) services to offer an alternative to traditional investigations for low-risk cases. DR utilizes family engagement, assessment and referral to community services for low-risk cases.
- Partnered with the Family Court to provide training to 150 workers on the 3-5-7 Model© developed by Dr. Darla Henry. This model helps children explore and tell their life stories using three tasks, five conceptual questions and seven skill elements as they move towards permanency.
- Expanded collaborative efforts 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 each year who have exited the foster care system to use full scholarships to attend DSU each year. Five students are currently enrolled at DSU in this program.
- Partnered with the YMCA of Delaware to allow 31 children in foster care to attend a residential summer camp.
- 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.
- Continued the partnership with Delaware Stars to ensure more children are enrolled in quality child care programs.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	46,564.7	45,333.2	50,046.4
ASF	2,485.0	2,606.4	2,701.6
TOTAL	49,049.7	47,939.6	52,748.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	285.3	285.9	288.9
ASF	23.9	23.9	24.9
NSF	31.1	29.9	29.9
TOTAL	340.3	339.7	343.7

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 2012 Actual	FY 2013 Budget	FY 2014 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of initial investigation contacts on time	95	100	100

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES
37-00-00

INTERVENTION/TREATMENT
37-06-40

ACTIVITIES

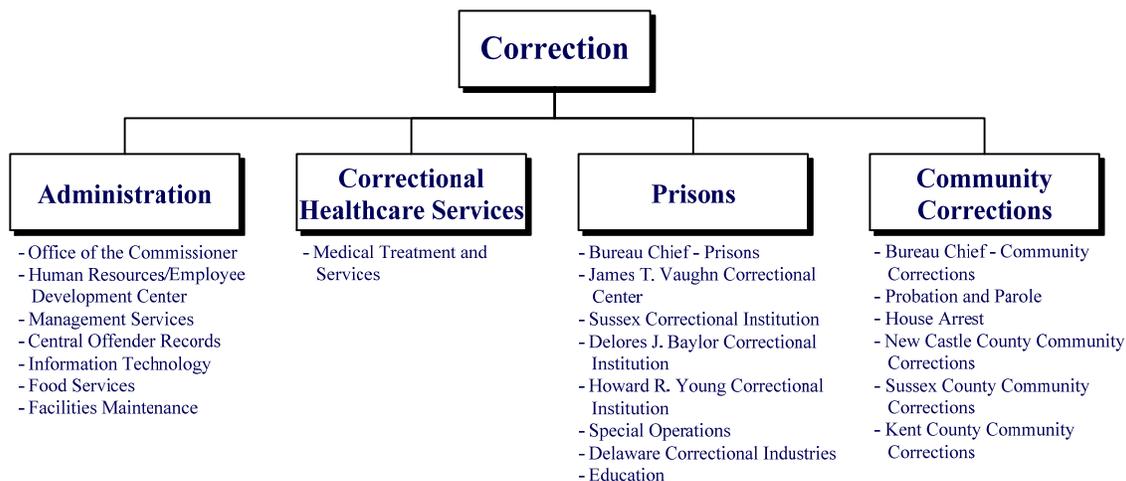
- Assure the safety of children while reducing the risk of abuse and neglect.
- Change the behaviors and conditions that cause abuse and neglect.
- Promote the most appropriate services for the safety and well-being of children, including in-home services, placement and family reunification, while providing safeguards for children.
- Offer permanency services, including adoption, guardianship and independent living.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of timely initial treatment contacts	91	100	100
% absence of maltreatment within 12 months	97	95	95
% of exits to adoption in less than 24 months	35	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 2013, 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, the 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.

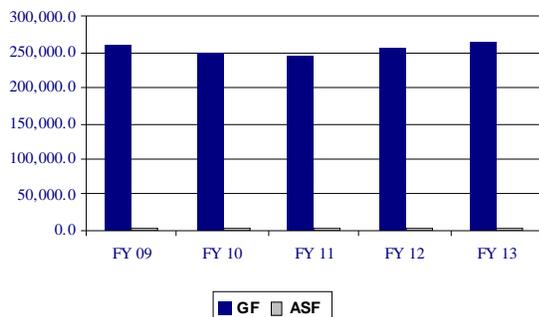
Currently, the incarcerated population (Levels IV and V) is approximately 6,841. The jail population of approximately 2,611 is divided between offenders sentenced to less than one year of incarceration (1,142 or 16.7 percent) and offenders held pending trial (1,469 or 21.5 percent). There are 4,230 offenders sentenced to more than one year, which represents 61.8 percent of the department's total incarcerated population. Approximately 15,610 offenders are under community supervision.

Within the department's 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	258,977.0	262,262.5	267,293.9
ASF	3,905.3	4,088.4	4,097.9
TOTAL	262,882.3	266,350.9	271,391.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,550.7	2,550.7	2,550.7
ASF	10.0	10.0	10.0
NSF	1.0	1.0	1.0
TOTAL	2,561.7	2,561.7	2,561.7

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 Correction 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 mission and top priorities. Individual units within the Office of the Commissioner include Human Resources/Employee Development Center (EDC), Community and Media Relations, Internal Affairs and Planning.

Human Resources is responsible for the recruitment of staff, employee records management, personnel transactions, pay and benefits, position management and classification, labor relations and employee grievances, employee evaluation and discipline, equal opportunity

CORRECTION

38-00-00

enforcement and diversity training. Human Resources staff process new employee paperwork and work with the 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 Facilities 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 technology resources, collaborating with the Department of Technology and Information for many of the department's technology requirements. 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 NCCHC accreditation standards are continually met and maintained. Therapeutic dietary needs are prescribed by medical personnel and prepared by Food Services. Food Services also manages the Central Supply Warehouse that orders and delivers supplies for all DOC facilities.

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, occupational health and safety, food sanitation and infirmary requirements.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	33,555.2	32,186.6	32,710.9
ASF	--	--	--
TOTAL	33,555.2	32,186.6	32,710.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	320.0	318.0	318.0
ASF	--	--	--
NSF	--	--	--
TOTAL	320.0	318.0	318.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of random/periodic Internal Affairs rechecks	1,970	2,300	2,350
# of positive media stories generated	31	30	35

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of random drug tests of employees	616	1,100	1,000
# of grievances at Commissioner's level	49	45	45
# of correctional officer recruits graduating from Correctional Employee Initial Training	113	120	120
# of probation officer recruits graduating from Basic Officer Training Course	21	40	20

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 2012 Actual	FY 2013 Budget	FY 2014 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	100	100	100
% of Pcard reconciliations submitted to DOA prior to deadline	75	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of victim notification letters generated	30,756	30,000	31,100
# of sentences calculated	37,940	38,000	38,000
# of releases processed*	17,744	28,000	17,800
% of offenders released in error	.001	.001	.001

*Release clearance processing for offenders transferred between facilities and home confinement no longer required.

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of high priority help desk calls resolved within one hour	97	98	98
# of self-service kiosks in use	24	125*	125

*New statewide commissary installation for all Level V facilities.

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

- Order and deliver supplies from the Central Supply Warehouse.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offenders trained in food safety	850	800	900
# of Central Supply accident-free miles	12,150	12,200	12,200
# of offender grievances related to food service	217	220	200
# of meals prepared	8,484,226	8,484,500	8,484,600

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of work orders completed	18,951	22,000	22,000
% of work orders completed within 30 days	99.8	96.0	99.0

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

The 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 healthcare is provided with the utmost professional level in accordance with standard medical practices and laws. This is accomplished through regularly scheduled audits, ensuring compliance to medical standards, maintaining state-of-the-art equipment and following NCCHC protocols through monitoring by bureau staff.

State and federal guidelines and accreditation standards through the NCCHC set the protocols and standards for the delivery of offender healthcare and allow for the evaluation of care provided in DOC. Standards include preventive and public health, occupational health and safety, primary and secondary medical care and mental health.

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 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 490 Level IV beds and 300 Aftercare slots annually.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	49,614.2	56,321.5	55,965.9
ASF	300.0	--	--
TOTAL	49,914.2	56,321.5	55,965.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	12.0	12.0	12.0
ASF	--	--	--
NSF	--	--	--
TOTAL	12.0	12.0	12.0

MEDICAL TREATMENT AND SERVICES ***38-02-01***

ACTIVITIES

- Maintain comprehensive healthcare services through department-wide contracts.
- Monitor contractual obligations set forth in contracts.
- Conduct quarterly audits of intake screening, medication administration, specialty and chronic care, sick call requests and mental health treatment.
- Conduct internal audits of inmate medical and mental healthcare.
- Monitor the medical grievance process to ensure it is handled in a timely manner.

- Coordinate immunization of juvenile offenders in DOC custody and all other necessary immunizations for all 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.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of intake screenings completed within two hours	97	95	97
% of patients receiving formulary medication(s) within 48 hours of provider order or per provider's order	93	80	95
% of sick calls resolved within 72 hours	88	85	90
% of chronic care patients that are seen every three months or more frequently as determined by the provider's plan	88	85	90
% of occupied beds in substance abuse programs at: Level V	99	95	99
Level IV	83	95	85
% of offenders completing Key, CREST, Aftercare continuum (without interruption)	36	50	50
% of offenders successfully graduating from Aftercare	47	50	50

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 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 August 28, 2012, the Level V population was 5,799 offenders.

In conjunction with Executive Order 7, the bureau is working collaboratively with the departments of Labor (DOL), Education (DOE), DHSS and Delaware State Housing Authority (DSHA) to assess offender needs and create service and release plans for the offender population in an effort to reduce recidivism.

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 2012, the offender workforce performed a total of 1,911,834 hours in work assignments supporting community service projects, food service, maintenance, janitorial, laundry, central supply, commissary and education.

The Special Operations unit provides specialized security services to bureaus of Prisons and Community Corrections. The unit provides the following specialized security services: transportation to 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. The Central Intelligence Group continues to partner with the Delaware Information Analysis Center and the Federal Bureau of Investigation in efforts to identify and manage security threat group offenders.

Education continues to be a priority for the bureau, with opportunities to attain a High School Diploma or General Equivalency Diploma (GED) at all facilities. Howard R. Young Correctional Institution continues to increase participation levels by providing 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 also available at some facilities.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	129,009.5	124,930.1	128,700.0
ASF	2,885.3	3,333.6	3,345.2
TOTAL	131,894.8	128,263.7	132,045.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,611.7	1,614.7	1,614.7
ASF	10.0	10.0	10.0
NSF	--	--	--
TOTAL	1,621.7	1,624.7	1,624.7

BUREAU CHIEF - PRISONS **38-04-01**

ACTIVITIES

- Conduct employee disciplinary sanctions and appeals.
- Conduct offender grievances and appeals.
- Participate in the negotiation and administration of labor contracts.
- Provide offender classification and program support.

CORRECTION

38-00-00

- 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.
- Operate the Prison Arts program.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offenders classified to:			
drug treatment programs	624	625	650
work release	311	375	375
supervised custody	172	180	180
# of offenders recommended for sentence modification	51	100	100
# of security/custody level classifications	2,024	2,000	2,000
# of interstate compact cases (in-state and out-of-state)	37	40	40
# of Quality Assessment Audits completed	1	4	4

JAMES T. VAUGHN CORRECTIONAL CENTER ***38-04-03***

ACTIVITIES

- Provide Level V security and case management for male offenders.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offender work hours:			
community service	18,989	19,900	19,900
food service	303,594	303,500	303,500
maintenance	47,041	47,000	47,000
janitorial	270,153	270,200	270,200
laundry	96,522	96,500	96,500
other*	224,499	224,500	224,500
\$ cost avoidance at \$7.25 minimum wage (thousands)	6,965.8	6,971.6	6,971.6
# of escapes	0	0	0
# of Braille pages produced:			
Braille transcription	19,153	19,200	19,200
large print	42,137	42,150	42,150
thermoform	995	1,000	1,000
# of program participants:			
sex offender treatment	174	175	175
My Brother's Keeper	95	100	100
Greentree	80	80	80
pre-release	777	775	775
Alcoholics Anonymous	65	65	65
Alternatives to Violence	413	425	425
weekly religious activities	430	450	450
Project Aware	1,204	1,200	1,200
# of video court/teleconferences	3,733	3,750	3,750

*Includes barbers, central supply, commissary, clerks, education workers, yard workers, etc.

SUSSEX CORRECTIONAL INSTITUTION ***38-04-04***

ACTIVITIES

- Provide Level V security and case management for male offenders.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offender work hours:			
boot camp	7,470	7,600	7,600
food service	88,838	89,000	89,000
maintenance	4,790	5,500	5,500
janitorial	98,146	99,000	99,000
laundry	39,936	40,000	40,000
other*	241,653	242,000	242,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	3,486.0	3,502.4	3,502.4
# of escapes	0	0	0
# of program participants:			
sex offender treatment	43	50	50
Key	137	150	150
Alcoholics Anonymous	210	210	210
Alternatives to Violence	162	175	175
Boot Camp	211	250	250
Greentree	132	150	150
# of video court/teleconferences	5,965	6,000	6,000

**Includes barbers, clerks, education workers, yard workers, etc.*

**DELORES J. BAYLOR CORRECTIONAL
INSTITUTION**
38-04-05

ACTIVITIES

- Provide Level V security and case management for female offenders.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offender work hours:			
food service	97,091	98,000	98,000
maintenance	6,301	6,500	6,500
janitorial	26,409	27,000	27,000
laundry	14,404	15,000	15,000
other*	11,601	12,000	12,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	1,129.6	1,149.1	1,149.1
# of escapes	0	0	0
# of program participants:			
SOAR	48	50	50
Key Village	708	710	710
Structured Care Unit	132	135	135
Trauma Healing Workshops	19	20	20
Taking a Chance on Change	6	6	6
Thinking for a Change	2	2	2
# of Trauma Informed Care workshops	1	1	1
# of video court/teleconferences	4,034	4,100	4,100

**Includes education workers, clerks, cosmetologists, etc.*

**HOWARD R. YOUNG CORRECTIONAL
INSTITUTION**
38-04-06

ACTIVITIES

- Provide Level V security and case management for male offenders.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offender work hours:			
food service	105,286	106,000	106,000
maintenance	14,624	8,600	15,000
janitorial	79,608	75,000	80,000
laundry	19,435	19,000	19,000
other*	95,444	107,000	105,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	2,279.4	2,288.1	2,356.3
# of escapes	0	0	0
# of program participants:			
Sex Offender Treatment	29	30	30
Key	217	225	225
6 for 1	816	840	865
Young Criminal Offenders program	34	30	30
Head Start Home	181	180	180
Inside/Out	31	30	30
# of video court/teleconferences	9,428	8,000	9,500

*Includes barbers, commissary, clerks, education workers, food carts, law library, supply, tier and yard workers, etc.

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offenders transported	42,605	42,600	42,600
# of CERT missions	257	250	275
# of canine teams certified to Police Dog Level 1	22	28	28
# of emergency preparedness training exercises	82	120	160
# of security audits	20	20	20
# of detector dogs trained and operational	6	6	6
# of contraband finds by detector dogs (includes drugs and cell phones)	0	25	30

DELAWARE CORRECTIONAL INDUSTRIES

38-04-09

ACTIVITIES

- Operate vehicle maintenance and repair garage.
- Offer printing and silk screening services.
- Manufacture garments and provide embroidering services.
- Offer furniture and upholstery repair services.
- Assemble office systems.
- Provide concrete products and construction services.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offenders employed	234	300	300
\$ net sales (thousands)	2,365	2,400	2,900
# of completed work orders	7,936	8,000	9,000

EDUCATION

38-04-11

ACTIVITIES

- Provide academic and life skills programs.
- Provide vocational and trades apprenticeship programs.
- Provide ancillary programs.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of offenders tested to determine education needs	1,956	2,000	2,100
# of offenders enrolled in academic, vocational and life skills	1,956	2,200	2,100
# of GEDs earned	174	180	185
# of high school diplomas earned	50	60	55
# of Certificate of Educational Attainments	690	750	750
# of vocational certificates	313	375	325
# of life skills completed	325	300	350

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 the actual 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, the 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 August 2012, 15,852 individuals were under Probation and Parole supervision. Included in this number are 1,118 individuals being supervised under the Interstate Compact Agreement that reside out-of-state and 190 individuals on pre-trial status and assigned to probation supervision. This past year, Probation and Parole conducted 14,491 intakes, 14,166 discharges and 17,379 transfers between SENTAC levels. Of the cases that were discharged, 91 percent were closed and 9 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 required to increase the chance of a successful completion of supervision and transition to a productive, law-abiding resident.

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, DOE, DOL and DSHA in addressing offender's treatment needs.

House Arrest/Electronic Monitoring

The House Arrest program includes: 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 officer supervision activities and assists in the supervision of the high risk population.

The 24-hour Monitoring Center, originally designed to be a central point for computer-generated alerts regarding House Arrest offenders, has become a communications center for the statewide Operation Safe Streets officers and other probation and parole officers working after normal business hours. The monitoring center provides information to the officers regarding the status of offenders under supervision, sentencing information and other pertinent data, which enables them to stay in the community instead of returning to the office to manually search for information.

NEW CASTLE COUNTY COMMUNITY CORRECTIONS

In Fiscal Year 2013, New Castle County Community Corrections (NCCCC) began implementation of a

CORRECTION

38-00-00

community services program similar to Sussex County Community Corrections. NCCCC has entered into agreements with state agencies to provide vehicle detailing and grass cutting services. NCCCC continues to work towards recycling opportunities as another form of community services.

Plummer Community Corrections Center (PCCC)

PCCC provides 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.

Hazel D. Plant Women's Treatment Facility

This female-only facility 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 improve their chances of success and independence.

Webb Community Corrections Center (WCCC)

WCCC houses male offenders in Phase 3 of the CREST program, which is the work release phase. This 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. All offenders in this phase of the CREST program from New Castle County are housed at WCCC.

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. SVOP also receives offenders sentenced to serve weekends at Level IV. Many of these offenders are

individuals who have committed minor violations or owe child support. In Fiscal Year 2012, offenders at SVOP performed over 176,000 hours of community services to over 132 state agencies and organizations throughout the State of Delaware.

Community 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;
- 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 towards costs and fines for Fiscal Year 2012 was \$483,241.

Sussex Work Release Center (SWRC)

SWRC housing capacity is 248 offenders. Of the 248 beds at SWRC, the CREST program encompasses 98 beds, of which 26 are dedicated for female offenders and 72 for male offenders. The remaining beds are utilized for work release 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; HIV case management; Individual Assessment Discharge and Planning Team (I-ADAPT); and treatment groups. In Fiscal Year 2012, offenders at SWRC paid over \$12,771 toward costs and fines.

KENT COUNTY COMMUNITY CORRECTIONS

In Fiscal Year 2013, Kent County Community Corrections (KCCC) began implementation of a community services program similar to Sussex County Community Corrections. KCCC has entered into agreements with state agencies to provide transportation of archived files and line striping. KCCC is also pursuing grass cutting services in various statewide locations.

CORRECTION

38-00-00

Morris Community Corrections 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 Judiciary 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, 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, the facility 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 2012, these crews provided services to 16 state agencies and numerous nonprofit and community service organizations.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	46,798.1	48,824.3	49,917.1
ASF	720.0	754.8	752.7
TOTAL	47,518.1	49,579.1	50,669.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	607.0	606.0	606.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	608.0	607.0	607.0

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 Community Corrections policies and procedures.
- Oversee management of grants.
- Oversee management of treatment contracts.

CORRECTION

38-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of provider compliance with contractual agreements	100	100	100
% of bureau policies reviewed	70	70	75
# of grants monitored	10	10	7

PROBATION AND PAROLE ***38-06-02***

ACTIVITIES

- Supervise probationers and parolees in Levels I, II and III.
- Report probationer and parolee compliance status.
- Oversee probationer and parolee treatment.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Average caseload size:			
Level II	83	95	80
Level III	39	40	36
% of positive Safe Streets curfew checks	71	70	72
% of cases successfully discharged	77	80	80
% of offenders employed	44	50	50
% of Level I, Restitution Only cases closed	31	40	40
% of positive urine tests	26	25	25
# of LSI-Rs completed	*	*	3,400

**New performance measure.*

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of cases closed not returning to prison within one year	94	91	94
# of monitoring units in service:			
Standard	233	230	230
Cell	27	30	30
GPS	209	210	210
Transdermal Alcohol Device	45	25	25
Voice ID	*	15	15
% of positive urine tests	9	15	8

**New performance measure.*

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.
- Provide pre-release treatment and employment planning.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of successful releases	89	90	90
% of offenders employed	18	40	30
# of community service hours	21,234	40,000	23,000
\$ savings to public at \$7.25 minimum wage (thousands)	153.9	290.0	166.8
# of walk-aways	42	35	35

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.

CORRECTION

38-00-00

- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of successful releases	49	45	50
% of offenders employed	23	40	40
# of walk-aways	39	36	36
# of community service hours	176,649	179,000	179,000
\$ savings to public at \$7.25 minimum wage (thousands)	1,280.7	1,297.8	1,297.8

KENT COUNTY COMMUNITY CORRECTIONS ***38-06-08***

ACTIVITIES

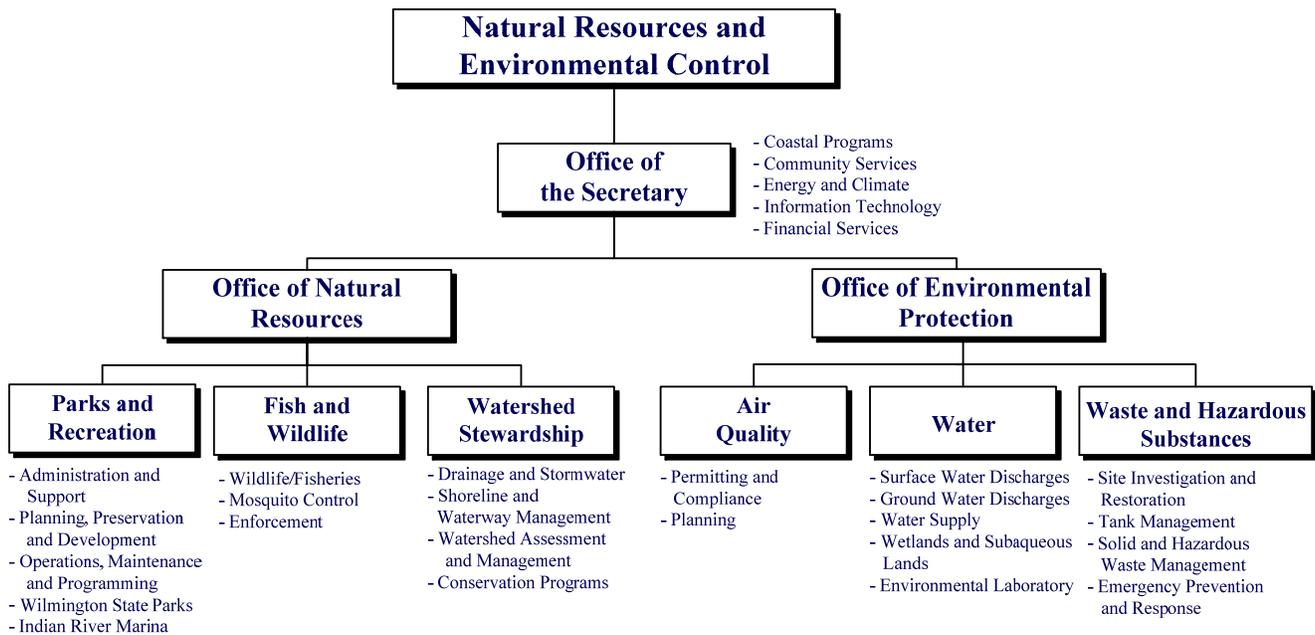
- Provide case management for offenders.
- Provide treatment and structured work activities for offenders.
- Manage collections and disbursements.
- Provide federal offender contract administration.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of successful releases	79	70	80
% of offenders employed	21	55	40
# of community service hours	38,676	65,000	65,000
\$ savings to public at \$7.25 minimum wage (thousands)	280.4	471.3	471.3
# of walk-aways	21	15	15

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; lead energy policy and climate preparedness; and educate the public on historic, cultural and natural resource use, requirements and issues.

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 outdoor recreational opportunities, allowing Delaware residents to enjoy natural resources and open spaces through trails and other amenities that enhance the quality of life. The

department strives to provide safe and high quality recreational opportunities while ensuring resource protection with resource management and use.

- Broaden commitment to environmental protection and resource conservation by working to integrate economic development, environmental quality and public 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 21st 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.

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,

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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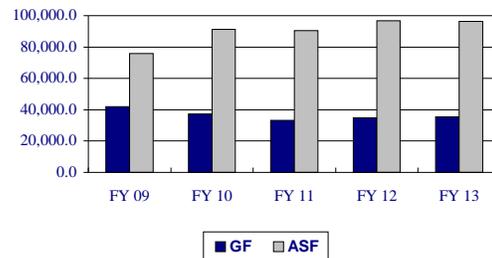
enhancing recreational opportunities and coordinating habitat preservation and ecological restoration efforts. Key priorities include the Delaware Bayshore Initiative, the Governor's First State Trails and Pathways Plan, the Children in Nature Initiative and the redevelopment of strategic sites. These investments will improve the quality of life for residents, enhance the attractiveness of the State to potential residents and growing companies, spur tourism, improve resident health and provide educational opportunities for youth to become environmental stewards of the future.

Ensure clean water, clean air and safe communities - 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.

Ensure cleaner, cheaper and more reliable energy and prepare to adapt to climate impacts - DNREC will coordinate policies and programs designed to spur economic growth through the adoption of lower-emission sources and lead efforts to prepare the State to adapt to emerging climate impacts. This includes:

- Promoting energy efficiency as Delaware's first fuel and providing policy leadership to ensure that cost-effective and demand response programs are implemented;
- Facilitating the switch to cleaner fuels and the development of new low-emission generation, with significant focus on combined heat and power, co-generation and combined cycle natural gas opportunities;
- Ensuring that environmental and health costs are integrated into energy decision-making processes;
- Participating in Regional Greenhouse Gas Initiative (RGGI) and other climate mitigation efforts;
- Developing adaption plans to address rising sea level and other impacts of climate change;
- Supporting cost-effective development of clean energy resources including solar, wind and fuel cells; and
- Taking a leadership role among state agencies and leading by example on issues related to energy efficiency.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	35,570.2	35,457.8	36,238.8
ASF	46,338.0	96,422.9	96,723.8
TOTAL	81,908.2	131,880.7	132,962.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	322.7	325.2	325.2
ASF	309.3	306.9	306.9
NSF	163.0	161.9	161.9
TOTAL	795.0	794.0	794.0

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

OFFICE OF THE SECRETARY

40-01-00

MISSION

To oversee the development and implementation of state environmental, natural resource and recreational policies and programs, promote employee productivity through technology and training, manage the department's financial and human resources, promote quality and continuous improvement of programs, assist other agencies in the promotion of environmentally sound economic development and coordinate policy among the department's divisions.

KEY OBJECTIVES

- Lead the transformation of DNREC into a 21st century department.
- Integrate clean energy programs, including energy efficiency and renewable energy, and climate change mitigation and adaptation 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.

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 unit serves as the key research and policy entity on matters relating to preservation, development and use of coastal, estuarine and ocean resources. Through the provisions of the Federal Coastal Zone Management Act, Delaware Coastal Programs also has a significant role in the coordination and permitting of federal activities within the state and off-shore development projects.

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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	8,156.2	6,981.3	7,133.4
ASF	9,337.8	26,924.8	26,956.7
TOTAL	17,494.0	33,906.1	34,090.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	58.7	60.2	60.2
ASF	76.2	73.2	73.2
NSF	38.1	34.6	34.6
TOTAL	173.0	168.0	168.0

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 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.
- Serve as the key research and policy entity on sea level rise.
- Develop and implement 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.
- Protect and conserve over 6,000 acres of coastal and estuarine habitat with the DNERR's designated boundaries and implement comprehensive ecological restoration plans for reserve properties, as part of the Delaware Bayshore Initiative.
- Coordinate development of an Ocean Plan for Delaware in collaboration with the Divisions of Fish and Wildlife and Watershed Stewardship.
- Serve as Delaware's lead on the Mid-Atlantic Regional Council on the Ocean.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of coastal decision maker workshops hosted by DNERR	11	8	8
# of school children attending DNERR education programs	1,499	2,000	2,000
# of meeting participants hosted by the DNERR conference facility	4,852	3,000	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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

- 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's initiative to deter illegal dumping.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of proactive operations conducted	748	800	800
# of public outreach/training sessions conducted	202	50	150
# of Clean Air Act Ombudsman assistance efforts	83	75	80

ENERGY AND CLIMATE

40-01-04

ACTIVITIES

- Promote energy conservation and efficiency as Delaware's first fuel and an energy generation resource.
- Support new cleaner generation and energy upgrades that modernize Delaware's transmission and distribution system.
- Promote clean energy sources, alternative fuels and innovative energy technologies to address 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.
- 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, clean 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 as part of the implementation of Executive Order 18.
- Develop a climate change vulnerability assessment for Delaware, working in cooperation with other DNREC divisions and external stakeholders.
- Design and manage overall adaptation planning process for the State to prepare for, and become more resilient to, the impacts of climate change.
- Serve as a focal point for DNREC and other state agency interaction with regional partnerships such as RGGI, Transportation and Climate Initiative, North America 2050 and others.
- Manage the State's communication and outreach strategies to educate and inform North America 2050 citizens and local governments concerning climate change planning and preparation.
- Continue to support, provide outreach and resources, and work in cooperation with other state agencies for the development and deployment of alternatively fueled vehicles, services and infrastructure, specifically electric vehicles.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of kW new renewable energy funded	700	700	700
# of GWh new energy saved	40	40	40
# of vulnerability assessments completed	*	*	1

**New performance measure.*

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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of online transactions by the public with the department - using licensing/reporting/permitting systems	89,000	65,000	90,000
# of pages of documents converted to electronic format	316,140	55,000	300,000

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 and storm water engineering and financial planning assistance to communities.
- Provide low-interest water pollution control loans to communities, homeowners and agricultural producers.
- Provide funding for priority ecological restoration projects and land acquisition that improves water quality.
- Provide grants to water pollution control loan recipients to make projects affordable as defined by the Clean Water Advisory Council.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ of low interest loans and grants for wastewater projects (millions)	3.25	84.00	84.00
\$ of low interest loans for eligible non-point source expanded use activities (thousands)	707	1,500	1,500
Projects funded	18	25	25
\$ of WPCRF (state)	0.67	14.26	14.26
\$ of WPCRF (federal)	3.33	71.24	71.24

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, particularly in the Delaware Bayshore.
- Expand youth recreational opportunities and implement the Governor's First State Trails and Pathways Plan.
- 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 Bayshore 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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

- 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, degree of endangerment, an evaluation of importance and information related to natural, historic or open space values.
- Improve the effectiveness of the State's stewardship of plants, animals and their habitats on public lands.
- Undertake special programs, in conjunction with other public and private land management organizations, 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.

Parks and Recreation has 11 field offices statewide that oversee the operation of 20,378 acres in 16 state parks, the Brandywine Zoo and Baynard Stadium. Parks and Recreation also manages 10 nature preserves (3,186 acres), 12 other sites (2,345 acres) outside of the parks and monitors 80 conservation easements, which protect an additional 3,806 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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	20,186.5	21,014.7	21,430.6
ASF	17,696.6	26,643.2	26,786.3
TOTAL	37,883.1	47,657.9	48,216.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	194.3	194.3	193.3
ASF	95.5	98.5	99.5
NSF	54.2	56.2	56.2
TOTAL	344.0	349.0	349.0

PARKS AND RECREATION

40-03-02

ACTIVITIES

Administration and Support

- Responsible for budget and fiscal management, legislation, volunteer programs and internships.
- Administer the 21st Century Park Endowment and the private State Park Endowment funds through the Delaware Community Foundation.
- Administer marketing, publication and information services, including research, editing and digital design for all commercially and in-house printed state park publications, wayside exhibit development and Delaware State Parks website promotion.
- Manage the retail sales program, including: gift shops, campground stores, vending and food concession operations and contracts.
- Administer the central reservation system for camping and other visitor services.
- Ensure contractual compliance for 19 concession operations, including: food service, two golf courses (Deerfield and Garrisons Lake), two equestrian centers, tennis center, boat/kayak rentals and bait and tackle shops.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% increase in park and facility revenue	5.2	3.0	1.0
# of volunteer hours	101,100	100,000	110,000

Planning, Preservation and Development

- Implement the Governor's First State Trails and Pathways Plan for Delaware's residents and visitors, to promote biking, hiking, walking and active living.

- Maximize the use of funds and protection methods to permanently protect statewide priority projects, with particular focus on the Delaware Bayshore, Nanticoke Watershed and inholdings of existing state properties, through the use of open space criteria and the ranking system adopted by the department.
- 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, with particular focus on underserved populations.
- Redevelop strategic sites including National Vulcanized Fibre/Auburn Heights and Fort DuPont.
- Coordinate and oversee the Council on Greenways and Trails, Natural Areas Advisory Council and Open Space Council.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of acres that meet the criteria of the Land Protection Act	1,140	650	1,000
# of new miles of multi-use trails in state parks	2.5	4.0	6.0
# of conservation easements that meet the criteria of the Land Protection Act	3	2	2

Operations, Maintenance and Programming

- Coordinate the Governor's Children in Nature Initiative focused on outdoor play, environmental education and greening schools.
- Manage day-to-day operation and maintenance of all state parks, preserves and facilities, including more than 598 state park buildings on nearly 26,000 acres.
- Enforcement of rules and regulations, park safety and security including an ocean rescue program, visitor assistance and revenue collection.
- Oversee interpretive, nature and art centers and programs on the natural and cultural resources of the parks, environmental education and special events.
- Develop and implement comprehensive natural resource management plans.
- Manage 600 family camping and other overnight facilities (cabins, cottages, yurts, youth camps, etc.).

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% increase of people participating in park programs	(1)	2	2
# of teacher trainings to support Children in Nature initiative	7	15	15

Wilmington State Parks

- Manage the Brandywine Zoo, Rockford Park, H. Fletcher Brown Park, Brandywine Park, Baynard Stadium, Alapocas Run State Park and 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% increase of visitors to Brandywine Zoo	18.5	2.0	2.0
# of stadium field events	44	56	50
# of new park program offerings	4	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 shop, fish cleaning, head boat operations and retail convenience store/café.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% occupancy of wet slips	70	85	85
% occupancy of dry storage	95	95	95

FISH AND WILDLIFE

40-03-03

ACTIVITIES

Wildlife/Fisheries

- Lead Delaware Bayshore Initiative to conserve and restore wildlife and fisheries habitat, provide low-impact recreational opportunities (hunting, fishing, birding, canoeing, kayaking, etc.) and spur tourism to strengthen local communities.
- Conduct research surveys and inventories of fish, shellfish and wildlife populations.
- Develop fish and wildlife management plans for 16 wildlife management areas with over 60,000 acres, manage 57 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.
- 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, hunter education and aquatic resource education activities.
- Conduct a trout stocking program in all three counties.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of acres of actively managed wildlife habitats on public lands	8,400	8,400	8,400
# of fisheries management plans complied with	20	20	20
# of hunter education certifications	1,386	1,300	1,300

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of open marsh water management acres treated	0	100	100
% of nuisance-free nights (June-August)	85	75	75
# of acres of degraded wetlands under the Northern Delaware Wetlands Rehabilitation program restored	2	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of boating safety presentations delivered to the public	57	57	57
# of recreational boating accidents	11	11	11

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

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

Control Strategies (PCS) and Watershed Implementation Plans (WIPs).

- Lead effort to develop common standards for local floodplain and drainage codes.
- Implement dam safety regulations and dam inspection standards, provide emergency action plans and provide assistance to private dam owners.
- Investigate private drainage concerns and recommend new Resource Conservation and Development projects to be funded through the Capital Improvement Act and 21st Century Fund.
- Provide comprehensive Erosion and Sedimentation and Stormwater Management training to the land development community.
- Provide financial, technical and compliance assistance to delegated agencies for plan review, construction and maintenance review of land development projects.
- Provide sediment and stormwater management construction review on federal and state-funded, non-Department of Transportation projects.
- Implement National Pollutant Discharge Elimination System (NPDES) Phase II requirements for stormwater management.
- Provide technical and administrative support to the Clean Water Advisory Council.

- 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 Delaware Bayshore, Rehoboth and Indian River Bays.
- Establish and maintain aids to navigation in the State's Delaware Bayshore waterways and Inland Bays to ensure channels are properly marked for safe navigation by the boating public.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of tax ditch organizations assisted	*	*	125
# of Resource Conservation and Development 21st Century Fund projects completed	*	*	35
# of acres treated by wetland restoration developed and constructed in marginal agricultural fields and/or adjacent to streams and tax ditches	69	75	75
# of feet of stream restoration projects developed and constructed	974	2,000	2,000
# of tons of sediment removed from storm water prior to discharge to waterways	702,672	633,000	668,000

**New performance measure.*

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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of aids to navigation established and maintained in Inland Bays for boating public	180	180	200
# 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
# of navigational improvement projects completed to restore public recreational boating channels and launching and mooring facilities, and state owned lakes and ponds.	1	2	3
% of completed investigations concerning nuisance accumulations of macro-algae in the Inland Bays	100	100	100
# of cubic yards of sand pumped by Sand Bypass Facility to maintain and protect ridge approach on north side of Indian River Inlet and to re-nourish public recreational beach area	120	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.
- Perform sanitary shoreline and marina surveys adjacent to recreational swimming areas to identify, evaluate and determine the existing and potential sources of pollution factors having a bearing on primary contact recreation.
- Implement plan to integrate and coordinate Watershed and Site Investigation and Restoration Program with the goal of restoring Delaware watersheds impacted by toxic pollutants.
- Implement a Floatable and Debris Program to provide surveillance of the Delaware coastline all year round and advise coastal municipalities of impending debris wash-ups and respond to observed slicks, especially during the summer season.
- Provide beach communities and state parks with permanent signage describing the monitoring and notification assurances for the State's residents and visitors regarding swimming water quality.
- 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.
- Determine the condition of wetlands by watershed through monitoring and assessment.
- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of acres of watersheds with PCSs in place	949,963	989,124	1,032,295
# of incidences of water-borne disease (swimmer illness)	1.0	1.9	1.0
# of wetland acres assessed	*	*	38,565

**New performance measure.*

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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% reduction of nitrogen loadings in the Chesapeake, Delaware and Inland Bays watersheds	6	6	6
# of debris pits remediated	6	20	20
# of acres of traditional cover crop planted in the Chesapeake Bay Watershed	*	*	26,560

**New performance measure.*

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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

- 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

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 emergency and non-emergency environmental and hazardous materials incidents for the protection of human life, health, safety and the environment.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	7,227.5	7,461.8	7,674.8
ASF	19,303.6	42,854.9	42,980.8
TOTAL	26,531.1	50,316.7	50,655.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	69.7	70.7	71.7
ASF	137.6	135.2	134.2
NSF	70.7	71.1	71.1
TOTAL	278.0	277.0	277.0

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 to reduce transport and attain health-based air quality standards.
- Develop and pursue a strategy to improve Delaware's air quality relative to the new ozone standards.

Permitting and Compliance

- Develop state implementation plan revisions as required by the Clean Air Act Amendments of 1990 (CAAA).
- 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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

- 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

- 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.
- 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 through OTC agreements.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of exceedances of Ozone, PM, CO, NO2 and SO2 standards	16	0	0
# of ambient air samples collected	1,067	1,166	1,067
# of air samples for air toxics	210	242	210
# of actions initiated to reduce emissions into Delaware due to transport	*	*	6

**New performance measure.*

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% major individual NPDES permitted facilities inspected annually	100	100	100
% minor individual NPDES permitted facilities inspected annually	96	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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 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	60	75	75
> 2,500 gallons/day	100	100	100
% of compliance inspections for on-site wastewater systems that discharge more than 2,500 gallons per day	100	100	100
% of statewide compliance inspections on holding tanks	100	100	100

Water Supply

- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of water allocation permits issued to reduce backlog of unpermitted projects	44	50	50
% of well permit data entered within five days of receipt of information	100	100	100
% of public water systems with source water protection strategies substantially implemented	91	91	93

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% requests for new shoreline stabilized with soil bioengineering and rip-rap versus bulkheading	95	95	95
% of marinas with approved operations and maintenance plans	15	50	75
% of structures/projects authorized during a fiscal year that are field checked for compliance	25	50	50

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,

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

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 2012 Actual	FY 2013 Budget	FY 2014 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.
- Implement plan to integrate and coordinate Watershed and Site Investigation and Restoration Program with the goal of restoring Delaware watersheds impacted by toxic pollutants.
- 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.
- Oversee long-term stewardship of regulated sites to ensure the completed remedial action remains protective to human health and the environment.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of acres of Brownfields remediated	95	95	90
% of SIRS sites remediated	44	45	45
# of long term stewardship inspections	95	100	100
# of proposed and final remediation plans issued	31	35	35
# of enforcement sites initiated	4	4	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) permits 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 inspections.
- Conduct inspections of boiler and pressure vessels at facilities that do not have insurance.
- Investigate boiler and pressure vessel accidents.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of LUST sites cleaned up:			
regulated USTs	75	50	50
unregulated USTs	47	40	40
% of LUST sites remediated:			
regulated USTs	95	91	91
unregulated USTs	98	96	96
# of new UST releases identified:			
regulated USTs	44	70	70
unregulated USTs	49	40	40
# of new AST releases identified	12	20	20
% of UST facilities in compliance following inspection activities	69	80	80
# of inspections conducted at UST facilities	156	165	165
# of boiler and pressure vessel inspections at uninsured facilities	1,124	500	500

Solid and Hazardous Waste Management

- Implement the Universal Recycling law.
- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of scrap tires cleaned up (tons)	5,081	3,500	3,500
% of municipal solid waste recycled	33.7	45	45
% of facilities assessed returning to compliance within 180 days	95	100	100
# of tons of waste properly managed under permits	1,086,160	1,100,000	1,150,000
# of participants in 3R's (reduce, reuse and recycle) educational opportunities	410,000	300,000	300,000

Emergency Prevention and Response

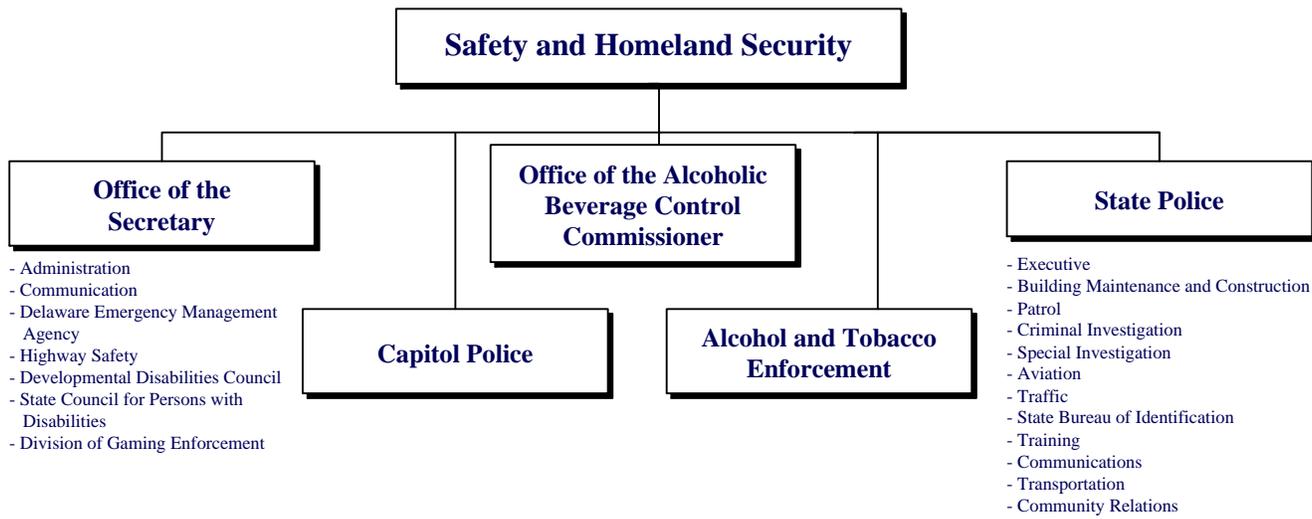
- Respond to and investigate environmental incidents and emergencies on a 24/7 basis.
- Respond to hazardous materials incidents as part of the State Emergency Response Team and the Delaware Emergency Operations Plan.
- Participate in emergency planning and exercises with federal, state and local emergency 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.
- Comply with the Accidental Release Prevention regulation by conducting inspections and incident investigations, reviewing risk management plans and participating in emergency planning activities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of emergency responses to incidents	320	320	320
# of Accidental Release program inspections	24	25	30
% of EPCRA electronic reporting	90	98	100
# of Tier II facility reports submitted and processed	1,781	1,785	1,785
# of facilities reporting under TRI	61	63	63

SAFETY AND HOMELAND SECURITY

45-00-00



MISSION

To promote and protect the safety of people and property in Delaware.

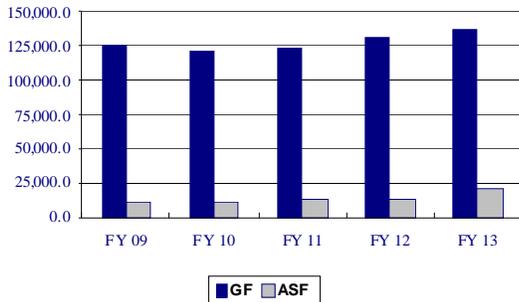
KEY OBJECTIVES

- | | |
|---|---|
| <ul style="list-style-type: none"> • Successful preparation for and response to natural and man-made catastrophes. <ul style="list-style-type: none"> – 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. – Work with the Delaware State Police (DSP), State Fire School, Division of Public Health and local law enforcement agencies to plan, obtain equipment for and support the implementation of training for homeland security or terrorist-related events for the first responder community. • Prevent crime. <ul style="list-style-type: none"> – Continue to reduce violent crime and Part I crimes within the DSP service area. – Continue to gather intelligence and analyze and disseminate information to thwart criminal and terroristic acts. – Increase the number of criminal cases solved. – Continue training to address growing or emerging crime trends. | <ul style="list-style-type: none"> • Make the State’s highways safe. <ul style="list-style-type: none"> – Enhance enforcement, public awareness programs and educational efforts to increase seatbelt use and reduce alcohol-related fatalities, fatal crashes resulting from aggressive driving and pedestrian fatalities. • Ensure the safety of state employees and facilities. <ul style="list-style-type: none"> – Increase police and security presence within state facilities. – Continue to develop and enhance planning, training and exercises in emergency evacuation and threat procedures. • Protect the health of residents and youth. <ul style="list-style-type: none"> – 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. <ul style="list-style-type: none"> – Support and maintain the statewide 800 MHz system. – Support and maintain the State’s conventional radio systems. |
|---|---|

SAFETY AND HOMELAND SECURITY

45-00-00

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	134,474.8	136,535.4	145,132.6
ASF	12,971.3	21,793.5	22,367.3
TOTAL	147,446.1	158,328.9	167,499.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	982.5	990.5	998.2
ASF	77.5	87.5	83.5
NSF	87.0	77.0	79.3
TOTAL	1,147.0	1,155.0	1,161.0

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.

SAFETY AND HOMELAND SECURITY
45-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4,859.7	4,713.7	4,596.2
ASF	3,448.0	8,270.9	8,883.3
TOTAL	8,307.7	12,984.6	13,479.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	47.7	48.7	48.7
ASF	10.5	11.5	11.5
NSF	41.8	40.8	40.8
TOTAL	100.0	101.0	101.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of fiscal documents received, reviewed and processed within three days	82	85	85
% of constituent contacts responded to within three days	85	86	86

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.
- Support and maintain the State's 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, Camden and Wyoming and the Delaware Volunteer Firefighter'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 assisted in the development of the Statewide Communications Interoperability plan in

SAFETY AND HOMELAND SECURITY

45-00-00

conjunction with the Public Safety Interoperable Communications (PSIC) grant program.

ACTIVITIES

- Repair and maintain communications 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 and 700 MHz systems.
- Participate in the planning and implementation of radio systems.
- Respond to emergencies affecting communications.
- Manage the 800 MHz users group.
- Manage communication tower leases.
- Obtain and manage contractual support for:
 - Depot repairs;
 - Electronics and civil engineering;
 - Generator and air conditioner maintenance;
 - Test equipment calibration;
 - Tower climbing and maintenance;
 - Grounds keeping;
 - Software support;
 - Technical assistance and training;
 - Shipment and delivery; and
 - Fire suppression systems.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of statewide 800 MHz portable radio coverage	98	97	98
% of statewide 800 MHz portable radio in-building coverage (critical)	97	97	97
% of statewide 700 MHz portable radio coverage	95	97	97
% of statewide 700 MHz portable radio in-building coverage	98	97	98

DELAWARE EMERGENCY MANAGEMENT

AGENCY

45-01-30

MISSION

The Delaware Emergency Management Agency (DEMA) is the lead agency for coordination of comprehensive, all-hazard emergency preparedness, training, response, recovery and mitigation services 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 (THIRA) within state and local Mitigation Plans, Homeland Security Strategies and Emergency Operations Planning.
- Sustain the National Incident Management System 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 emergency management organizations, addresses the possibility of the occurrence of emergency incidents statewide, including natural,

SAFETY AND HOMELAND SECURITY

45-00-00

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 effecting Delaware;
- Coordinated and processed a Major Federal Emergency Declaration for preparation and recovery from Hurricane Irene;
- Revised the Delaware Emergency Operations Plan (DEOP) and developed hazard specific annexes to comply with the Incident Command Structure (ICS) format;
- Completed the required federally graded Radiological Emergency Planning exercise with no deficiencies;
- Reviewed state and local emergency plans for compliance and integration with the DEOP;
- 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;
- Participated in the Active Shooter Working Group to develop policy and procedures for state government buildings; and
- Developed a template for long-term care facilities for the Department of Health and Social Services and supported the agency in presenting, explaining and applying the principals of plan development to their customers.

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, state, private sector and non-governmental partners on the DEOP and EOC procedures.
- 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.
- Update standard operating procedures for the EOC to comply with ICS standards.
- Continue the development of a comprehensive Delaware shelter strategy for community shelters, serving general population evacuees, as well as evacuees with medical and developmentally disabled 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.
- Conduct annual THIRA, State Preparedness, Reports, FEMA Gap Analysis and other federally required reports pertaining to mandated U.S. Homeland Security and FEMA requirements.
- 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 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.

SAFETY AND HOMELAND SECURITY

45-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of completed plans within the mandated time period	6	6	6
# of comprehensive annual reviews and updates of plans during the required time period	19	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

HIGHWAY SAFETY ***45-01-40***

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 and priority areas and the development and implementation of countermeasures to combat unsafe driving behavior.

KEY OBJECTIVES

- Coordinate enforcement and public awareness initiatives to increase the statewide seatbelt use rate.
- Coordinate enforcement and public awareness initiatives and continue to monitor alcohol and other drug treatment services to decrease the percentage of impaired driving-related fatalities.
- Coordinate enforcement and public awareness initiatives to decrease the percentage of fatal crashes resulting from aggressive driving behaviors.
- Coordinate enforcement and public awareness initiatives to decrease the percentage of motorcycle fatalities.
- Continue to support Traffic Records Coordinating Committee partners' efforts to enhance existing traffic records systems to aid in accurate, timely and complete data analysis.

BACKGROUND AND ACCOMPLISHMENTS

OHS coordinates highway safety initiatives focused on public outreach and education, high-visibility enforcement and collaboration with state and local governments and various other highway safety partners.

Programming resources are directed to the following identified highway safety priority areas: occupant protection, impaired driving, aggressive driving, traffic records 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 additional overtime enforcement and development of high-visibility outreach campaign. 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 (NHTSA) Region III impaired driving enforcement and public awareness initiative, Checkpoint Strikeforce. Additionally, OHS coordinates DUI-related training opportunities for law enforcement officers, prosecutors and the Judiciary and provides traffic-related enforcement equipment for the law enforcement community. OHS also serves as the liaison between DUI offenders and the education and outpatient treatment providers.

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. Outreach efforts include paid media, earned media and use of social media techniques.

OHS continues to work with many partners, including the Department of Transportation, DSP, Delaware Justice Information System, Office of Emergency Medical Services and others to upgrade 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 motorcycle crashes. 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 identified agencies and the preparation of the Annual Highway Safety Plan and Annual Evaluation Report.

SAFETY AND HOMELAND SECURITY

45-00-00

- Identification of the types of crashes that are occurring, the crash locations and the primary contributing circumstances leading to these crashes.
- Monitoring legislative activities that impact highway safety.
- Monitoring the effectiveness of approved highway safety projects.
- Developing and coordinating public awareness and outreach activities with an emphasis on the identified priority areas.

PERFORMANCE MEASURES

	CY 2012	CY 2013	CY 2014
% of seatbelt use	90	93	93
% of alcohol-related fatalities	28	23	26
% of aggressive driving-related fatal crashes	45	36	36
% of motorcycle fatalities	19	12	12

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 advocates for change and educates 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

- **Junior Partners in Policymaking Program:** This trademarked inclusive education program runs for one week at the University of Delaware. Students

ages 15 - 21 live on campus, eat in a dining hall and attend classes. They are taught self-advocacy skills that will prepare them to advocate, not only for themselves or their family members, but also for all Delawareans with disabilities.

- **Employer Education Project:** During this project 100 Delaware employers will receive information on the benefits of hiring people with disabilities. They will learn about tax and other incentives and the outstanding work ethic of people with disabilities. This project supports the Governor's initiative of increasing the number of people with disabilities in the workforce and Delaware becoming an "Employment First State".
- **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.
- **Nurses Training Project:** During this project, nursing professors from Wesley College will train 300 nurses in Delaware on issues they need to be aware of when working with people with disabilities. The training will be conducted at each of the State's nursing schools, hospitals and long-term care facilities. This project will improve both the medical care provided to Delawareans with disabilities and the overall experience they have when receiving that care.
- **Secondary Transition Planning and Services Needs Assessment:** During this project, a representative sample of 90 middle and high school administrators will be interviewed. The interview will determine the process in their schools to disseminate information to both students with disabilities and their parents on what is needed to be done to successfully transition to either employment or higher education after the students leave high school. This project will improve the transition process for both the students and their parents.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of Partners in Policy-making programs	14	20	20

SAFETY AND HOMELAND SECURITY

45-00-00

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.
- Promote implementation of the recommendations in the Housing Needs Study.
- 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.
- Advocate for legislation which promotes better guardianship laws relating to people with disabilities.
- Formally establish the Employment First Oversight Commission as required by House Bill 319.

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.

SAFETY AND HOMELAND SECURITY

45-00-00

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.

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of bills, regulations and policies reviewed by SCPD	155	140	140
# of bills, regulations and policies impacted by SCPDs comments	43	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 to ensuring the integrity of the gaming industry in Delaware.

KEY OBJECTIVES

- Ensure a safe and lawful environment for the visitors and employees of Delaware's casinos.

- Ensure suitability of casino employees and vendors through thorough background investigations.
- Provide continued investigative, technical and intelligence gathering training for employees in anticipation of the implementation of the Delaware Gaming Competitiveness Act of 2012.
- Monitor daily casino activity reporting requirements.
- Ensure the most efficient use of personnel and assets through the use of technology, principles of intelligence-led policing and the strategic planning process.
- Partner with other law enforcement and regulatory 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. Since their creation, the DGE has taken the lead with surrounding jurisdictions regarding sharing of criminal intelligence germane to the casino industry through regional intelligence conferences and improved relationships with surrounding venues. The DGE has also built a solid reputation for thorough suitability investigations to obtain licensure by the Delaware Lottery and recommended sanctions for regulatory violations.

ACTIVITIES

- Deter, detect, investigate and prosecute criminal offenses relating to gaming in a video lottery facility or 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.

SAFETY AND HOMELAND SECURITY

45-00-00

- Request or receive information, materials and any other data from any licensee, registrant or applicant for a license or registration.
- Notify the State 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 lottery operations therein.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of criminal investigations investigated by DGE detectives	405	450	500
# of background investigation completed by DGE investigators	1,455	2,000	1,700
# of applicants recommended for license denial/revocation	37	40	50
# of persons recommended for Lottery involuntary exclusion list	28	30	30

CAPITOL POLICE

45-02-00

MISSION

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

- Transition the new school safety plan into a functional process within Capitol Police that will meet the plan's expectations.
- Acquire accreditation through the Delaware Police Accreditation Commission.
- Expand the delivery of law enforcement services within the newly renovated sections of the Kent County Courthouse with existing resources.
- Continue to develop and enhance planning, training and exercises in facility emergency response procedures.
- Enhance the services provided to the state agencies and facilities serviced by the division.

BACKGROUND AND ACCOMPLISHMENTS

During its 47-year history, Capitol Police has aspired to improve upon its ability to provide law enforcement services to state agencies and facilities. These services are provided to all three branches of state government. Capitol Police has a visible presence in the state capital, all three county courthouses, Family Courts, Carvel State Office Building, Woodburn and over 80 state facilities in the greater Dover area.

The division has three operations that provide services in Wilmington, Dover and Georgetown, employing both police and security officers. The sworn police officers have statewide jurisdiction and are certified by the Delaware Council on Police Training, most of them have attended the Delaware State Police, New Castle County Police or City of Wilmington Police Training Academies.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	5,138.8	5,119.3	5,521.9
ASF	147.5	111.0	113.6
TOTAL	5,286.3	5,230.3	5,635.5

SAFETY AND HOMELAND SECURITY
45-00-00

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	75.0	75.0	75.0
ASF	--	--	--
NSF	--	--	--
TOTAL	75.0	75.0	75.0

CAPITOL POLICE
45-02-10

ACTIVITIES

- Investigate crimes, traffic and parking complaints.
- Arrest subjects for violations of the Delaware criminal code by making a physical arrest or through the issuance of a criminal summons.
- Conduct traffic enforcement.
- Maintain public order.
- Pursue proactive and preventive crime prevention efforts.
- Implement, utilize and maintain electronic screening and surveillance equipment.
- Arrest and process subjects wanted by the courts on active capias and Rule 9 warrants.
- Arrest and process subjects wanted by other law enforcement agencies, in and out of state, on active 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 and training/certification to state employees as requested.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of community policing/training seminars offered to state employees	5	15	15
# of entrants screened for weapons and contraband entering secure state facility	1,757,516	1,775,100	1,792,900

**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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	500.4	491.2	507.2
ASF	38.7	83.9	83.9
TOTAL	539.1	575.1	591.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	--	--	--
TOTAL	6.0	6.0	6.0

***OFFICE OF THE ALCOHOLIC BEVERAGE
CONTROL COMMISSIONER***
45-03-10

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, craft distilleries 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of new applications prepared to be heard before the Commissioner within 30 days of application	95	97	97
# of applications reviewed	137	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 reward 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	924.5	869.6	885.7
ASF	445.9	723.8	676.6
TOTAL	1,370.4	1,593.4	1,562.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	11.0	11.0	10.7
ASF	8.0	8.0	6.0
NSF	--	--	2.3
TOTAL	19.0	19.0	19.0

**ALCOHOL AND TOBACCO ENFORCEMENT
45-04-10**

ACTIVITIES

- Enforce alcohol and tobacco laws and all other public safety laws.
- Develop programs to promote the reduction of alcohol consumption.

SAFETY AND HOMELAND SECURITY

45-00-00

- Conduct the CUW program.
- 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 DGE in enforcing alcohol and tobacco prevention within licensed gaming establishments.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of compliance with prohibition on sale of alcohol to minors (under 21)	80	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	7,984	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

- 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.
- 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 alcohol-related traffic fatalities by 10 percent.
- Developed a new evaluation system for supervisory personnel.
- Implemented "Patriarch", a comprehensive crime analysis and crime mapping information technology program administered by the Delaware Information Analysis Center (DIAC).
- Provided advanced training for all leadership positions in community relations and risk management by bringing nationally recognized speakers.
- Facilitated a complete review of the Division's Policy Manual.

SAFETY AND HOMELAND SECURITY

45-00-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	123,051.4	125,341.6	133,621.6
ASF	8,891.2	12,603.9	12,609.9
TOTAL	131,942.6	137,945.5	146,231.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	842.8	849.8	857.8
ASF	59.0	68.0	66.0
NSF	45.2	36.2	36.2
TOTAL	947.0	954.0	960.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of persons in recruit class	59	25	25
% of minority representation in recruit class	17	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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of minor capital improvement projects performed in-house	12	15	15
# of projects	4	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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of complaints handled by patrol officers	133,894	140,000	140,000
# of drivers arrested for traffic charges	88,247	100,000	100,000
# of traffic arrests (charges)	131,604	145,000	145,000
# of DUI arrests	3,091	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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of criminal cases investigated	4,162	5,200	5,200
% of cases cleared	62	75	75
# of domestic violence complaints:			
investigated	11,690	11,500	11,500
cleared by arrest	2,540	2,850	2,850
referred to victim services	1,469	2,000	2,000
# of high tech crime cases	470	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of special investigations:			
auto theft	527	700	700
vice	37	75	75
drug unit	3,721	4,000	4,000
# of special investigation arrests:			
auto theft	49	125	125
vice	17	80	80
drug unit	2,113	6,000	6,000
\$ of drugs seized	2,613,739	4,000,000	4,000,000
\$ of cash seizures	65,600,000	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of missions	2,209	2,500	2,500
% of medivac missions	37	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of investigated crashes	18,454	18,500	18,500
# of investigated injury-producing crashes	3,460	3,600	3,600
# of investigated property damage only crashes	14,994	15,000	15,000
# of drivers arrested in investigated crashes	10,949	10,000	10,000
# of drivers arrested in investigated injury-producing crashes	2,708	2,500	2,500
# of drivers arrested in investigated property damage only crashes	8,241	8,000	8,000
# of investigated hit-and-run crashes	3,016	2,000	2,000
# of investigated animal-related crashes	1,615	1,500	1,500
# of commercial motor vehicle summons issued	5,401	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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of criminal histories requested	45,995	43,000	43,000
Average wait time for a criminal history check (weeks)	2	2	2

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of in-service training classes offered	102	100	100
# of students trained	1,848	1,400	1,400
# of recruits trained:			
DSP	59	25	25
non-DSP	33	55	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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of calls for service at 911 centers	296,796	300,000	310,000
# of calls dispatched to officers	180,245	182,190	188,263
# of calls teleserved by dispatcher	116,551	118,000	120,000
# of building alarms received	22,332	25,000	25,000
# of officers for whom communications centers are responsible	845	800	800
# of technology problems addressed	5,510	4,300	4,300

TRANSPORTATION

45-06-11

ACTIVITY

- Provide preventive maintenance and mechanical repairs for all division vehicles.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of vehicles requiring outside contractual repairs	10	10	10
Average repair time including rollout activities (days)	0.5	0.5	0.5

COMMUNITY RELATIONS

45-06-12

ACTIVITIES

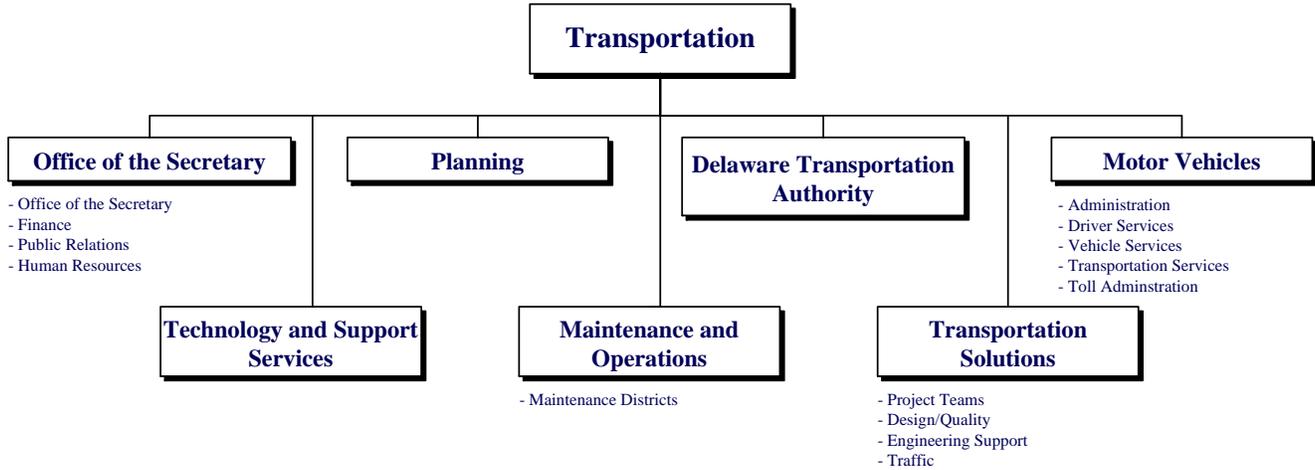
- Provide post-incident referral services enabling follow-up counseling to crime victims.
- Develop and present safety education programs for schools and other community organizations.
- Provide public information through media relations staff.
- Participate in the Strong Communities Initiative for Kent and Sussex Counties.
- Provide training for Citizens' Police Academy and a business academy.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of total victim service cases with:			
immediate response	268	325	325
interviews in person	825	1,000	1,000
interviews by phone	8,186	10,000	10,000
written correspondence	11,598	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 provide excellence in transportation for every mode, for every trip, for every dollar and for everyone.

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 improvements.

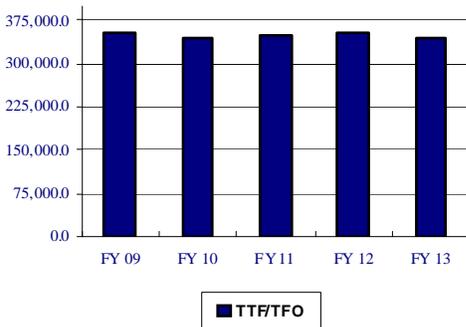
FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	341,474.1	346,605.3	339,508.2
TOTAL	341,474.1	346,605.3	339,508.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	1,516.0	1,515.0	1,512.0
TFC	301.0	300.0	301.0
NSF	2.0	2.0	2.0
TOTAL	1,819.0	1,817.0	1,815.0

Five-Year Appropriation History



TRANSPORTATION

55-00-00

OFFICE OF THE SECRETARY 55-01-00

MISSION

The mission of the Office of the Secretary is 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 the 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 (COOP) to ensure core business functions are performed during major disruptions of normal business activities.
- Serve as steward of the department's financial functions, financial statement preparations and federal, state and department independent audit processes.
- Conduct public relations activities that support the construction and maintenance of a nationally recognized system benefiting travelers and commerce.
- Foster a workplace environment that embraces all diversity and encourages respectful treatment of all individuals.

BACKGROUND AND ACCOMPLISHMENTS

The Office of the Secretary provided leadership and direction for the department. Major accomplishments include:

- Refunded existing bonds to provide savings over \$2.4 million in debt-service payments;

- Maintained a minimum of 50/50 pay-as-you-go revenue for capital program investments;
- Received affirmation of the "AA" rating and stable outlook on the Authority's Grant Anticipation Revenue Vehicle bonds by Standard and Poor;
- Created an electronic, six-year Capital Transportation plan for use by federal agencies, planning organizations and the public;
- Created and launched an internal agency branding campaign called "Team DeIDOT" based on the Secretary's team approach to management; and
- Implemented revised Freedom of Information Act (FOIA) practices as required by new state regulations.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	7,831.6	7,596.9	8,604.9
TOTAL	7,831.6	7,596.9	8,604.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	80.0	78.0	81.0
TFC	--	--	--
NSF	1.0	1.0	1.0
TOTAL	81.0	79.0	82.0

OFFICE OF THE SECRETARY 55-01-01

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 to improve DOT.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of FOIA responses within 15 days	95	95	95

FINANCE 55-01-02

ACTIVITIES

- Provide day-to-day fiscal management.

TRANSPORTATION

55-00-00

- 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 maximize the use of the statewide procurement card and automated clearinghouse transactions.
- Acquire and obligate federal funds.
- Manage the Transportation Trust Fund.
- Issue debt to meet capital needs.
- Enter, approve and process all accounting documents.
- Coordinate independent and internal audits.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Department bond rating	AA+/Aa2	AA+/Aa2	AA+/Aa2
% pay as you go revenue	70.9	70.1	83.8
Debt service coverage ratio	3.05	3.33	3.48

PUBLIC RELATIONS

55-01-03

ACTIVITIES

- Produce and support safety information campaigns that minimize the number of fatalities and injuries on our system.
- Provide every customer with the best service possible.
- Explain environmental impacts of the State's transportation system.
- 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of participants attending public workshops and hearings	968	1,000	1,050
% of responses to inquiries within 10 working days	85.9	95.0	95.5

HUMAN RESOURCES

55-01-04

ACTIVITIES

- Communicate regularly with employees about benefits information.
- Provide key training that is relevant based on current operational needs and provides a foundation for both career enhancement and advancement within state government.
- Provide technical expertise and guidance for discipline and grievance administration.
- Complete a performance review for each employee at the end of the probationary period and/or during the calendar year.
- Administer the State's benefits for employees.
- Investigate, mediate and resolve informal and formal complaints related to any form of discrimination.
- 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 MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of employees trained on Respectful Behavior in the Workplace	931	850	850

TRANSPORTATION

55-00-00

TECHNOLOGY AND SUPPORT SERVICES 55-02-01

MISSION

The mission of Technology and Support Services is to provide excellence in transportation by facilitating the timely and accurate support of all divisions of DOT in the performance of day-to-day 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 of excellence.

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 2012, Technology and Support Services:

- Executed 93 competitively bid contracts, 30 new consultant agreements and 33 supplemental agreements;
- Certified 41 Disadvantaged Business Enterprises;
- Audited over \$386 million in project costs;
- Added features to existing websites, including Snow Removal Reimbursement application, Performance Dashboard, Online Driving Record Request application, Division of Motor Vehicles (DMV) Registration Change of Address application,

Property Purchases by DOT Real Estate, Google Transit, virtual travel times on I-95 and panorama of the Wilmington Train Station;

- Implemented Daily Registration Renewal, installed new credit card devices, worked with Fleet Services to automatically process registration renewals for state vehicles, applied application modifications to permit issuance of eight-year drivers’ licenses, upgraded systems to comply with new Commercial Driver License (CDL) safety requirements and worked with the Departments of Technology and Information and Labor to equip a bus with a complete Drivers’ License system to assist with transitioning inmates back into the workforce for Motor Vehicles;
- Managed facilities projects, including beginning implementation of energy saving initiatives as part of performance contracts through the State Energy Utility, made repairs to the Claymont Train Station platform, implemented solar panels for the Delaware Transit Corporation (DTC) Dover Administration Building, and microsurfaced part of the DOT Administration Building parking lot;
- Participated in various outreach events to the minority community, worked with Delaware State University to conduct a successful Summer Transportation Institute, and arranged for departmental training on Title VI;
- Implemented technology improvements, including upgrading the telephone system for the Magnolia Area Yard, upgrading the network link to the DTC Beech Street office, upgrading the Video Wall at the Traffic Management Center (TMC), upgrading DTC’s scheduling system and implementing a second command center at the TMC for expanded use during Hurricane Irene; and
- Assisted with implementation of highway speed lanes at the Newark Toll Plaza and installed front cameras for Biddles Toll Plaza.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	18,898.1	19,261.7	19,545.9
TOTAL	18,898.1	19,261.7	19,545.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	89.0	87.0	81.0
TFC	--	--	--
NSF	--	--	--
TOTAL	89.0	87.0	81.0

TRANSPORTATION

55-00-00

ACTIVITIES

- Maintain and manage departmental competitive bidding and professional service procurement process.
- Participate with the Office of Supplier Diversity 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.
- Provide training for municipalities on the proper use and accounting of grants and allocations.
- Research, develop, implement and maintain department information systems to conform to the Information Technology plan and established technology standards.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of help desk calls resolved within three working days	96	98	98
% of critical computer applications available	87.9	92.0	92.0

PLANNING

55-03-01

MISSION

The mission of Planning is to provide excellence in transportation through an inclusive and comprehensive transportation planning and permitting process that seeks solutions to the State's transportation needs by balancing safety, choice, environmental stewardship, economic development, financial accountability and quality of life.

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.
- 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.

Planning also supports the department through data services, which involve the collection, storage, quality control, analysis and publication of various data items,

TRANSPORTATION

55-00-00

including traffic volume, accident statistics, roadway information and other transportation system and user characteristics.

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 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	6,108.8	5,167.0	5,625.4
TOTAL	6,108.8	5,167.0	5,625.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	62.0	50.0	55.0
TFC	24.0	4.0	4.0
NSF	--	--	--
TOTAL	86.0	54.0	59.0

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 program.
- 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 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.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of preliminary traffic impact studies reviewed within 20 days of receipt	83	85	85
% of subdivision plans reviewed within 60 days of receipt	99	90	90

TRANSPORTATION

55-00-00

MAINTENANCE AND OPERATIONS 55-04-00

MISSION

The mission of Maintenance and Operations is to provide excellence in transportation by keeping the State's road transportation network in a state of good repair through the careful and consistent application of personnel, equipment and financial resources.

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 equipment fleet maintenance to have assets functional and available as needed to support 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 358 lane miles under the Paving and Rehabilitation program and converted 42 lane miles from a tar and chip surface to an asphalt surface;
- Treated 376 lane miles using micro-surfacing technology under the Paving and Rehabilitation program;
- Treated 438 lane miles using tar and chip application as part of the Surface Treatment program;
- Replaced 22 structurally-deficient pipe culverts;
- Conducted 11,117 maintenance inspections on storm sewer structures and 306 stormwater best management practices for condition, functionality and water pollutant detection;
- Conducted mower safety training for all equipment operators, supervisors and other employees responsible for equipment maintenance;
- Established Occupational Safety program;

- Conducted safety training consisting of snow plow simulator, chain saw, cardiopulmonary resuscitation and fire suppression training; and
- Continued to use bio-diesel fuel in the fleet to reduce the impact of fuel on air quality.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	55,850.1	57,485.7	58,194.7
TOTAL	55,850.1	57,485.7	58,194.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	697.0	685.0	684.0
TFC	27.0	28.0	28.0
NSF	--	--	--
TOTAL	724.0	713.0	712.0

MAINTENANCE DISTRICTS 55-04-70

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.
- 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 roadway maintenance including pothole patching, highway sealing (joints and cracks), concrete and asphalt patching, bump removal, sweeping and material management by digging, hauling and stockpiling materials.

TRANSPORTATION
55-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 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 equipment exceeding age and/or usage parameters	16.3	17.0	18.1
% of CTF requests for estimates processed within 20 business days	92.8	85.0	85.0

**DELAWARE TRANSPORTATION
AUTHORITY**
55-06-01

MISSION

The mission of the Delaware Transportation Authority is to provide excellence in transportation through the provision of a range of high-quality public transportation service options that satisfy the needs of the customer and the community.

KEY OBJECTIVES

- Implement a Performance Management program to improve the efficiency and service quality of fixed route, paratransit and commuter rail services by:
 - Implementing standards for employee overtime;
 - Analyzing trends to develop absence management strategies;
 - Implementing an employee survey and developing a process for improvement and related actions; and
 - Developing standards for the amount of time to recruit and hire employees.
- Increase revenue by implementing an equitable fare structure for bus and train service.
- Maintain the highest on-time performance rate for fixed-route and paratransit services while observing all safety measures and requirements.
- Implement a plan and design appropriate infrastructure, consistent with the recommendations of the 2012 State Smart Transit Initiative report to reduce bus congestion in downtown Wilmington.
- Complete an Asset Management plan in accordance with MAP-21 guidelines that maintains state of good repair through effective preventative maintenance and also maximizes energy efficiency.
- Expand the Bus Simulator program to help reduce the number of preventable accidents.
- Implement a preventative maintenance program for facility cameras, and upgrade bus surveillance cameras to store events for 30 days.

TRANSPORTATION

55-00-00

BACKGROUND AND ACCOMPLISHMENTS

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 commuter rail services. DTC also coordinates the Ride-Sharing program that promotes carpooling and other non-single occupancy vehicle modes of transportation.

Recent accomplishments include the following:

- Received four commuter rail cars as a result of an American Recovery and Reinvestment Act grant that will provide expanded and improved regional rail services in New Castle County;
- Awarded and implemented a Community Environmental grant from the Department of Natural Resources and Environmental Control to fund extension of bus route 25 service to Delaware City, extend bus route 12 to Wilmington’s Riverfront District and realigned Route 32;
- Installed photo-voltaic solar panels at three DTC facilities with a total capacity of 368 kilowatt;
- Implemented training, “Curbing Transit Distractions” to all new employees effective with the 2012 resort season;
- Conducted facilities inspections of all DTC facilities accomplishing an Occupational Safety and Health Act compliance rate of 98 percent;
- Recognized over 38 percent of eligible employees for having no preventable accidents for one calendar year;
- Completed the Department of Technology and Information’s COOP Phase II DTC Business Impact Analysis;
- Increased freight shipments on state-owned railroad lines, which reduced shipment of goods on Delaware highways;
- Provided New Freedom transportation services to the disabled statewide that focused on days/times when DART Paratransit was not available;
- Established an automated incident communication process to enhance immediate and consistent dissemination of information of occurrences to management;
- Reinforced public outreach through mandated public hearing workshops, New Castle County Community Advisors quarterly meetings and participating in the Technical Advisory Committees of the Wilmington Area Planning Council and the Dover-Kent Metropolitan Planning Organization; and

- Continued construction of a third track on the Northeast Corridor south of Wilmington to expand rail capacity and improve performance of commuter and intercity train services.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	200,187.4	203,813.4	193,044.4
TOTAL	200,187.4	203,813.4	193,044.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	1.0	--	--
TFC	--	--	--
NSF	--	--	--
TOTAL	1.0	--	--

ACTIVITIES

- Market transit to increase ridership on all modes.
- Increase revenue through paid display advertising on buses and state-owned railcars.
- 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.
- Improve the workforce through targeted trainings and reviews.
- Review current financial, operating, safety and customer service for incorporation into a new Performance Management plan.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Statewide annual ridership (millions)	12.8	13.0	13.2
% system-wide recovery ratio	13.5	15.8	15.8
# of accidents per 100,000 miles	2.21	2.11	2.11

TRANSPORTATION

55-00-00

TRANSPORTATION SOLUTIONS

55-08-00

MISSION

The mission of Transportation Solutions is to provide excellence in transportation by developing, constructing and maintaining the State's infrastructure in a manner that results in a safe, cost-effective and efficient multi-modal transportation network that enhances mobility, commerce and livability. In addition, Transportation Solutions provides 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.
- Acquire property interests needed for protecting and improving the State's transportation system.
- 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.
- Continue to manage the preservation and rehabilitation of all state maintained roadways by maintaining a pavement system rating of at least 85 percent fair or better.
- Comply with all Americans with Disabilities Act (ADA) standards relating to curb ramps.
- Maintain high quality materials, traffic control devices, signage, pavement markings and surfaces of quality for the traveling public.

BACKGROUND AND ACCOMPLISHMENTS

Transportation Solutions coordinates all activities required to prepare plans, provide right-of-way services (appraisal, acquisition, relocation, management and disposal) 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 2012 include:

- Advertised 76.1 percent of the projects as scheduled;
- Awarded over \$306 million on 105 construction contracts;
- Used 146,193 tons of recycled asphalt pavement in the hot-mix tonnage produced, saving on material costs;
- Used 269,723 tons of warm mix asphalt, lowering the energy costs associated with the production of pavement materials;
- Completed improvements at 10 railroad crossings, including installation of cantilevered flashing lights, new crossing gates and new crossing surfaces;
- Completed construction of the Indian River Inlet Bridge and opened it to traffic;
- Completed construction of the SR 54 Mainline Improvements project;
- Completed the Jamison Corner Road reconstruction project;
- Completed construction on the Market Street project in Wilmington;
- Completed the new bridge into Christiana Mall;
- Completed construction of the Wyoming Mill Road Realignment project;
- Completed construction on six Hazardous Elimination program locations: SR 92 Naamans Road at I-95; SR 896 and Four Seasons Parkway; SR 2 and Upper Pike Creek Road; Greenbank Road and Albertson Boulevard; US 13 at Allens Mill Road; and US 13 and Bacon Avenue;
- Started construction of the I-95 and SR 1 Interchange project;
- Started construction of the I-95 and US 202 Interchange project;
- Started construction of the SR 7, Newtown Road to SR 273 widening project;
- Started the Carter Road Reconstruction project;
- Started the demolition of the old Indian River Inlet Bridge;
- Completed design and advertised the contract for BR 1-366, the first Geosynthetic Reinforced Soil abutment in Delaware;
- Completed the design and right-of-way acquisition for the SR 1 at SR 30 Grade Separation project;
- Continued final design and right-of-way acquisition phases on US 301 Mainline project;
- Adopted the Delaware Manual of Uniform Traffic Control Devices;

TRANSPORTATION

55-00-00

- 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;
- Performed special damage inspections for all eight of operable/ movable bridges and 23 critical bridges within 36 hours of the earthquake on August 23, 2011;
- Performed damage inspections of over 170 bridges and 37 dams within a four day period after Hurricane Irene on August 28, 2011;
- Completed 787 scheduled bridge inspections, 150 sign structure inspections and 37 dam inspections;
- 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	15,415.8	16,616.8	17,288.9
TOTAL	15,415.8	16,616.8	17,288.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	172.0	187.0	185.0
TFC	250.0	268.0	269.0
NSF	--	--	--
TOTAL	422.0	455.0	454.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of projects advertised as scheduled	76.1	90.0	90.0
% of construction projects completed on time as contracted	88	90	90
% of construction projects completed with less than 10 percent overruns	79.5	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.
- Perform package and quality checks on all design plans, contracts, specifications and estimates to enable on-time advertisement and to minimize addendums.
- Improve the safety and rideability of the State's railroad at-grade crossings.
- Ensure acceptable material quality and construction performance through inspection and verification.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of bridges rated structurally sufficient	92.6	95.0	95.0
# of curb ramps reconstructed per year to ADA standards	700	100	100
% pavements in good/fair condition (excluding subdivision streets)	96	85	85

TRANSPORTATION
55-00-00

ENGINEERING SUPPORT
55-08-30

ACTIVITIES

- Coordinate cultural resource, environmental permitting and wetland mitigation compliance processes.
- Coordinate all utility relocations resulting from department projects.
- Provide technical support to the other department sections and 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.
- Provide right-of-way related services, including appraisals, acquisitions, relocations and property management for all transportation projects.
- Work with the Advance Acquisition committee on the transparent acquisition and reservation of certain real property by the department.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 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	78.5	80.0	80.0
% of properties needed for projects that are cleared by the plans, specifications and estimates date	92	95	95

TRAFFIC
55-08-40

ACTIVITIES

- Plan, design, construct, operate and maintain traffic signals and Intelligent Transportation Systems 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 installation and replacement.
- Manage pavement markings maintenance program, including annual review, prioritization and multi-year cycle of re-marking roadways.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of critical signal maintenance calls responded to and corrected in 24 hours	98.6	100.0	100.0

TRANSPORTATION

55-00-00

MOTOR VEHICLES

55-11-00

MISSION

The mission of DMV is to provide excellence in transportation by providing 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 and commercial drivers, and maximize the collection of motor fuel taxes, toll receipts and other revenues in accordance with applicable state and federal laws.
- Maintain an investigative unit to manage licensed vehicle dealer activities, deter fraud, 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.
- Ensure continuous operation of the State's toll roads.
- Continue management oversight of the lease agreement to operate and maintain the Delaware Welcome Center and Service Plaza on I-95.
- Continuously review all motor vehicle lane facilities and toll plazas, to insure maintenance needs are met and improvements are made as needed.

BACKGROUND AND ACCOMPLISHMENTS

DMV continues to be one of the most visible state agencies serving nearly 825,000 vehicles and over 650,000 drivers, conducting approximately 1.5 million transactions, nearly 63 million toll transactions, receiving almost 600,000 telephone calls and collecting over \$420 million in revenue annually.

DMV's website has been redesigned to allow easier customer access. The site has become one of the most visited state websites, averaging approximately 3.1 million hits each month.

Some of the division's recent major accomplishments include:

- Achieved an average customer service "Excellent" approval rating of 91 percent;
- Won two American Association of Motor Vehicle Administrators (AAMVA) awards for customer service excellence for the Division's Next of Kin program and the Veteran ID card;
- Replaced and upgraded all automated driver license/endorsement knowledge testing system to state-of-the-art touch screen computers;
- Passed legislation requiring operators of three-wheeled motorcycles to obtain a motorcycle endorsement with a three-wheeled restriction;
- Refreshed the look and information flow in the Delaware Driver Manual, making it more user friendly for our customers;
- Implemented highly secure, self-service driver license and identification card issuance kiosks;
- Launched the Prisoner Re-Entry program, allowing inmates nearing release to receive an identification card via a mobile ID card issuance vehicle;
- Became one of the first states in the nation to successfully implement new federal regulations to ensure commercial driver license holders are physically qualified to operate commercial motor vehicles;
- Purchased forensic quality fraudulent/altered documentation detectors for the Fraud and Investigations unit;
- Purchased document verification systems for Vehicle Services to assist them in determining whether or not out-of-state and/or out-of-country documents are valid;
- Launched the No Phone Zone and TXTING KILLS campaigns aimed at encouraging teen drivers not to text or use the phone while driving;
- Expanded the Organ Donor enrollment program by holding Organ Donor Enrollment Drives and

TRANSPORTATION

55-00-00

offering Vehicle Services customers the opportunity to enroll;

- Received an award from the Gift of Life Donor program for continued efforts with organ and tissue donation awareness in Delaware;
- Recognized by the Coalition for Secure Driver's License for the secure driver license and identification card and from Hola Media for our continued outreach to the Hispanic community;
- Continued outreach to the Hispanic community by:
 - Offering a printed version of the driver manual in Spanish;
 - Attending Festival Hispano's Information Night, sponsored by the Latino Initiative and the Hola Media Banquet; and
 - Advertising in "Hoy en Delaware" and radio advertising on Maxima 900AM, as well as radio interviews every six to eight weeks to provide information on DMV services to the Hispanic community.
- Implemented MyDMV, a customer's online DMV account allowing them to conduct confidential business on-line such as purchasing a driving record or signing up for the Next of Kin registry;
- Issued four new organizational license plates and one background plate;
- Maintained a dealer title work backlog of 10 days or less;
- Began accepting over-the-phone credit card payments for uninsured motorist payment agreements;
- Upgraded the Biddle's Toll Plaza's violation enforcement system to capture front images, which increases revenues and decreases image void rates;
- Added 13,460 new accounts and issued 25,482 new transponders for E-ZPass;
- Provided Fraudulent Document Recognition (FDR) training to the security staff at all Delaware casinos, to enhance their ability to deter illegal gaming activities and underage patronage;
- Partnered with the Federal Bureau of Investigation (FBI) to assist in ongoing investigations by using the division's facial recognition software, to determine if an FBI suspect has or had a Delaware identification document;
- Provided FDR training to police agencies throughout Delaware, in order to enhance officer knowledge in how to detect fake documents; and
- Provided investigative assistance to police agencies by using the division's facial recognition software to help identify criminal suspects.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
TFO	37,182.3	36,663.8	37,204.0
TOTAL	37,182.3	36,663.8	37,204.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
TFO	415.0	428.0	426.0
TFC	--	--	--
NSF	1.0	1.0	1.0
TOTAL	416.0	429.0	427.0

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, International Registration Plan (IRP), International Fuel Tax Agreement (IFTA) and Federation of Tax Administrators Motor Fuel Tax Section regional and national meetings to engage in discussions relevant to the changing industry and vote on matters affecting the division.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of time meeting DMV 20-minute wait time standard	77	100	100
% of employees cross-trained in multiple disciplines	100	100	100
# of town hall meetings to receive employee input	28	28	28
# of online services launched annually	3	10	10
% of operations staff trained in FDR*	*	*	90

*New performance measure.

TRANSPORTATION

55-00-00

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.
- Issue and control the new “Z” endorsement for all public carrier limousine operators, as well as the existing endorsement requirement for taxi operators, in order to improve public safety.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of hits to teen website	17,155	25,000	30,000
# of novice driver stickers distributed	5,600	10,000	10,000
# of outreach programs for teen and senior drivers	9	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.
- Conduct inspections on licensed dealerships to ensure compliance with Delaware law and DMV policy.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of large forum dealer training session	4	4	4
# of students enrolled in motorcycle safety classes	1,868	1,890	1,930
# of vehicle inspections	446,055	455,620	456,019
% of dealerships inspected annually	*	*	80

**New performance measure.*

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of IFTA audits	29	50	50
# of IRP audits	91	50	50
# of MF/SF audits	50	50	50

TRANSPORTATION
55-00-00

TOLL ADMINISTRATION
55-11-60

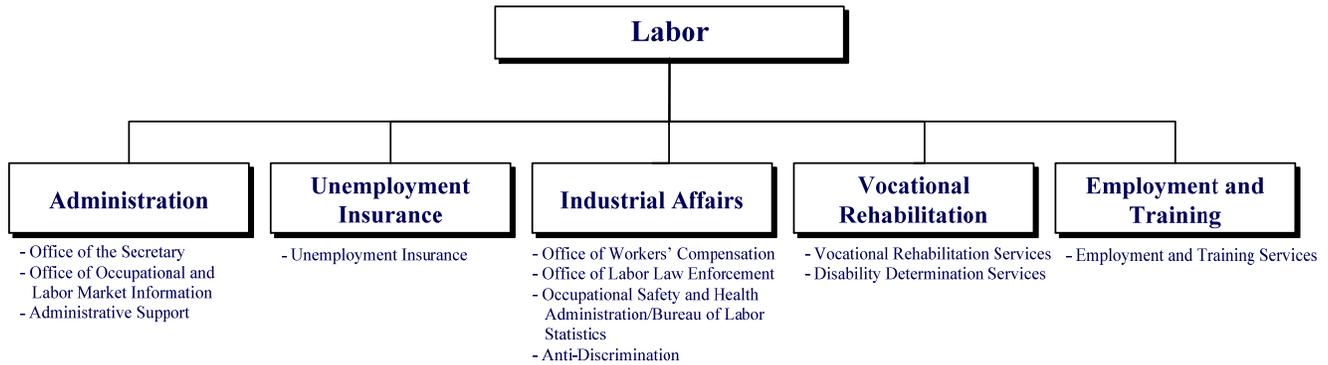
ACTIVITIES

- Monitor and audit toll collections through unmanned locations, cash and the E-ZPass system, to ensure appropriate collection and deposit processes.
- Monitor and analyze the operations of the Violations Processing and Customer Service Centers, operated by a third-party vendor.
- Follow-up on violations, customer service complaints and auditing of collections and transactions.
- Continue to increase E-ZPass use at each plaza, to reduce traffic delays and increase cost effectiveness.
- Interact with toll agencies in other jurisdictions, the E-ZPass Group and the International Bridge, Toll and Tunnel Association, to stay abreast of innovations to toll operations and to assist in promoting national interoperability.
- Interact with toll agencies in other jurisdictions for violation enforcement coordination and collection.
- Provide adequate staffing to process manual toll traffic accurately and efficiently, and to provide quality customer service in the toll plazas.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of toll receipt collection and deposit accuracy	99.9	99.9	99.9
% of E-ZPass market use:			
I-95	63.1	63.6	64.1
SR 1-Dover	68.8	69.3	69.8
SR 1-Biddles	67.6	68.1	68.6
% of readable images captured for toll violation enforcement	96	96	96

LABOR 60-00-00



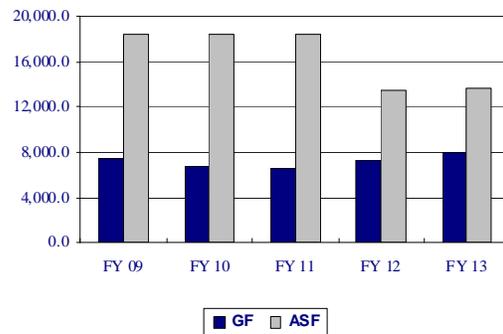
MISSION

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	7,239.1	7,960.9	8,292.0
ASF	12,038.4	13,685.3	13,785.8
TOTAL	19,277.5	21,646.2	22,077.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	34.7	41.2	41.2
ASF	91.3	91.9	91.9
NSF	352.0	345.9	345.9
TOTAL	478.0	479.0	479.0

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 including 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, the Office of Occupational and Labor Market Information (OOLMI) and Administrative Support.

The department continues 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 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 20th edition, serves as a leading educational guide to thousands of Delaware students and job seekers.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	376.8	521.8	525.6
ASF	2,693.9	3,109.1	3,137.6
TOTAL	3,070.7	3,630.9	3,663.2

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2.3	4.2	4.2
ASF	27.7	27.8	27.8
NSF	13.0	11.0	11.0
TOTAL	43.0	43.0	43.0

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 the divisions and with the Governor's Office, other cabinet agencies, the legislature and federal agencies.
- Manage and coordinate the department's legislative and public relations programs.
- Coordinate the development and management of the department's budget.
- Ensure accuracy of all fiscal-related functions, including accounts receivable and payable, fund and revenue management, expenditure tracking and

LABOR 60-00-00

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 analysis 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 (UI) checks.
- Provide fleet and inventory management services.

UNEMPLOYMENT INSURANCE 60-06-00

MISSION

To assist in the promotion of statewide economic stability and vitality by providing temporary, partial income maintenance to workers who become unemployed through no fault of their own and by making referrals of unemployed workers to re-employment services.

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 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 77 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. Approximately 53,700 unemployed Delawareans collected unemployment benefits annually over the past three fiscal years on average. During this three-year period, \$431.4 million in regular state UI benefits were paid, an average of \$143.8 million per year. On a yearly basis, \$125.7 million in regular state UI benefits were paid in

LABOR 60-00-00

Fiscal Year 2012 as compared to \$129.4 million in Fiscal Year 2011 and \$176.3 million in Fiscal Year 2010.

In Fiscal Year 2010, Delaware's UI Trust Fund balance reached zero for the first time in 27 years as a result of the significant demand placed on it. As a result, Delaware is one of 24 states with an outstanding UI Trust Fund loan balance from the federal government. Delaware's UI Trust Fund net balance as of June 30, 2012 was (\$53,038,825.30).

Since June 2006, several steps have been taken 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. It is important to note the effective range of employer tax rates did not change. 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. This was 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, 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 system that enables unemployed Delaware workers to claim their weekly UI payment via telephone;

- Providing a WebBenefits option that enables unemployed Delaware workers to claim their weekly UI payment via the Internet;
- Providing employers the option to register with the division online;
- Providing individuals the option to file new or re-opened UI benefits claims online; and
- Providing recipients of UI benefits the option to receive their weekly payment by direct deposit.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	298.1	474.6	476.9
TOTAL	298.1	474.6	476.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	--	--	--
ASF	4.0	3.0	3.0
NSF	129.0	129.0	129.0
TOTAL	133.0	132.0	132.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of UI claims first payments made timely	90.1	90.2	91.0
% of new employer tax accounts established timely	80.8	88.0	88.0

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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 2,400 workers' compensation health care providers, assisted over 13,000 stakeholders, processed 1,618 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, 156,036 stakeholders have 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 enforces 21 laws, including laws pertaining to wage and hour, child labor, prevailing wage, workplace fraud, employment and apprenticeship.

The Prevailing Wage section handled 294 cases in Fiscal Year 2012. During Fiscal Year 2012, the section collected \$408,498 in prevailing wages owed to mechanics and laborers working on state-funded

LABOR 60-00-00

construction projects. The section also conducted 265 on-site inspections in Fiscal Year 2012.

During Fiscal Year 2012, the Apprenticeship section monitored approximately 263 sponsors and their respective 813 apprentices. Journey papers were awarded to 190 individuals who completed their apprenticeship programs in Fiscal Year 2012.

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 2012, OSHCS conducted 214 consultations, during which it identified 518 serious hazards. These consultations helped to protect over 9,616 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 2012, OSHCS provided the 10-hour Occupational Safety and Health Training Course in General Safety and Health to 28 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.

The Office of Anti-Discrimination (OAD) works with Delaware employers and workers to build and maintain workplaces free from 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 2012, 714 Delaware workers filed complaints with OAD. There were 126 complaints of age discrimination; 142 complaints of disability discrimination; and 145 complaints under the Delaware

statutes which include Delaware Discrimination in Employment Act and the Persons with Disabilities Employment Protection Act. OAD resolved 647 complaints, including 69 negotiated settlements through OAD Mediation program which resulted in \$751,461 wages and benefits paid by Delaware employers directly to Delaware workers.

In Fiscal Year 2012, OAD was able to reduce its average case age from Fiscal Year 2011 from 311 days to 165 days. OAD was able to accomplish a significant reduction in case age through the implementation of a new case management process whereby Labor Law Enforcement Officers were able to more efficiently evaluate less complex cases while continuing to investigate more complex cases. Overall, the new case management process has resulted in OAD increasing the efficiency and quality of its investigations while eliminating case back logs from the previous Fiscal Year.

OAD partners with the U.S. Equal Employment Opportunity Commission to coordinate investigations of complaints filed under both state and federal law.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	715.8	717.5	732.2
ASF	4,890.6	5,358.3	5,416.2
TOTAL	5,606.4	6,075.8	6,148.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	11.0	11.0	11.0
ASF	50.0	51.5	51.5
NSF	9.0	9.5	9.5
TOTAL	70.0	72.0	72.0

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.

LABOR 60-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days from petition filed to hearing date	161	160	150
# of days from hearing to decision	21	20	20

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days to resolve wage and hour payment claims (not to exceed 30 calendar days)	22	30	30
# of days to resolve prevailing wage claims (not to exceed 90 calendar days)	63	90	90

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of safety and health consultation visits	214	250	250
# of Survey of Occupational Injuries and Illnesses	2,883	2,883	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.
- Conduct education and outreach activities to

LABOR
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promote awareness and prevention of employment discrimination in the workplace.

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of days to resolve discrimination claims	165	168	168

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

- Assist 1,000 individuals with disabilities to achieve success in employment by providing guidance and counseling, vocational rehabilitation services, education and job training.
- Provide transition services to 800 high school seniors with disabilities, supporting them in employment, continued education or job training.
- Provide supported employment services to 300 individuals with intellectual disabilities and 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.

The DVR Transition program provides career preparation, job training and education and vocational rehabilitation services for high school seniors with disabilities. DVR transition counselors are on site in every high school in the state, assisting students with career planning and connecting to opportunities. The transition program relies on a strong collaboration between DVR, Department of Education (DOE) and school districts.

DVR brought the highly acclaimed Project Search to Delaware; a job training model for high school students with disabilities in their exit year. The Delaware Search model is a collaboration with DVR, Christiana Hospital, Red Clay School District and Goodwill Industries.

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Project Search provides education, job training and disability related supports at the employment site. Participants are trained on multiple job duties at the employer site, and upon completion of the school year, students are either hired by Christiana Care or provided job placement assistance by Goodwill Industries.

DVR, DHSS and DOE continue to collaborate with community rehabilitation programs in the Early Start to Supported Employment program, which initiates supported employment services for high school students with developmental disabilities during their last 12 to 24 months in school. The Early Start program enrolls students with developmental disabilities into DVR and DHSS programs and connects them with community services prior to entry into their final year of school to facilitate a seamless transition into employment upon completion of high school.

The Independent Living program provides assessment, assistive technology goods and services that enable people with disabilities to live independently in the community. The program serves over 100 individuals with significant disabilities and provides them with the necessary assistive technology and resources to live independently in the community. DVR also provides technical assistance and project management for independent living services provide by DHSS agencies and Medicare managed care providers. 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 12,438 disability claims.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3,244.9	3,329.5	3,368.0
ASF	607.8	887.3	895.6
TOTAL	3,852.7	4,216.8	4,263.6

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2.0	2.0	2.0
ASF	5.6	5.6	5.6
NSF	129.4	129.4	129.4
TOTAL	137.0	137.0	137.0

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 leadership and support for Delaware's Employment First Initiative.
- Provide career preparation and transition services to high school seniors with disabilities.
- Provide assistive technology services to individuals with significant disabilities to support independent living.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of clients rehabilitated and employed	1,000	1,025	1,050
\$ average weekly wage	341	350	355
# of transition students successfully employed	260	286	315
\$ of savings in public assistance	944,000	975,000	1,000,000

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.
- 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of DDS cases processed	12,438	12,438	13,000
% accuracy rate from federal quality review	99.1	95.0	95.0

LABOR 60-00-00

EMPLOYMENT AND TRAINING 60-09-00

MISSION

To provide services enabling employers and job seekers to make informed employment and training choices leading to employment.

KEY OBJECTIVES

- Place 82 percent of customers in a job that yields average earnings of \$13,300 during the second and third quarters following program exit and provide follow up services to customers to retain employment at a rate of 87 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 and self-directed services in one-stop career centers and via the Internet.
- Provide targeted services to dislocated workers unlikely to return to their previous industry or occupation and to workers who have exhausted their basic unemployment benefits and are applying for extended benefits.
- 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.
- Enhance Delaware JobLink to better serve business customers and job seekers.

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 provide customers with job search resources and staff-facilitated services when necessary. The centers provide flexibility and allow the customer to choose a service path. Depending on the needs of the customer, services range from self-directed job search to staff-supported services.

Last year, the division provided a variety of one-stop employment and training services to over 63,000 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 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 program. Since October 1999, over 10,882 full-time job placements and 7,829 part-time placements have occurred. The average full-time placement earned approximately \$9.10 per hour and part-time placements averaged \$8.20 per hour.

Under the Workforce Investment Act, 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.

LABOR 60-00-00

Three major service accomplishments occurred this year:

- Focused on “Lean” delivery strategies that increase the amount of client services we are able to provide to job seekers by approximately 400 percent more individuals than in the past;
- Partnering with the Division of Unemployment Insurance, DET was one of the first State Agencies in the nation to provide the mandatory services required by the Middle Class Tax Relief Act of 2012; and
- The Business Services unit was expanded by adding a staff person to provide job referrals for job orders obtained.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,901.6	3,392.1	3,666.2
ASF	3,548.0	3,856.0	3,859.5
TOTAL	6,449.6	7,248.1	7,525.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	19.4	24.0	24.0
ASF	4.0	4.0	4.0
NSF	71.6	67.0	67.0
TOTAL	95.0	95.0	95.0

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.

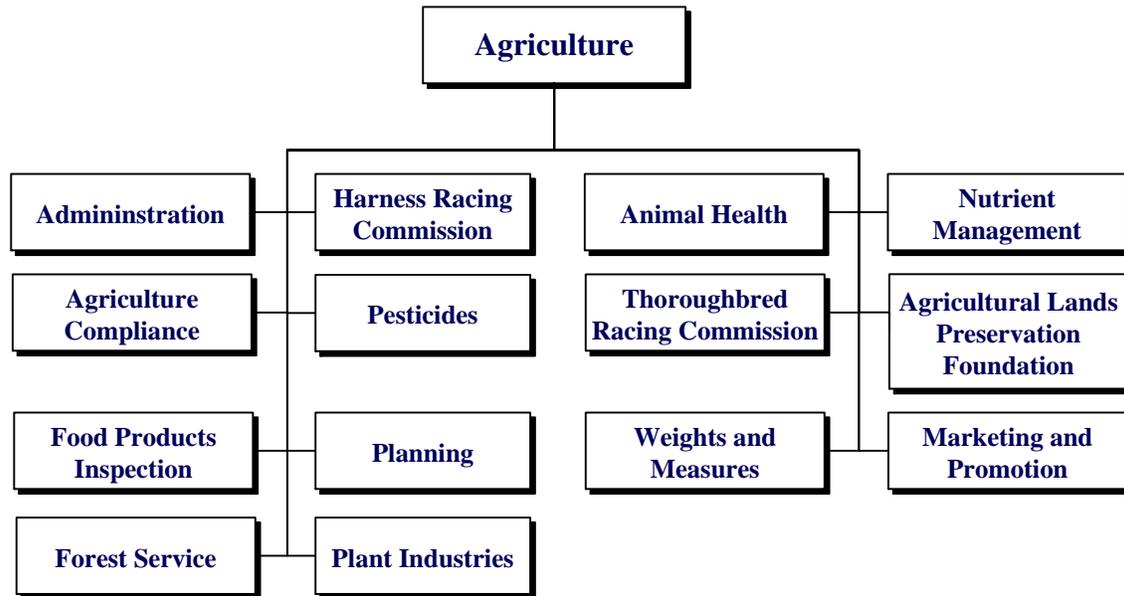
- Co-administer with the Workforce Investment Board training programs for economically disadvantaged youth/Adults and Dislocated Workers by providing fiscal and operational management, planning, contract negotiation, monitoring, evaluation and technical assistance.
- Administer the work and case management component of Delaware's welfare reform program in cooperation with DEDO and DHSS.
- Administer the Summer Youth Employment program.
- Provide case management and intensive job search activities to affected workers of companies that are closing or have a significant reduction in force.
- Provide case management and intensive job search support to clients whose jobs were lost to foreign competition and clients who were a part of a massive industry lay-off.
- Work as a partner in the Individual Assessment, Discharge and Planning Team (I-ADAPT) program assisting I-ADAPT clients in returning to work by providing services in the One-Stop offices.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of job seekers entered employment	71	82	82
% of job seekers employment retention rate	86	87	87
\$ amount of average earnings	14,403	13,300	13,300

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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:

- Maintaining same-day response to all human, animal and plant health emergencies;
- Reducing residues, pathogens and contaminants in the food supply and reduce the risk of food-borne illness due to intentional sabotage of the food supply;
- Encouraging land management and conservation programs to support the Purchase of Development Rights (PDR) programs for forest and cropland;
- Identifying and supporting new opportunities for expanding sales of Delaware’s agricultural commodities and value-added products;
- Supporting Delaware’s agricultural producers and producer organizations;
- Ensuring the integrity of Delaware agricultural products through zero tolerance of quarantine pests and diseases for interstate and international certification;

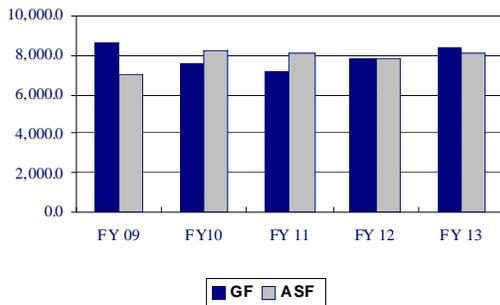
- Increasing the number and diversity of people participating in agricultural education, information and training programs;
- Developing and implementing nutrient management practices that protect ground and surface water, while maintaining a viable agricultural industry;
- Collecting data and directing policies that protect the State’s natural resources and environment from adverse effects;
- Facilitating research by state institutions and private interests;
- Maintaining agricultural productivity and natural resource preservation by assisting land owners in controlling noxious weeds and non-native invasive plant species;
- Continuing to streamline operations and reorganizing functional components within the department to better serve the agricultural community and general public;
- Identifying and utilizing alternative funding sources in support of the department’s mission and goals;
- Strengthening 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;
- Promoting and ensuring the integrity of the horse racing industry;

AGRICULTURE

65-00-00

- Ensuring the integrity of weights and measures statewide in support of fair commerce for Delaware consumers;
- Ensuring the safe and appropriate use of pesticides and herbicides;
- Ensure the accurate labeling and nutrient content of feed and fertilizer;
- Conserving, protecting and enhancing Delaware’s forests through education, management and professional assistance; and
- Promoting risk management education.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	6,894.0	8,429.1	8,465.5
ASF	5,287.5	8,134.9	8,027.8
TOTAL	12,181.5	16,564.0	16,493.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	82.8	82.8	81.8
ASF	44.0	45.0	45.0
NSF	15.2	15.2	15.2
TOTAL	142.0	143.0	142.0

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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

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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 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, 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). 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 Breeders' 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

The Pesticides section 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 principle mission is to protect agriculture, the environment and residents from the damaging effects of plant and honeybee pests and noxious weeds. The section also facilitates 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 inform 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 the 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

The Weights and Measures 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 250 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 157,000 acres and 1,100 farms in agricultural preservation districts and district expansions in Delaware.

With expenditures to date of \$187.0 million, 690 properties with over 105,000 acres have been permanently protected through the Purchase of

AGRICULTURE

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Development Rights (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. This program has helped 10 young farmers purchase 889 acres of 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.

ADMINISTRATION

65-01-01

ACTIVITIES

- Oversee all aspects of plant and animal emergency response plans and activities.
- Represent agriculture on councils and committees addressing natural resource projects.
- Oversee the department'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 alternative 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ of specialty crop grant funding	242,281	244,484	250,000

AGRICULTURE COMPLIANCE

65-01-02

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of samples tested for pet food/animal/livestock feed:			
official	201	210	220
submitted	242	250	260
# of samples tested for fertilizer and liming materials:			
official	97	102	109
submitted	17	21	26
# of official samples tested for frozen desserts	59	62	65
# of submitted samples tested for livestock manure and poultry litter	1,050	1,100	1,200
# of pet food/animal/livestock feed products approved for registration	7,643	7,800	7,900
# of fertilizer and liming materials approved for registration	3,220	3,250	3,500

AGRICULTURE

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FOOD PRODUCTS INSPECTION

65-01-03

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.
- Conduct statewide commodity grading at product point of origin.
- Provide food service safety training programs.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of food inspected, grade verified (millions):			
Grade A poultry (lbs)	569	652	600
Grade A eggs (dozens)	6.8	8.5	6.8
fruits and vegetables (lbs)	0.4	0.4	0.4
# of retail shell egg graded inspection (approximately 450 stores):			
inspections	411	400	400
violations	9	3	3
# of food services safety training programs/interactive encounters with various groups	21	20	20
# of meat and poultry products (lbs):			
inspected (millions)	9.0	7.5	8.0
condemned (thousands)	11.1	12.0	12.0
# of compliance enforcement-trucking companies, retail stores and state agencies:			
reviews	580	600	600
product condemned (lbs)	75	75	75

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of timber harvests on non-industrial privately-owned lands which follow a forest management plan	29	45	50
% of towns and cities recognized by the National Arbor Day Foundation as Tree City USA communities (57 communities)	30	35	40
% of volunteer fire companies that participate in wildfire suppression education programs (61 companies)	70	75	75
% of public and private elementary schools that participate in Forest Service educational programs (173 schools)	69	70	72

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 pre-race and post-race urine and blood samples from equine contestants out of each race.

AGRICULTURE

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- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% accreditation of commission's judges	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	3,526	4,000	5,000
# of racing participants licensed	2,092	2,100	2,125

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of sample analysis related to priority incidents	32	50	50
# of pesticide containers recycled*	51,000	40,000	40,000
% of actionable inspections	29	27	27
# of pesticide applicators certified	2,934	2,600	2,700

*Environmental Protection Agency container regulations that went into effect in 2012 rendered many bulk pesticide containers obsolete.

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of zoning and subdivision proposals reviewed affecting agriculture	37	35	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.

AGRICULTURE

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- 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.
- 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 Industry programs.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of certified acres inspected	7,890	7,200	7,200
% of businesses inspected for Seed Law compliance	55	65	65
% of retail nursery locations inspected	38	35	35
% of acres infested with noxious weeds treated or under a control program	70	75	65
# of registered bee colonies inspected	957	1,000	1,000
% of reviewed regulatory permits meeting requirements and reviewed within 10 days	100	100	100
# of key pests in statewide survey	16	12	16

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 Spay/Neuter program.
- Administer the Delaware Animal Response program, which provides for sheltering of dogs and cats during evacuations or disasters.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of human exposure rabies specimens with same-day turnaround time	100	100	100
# of samples through informative hatchery sanitation program	36,708	36,700	36,700
# of spay/neuter procedures performed	2,944	3,000	3,000
# of Coggins tests performed	1,770	1,870	1,970

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.

AGRICULTURE

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PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% accreditation of commission's stewards	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	2,061	2,000	2,000
# of pre-race blood gas samples collected to determine metabolic alkalosis	580	550	550
# of equine samples collected and tested for blood doping agents pursuant to OCT program	120	120	120
# of applicants licensed	4,745	5,000	5,000

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 (DSP) 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of consumer complaints	67	72	75
# of small/large scales: tested	3,967	4,100	4,200
rejected	236	250	275
# of truck scales: tested	235	245	250
rejected	18	20	22
# of petroleum meters: tested	9,621	9,800	10,000
rejected	1,366	1,420	1,450
# of vehicle tank meters: tested	267	280	290
rejected	31	35	38
# of moisture meters: tested	83	88	92
rejected	2	3	4
# of DSP enforcement scales: tested	18	24	24
rejected	2	4	4
# of package lots: tested	2,497	2,550	2,600
rejected	420	425	430
# of price verifications: performed	431	440	450
failed	37	40	43
# of technicians registered	251	265	280
# of licensed weighmasters	905	915	925
# of gas samples: tested	350	375	400
rejected	6	8	11

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.

AGRICULTURE

65-00-00

- 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 financial support of the agribusinesses 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Poultry litter-manure relocated within Delaware for land application (tons)	16,993	25,000	25,000
Poultry litter-manure exported from Delaware for land application (tons)	20,901	25,000	25,000
Poultry litter-manure relocated to an alternative use project (tons)	16,114	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	75,000	125,000	100,000
# of nutrient consultants	115	115	115
# of commercial handlers	77	75	75
# of private applicators	1,186	1,150	1,100
# of nutrient generators	507	500	525
# of nutrient management farm audits	21	25	50
# of CAFO farm audits performed	344	100	150
# of constituent complaints: received	21	40	40
resolved	21	40	40
# of CAFO permits	0	400	100

AGRICULTURAL LANDS PRESERVATION FOUNDATION

65-01-13

ACTIVITY

- Operate the Farmland Preservation program of agriculture districts and the PDR program.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Acres of prime farmland permanently preserved	5,375	5,000	5,000
# of new participants in the Young Farmers program	10	7	7

MARKETING AND PROMOTION

65-01-14

ACTIVITIES

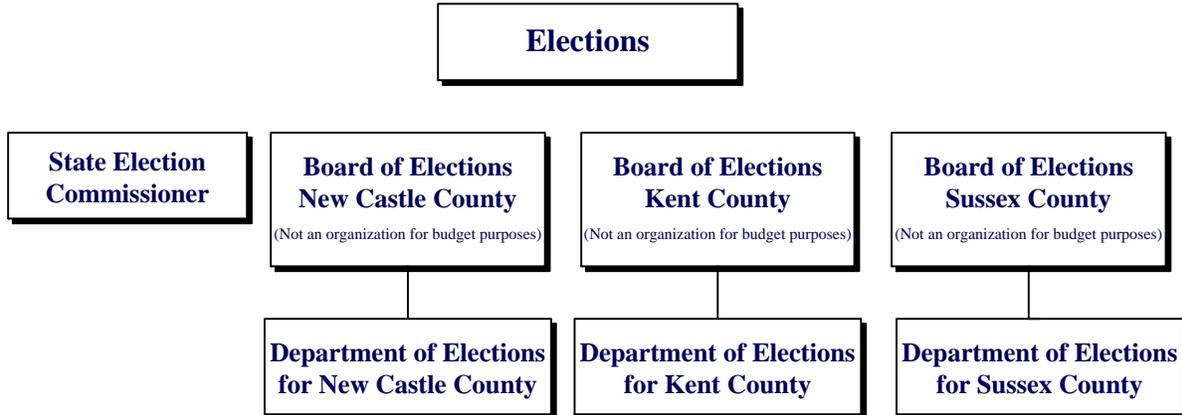
- Implement an agricultural marketing plan that channels Delaware agricultural products to local, regional, national and international markets.
- Contact and visit wholesale purchasers and regional outlets to increase market penetration for Delaware products.
- Increase name recognition of Delaware agricultural products regionally and nationally.
- Direct and coordinate the activities of department buildings located at the Delaware State Fair grounds.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
\$ of gross receipts for Delaware farmers products sold to Delaware schools	142,000	200,000	275,000
\$ of gross receipts for Delaware farmers markets (millions)	2.0	2.1	2.2

ELECTIONS

70-00-00



MISSION

The mission of the Department of Elections is to provide a standardized, secure and accurate election system for the residents of Delaware. This office provides residents with the information access and structure needed to participate, as well as access to campaign finance information via the Internet.

KEY OBJECTIVES

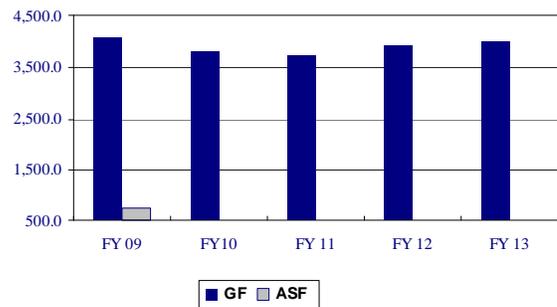
- Ensure the standard administration of Delaware election laws.
- Use technology to improve services to Delaware residents here and abroad.
- Conduct elections for Delaware residents from presidential primaries to school and municipal elections.
- Accurately track and post campaign finance reports.

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4,298.6	4,025.7	4,308.7
ASF	348.9	--	--
TOTAL	4,647.5	4,025.7	4,308.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	42.0	42.0	42.0
ASF	--	--	--
NSF	--	--	--
TOTAL	42.0	42.0	42.0

ELECTIONS

70-00-00

STATE ELECTION COMMISSIONER 70-01-01

MISSION

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 as directed by 15 Del. C.

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. The campaign finance reporting system is about to undergo a complete overhaul in order to comply with House Bills 300 and 310.

The office participates in Student/Parent Mock Elections, in cooperation with the Departments of State, Education and Technology and Information, as well as 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 voting machines, make polling places accessible and increase technology to improve processes.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,039.7	1,083.1	1,184.0
ASF	--	--	--
TOTAL	1,039.7	1,083.1	1,184.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	12.0	12.0	12.0
ASF	--	--	--
NSF	--	--	--
TOTAL	12.0	12.0	12.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of candidate committees	1,700	1,500	1,300
# of requests for campaign finance assistance	3,000	3,600	2,500
# 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 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,456.5	1,491.5	1,590.5
ASF	348.9	--	--
TOTAL	1,805.4	1,491.5	1,590.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	15.0	15.0	15.0
ASF	--	--	--
NSF	--	--	--
TOTAL	15.0	15.0	15.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New voters	16,159	24,000	12,000
Address changes	16,332	27,000	14,000
Name changes	5,899	6,000	5,000
Party changes	5,220	10,000	5,000

Cancelled Voter Registrations

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Deceased	2,658	3,500	3,500
Verification programs	867	25,000	25,000
Moved out of state	1,019	3,000	3,000
Board actions	9	20	20
Not a resident	1	20	20

Absentee Ballots

	FY 2009 Actual*	FY 2011 Actual	FY 2013 Budget*
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.

ELECTIONS

70-00-00

- Provide information to the public, candidates and political parties regarding election laws, rules, regulations and registration requirements.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.
- Notify, appoint and train election officers for all elections mandated by 14 and 15 Del. C. to perform uniform and non-partisan elections.

BACKGROUND AND ACCOMPLISHMENTS

During the past year, the department met filing and voter registration deadlines in a timely and professional manner and accomplished 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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,005.9	782.6	852.7
ASF	--	--	--
TOTAL	1,005.9	782.6	852.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	--	--	--
TOTAL	8.0	8.0	8.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New voters	5,625	5,253	5,681
Address change	4,615	4,638	4,661
Name change	1,227	1,233	1,239
Party change	1,455	1,462	1,470

Cancelled Voter Registrations

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Deceased	794	833	838
Verification programs	41	43	45
Moved out of state	730	733	737

Absentee Ballots

	FY 2009 Actual*	FY 2011 Actual	FY 2013 Budget*
Total voted ballots	4,632	2,788	6,000

**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.
- 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.
- Educate the public about the use of electronic voting machines and the election process.
- Remove ineligible voters from the voting rolls in accordance with state and federal laws.

ELECTIONS

70-00-00

- 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 2013, 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	796.5	668.5	681.5
ASF	--	--	--
TOTAL	796.5	668.5	681.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
TOTAL	7.0	7.0	7.0

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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
New voters	7,004	9,500	7,500
Address change	5,565	7,565	6,500
Name change	657	757	757
Party change	1,424	1,625	1,424

Cancelled Voter Registrations

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
Deceased	1,229	1,349	1,360
Moved out of state	847	1,403	1,505
Board action	18	20	20

Absentee Ballots

	FY 2009 Actual*	FY 2011 Actual	FY 2013 Budget*
Total voted ballots	7,226	4,306	9,250

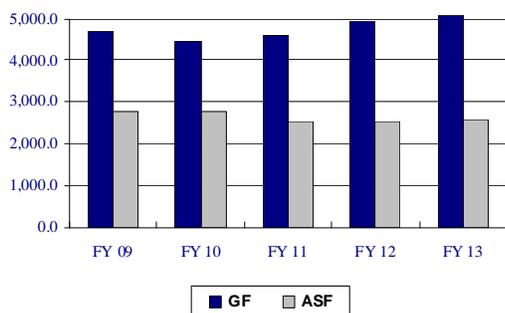
**Presidential election year.*

FIRE PREVENTION COMMISSION

75-00-00



Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4,935.9	5,084.8	5,241.6
ASF	1,986.2	2,573.3	2,600.5
TOTAL	6,922.1	7,658.1	7,842.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	47.3	47.3	47.3
ASF	27.2	27.2	27.2
NSF	0.5	0.5	0.5
TOTAL	75.0	75.0	75.0

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, business, mercantile and institutional occupancies and places of assembly 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, 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 Office of the State Fire Marshal 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,511.7	2,556.5	2,634.2
ASF	1,978.7	2,512.3	2,539.5
TOTAL	4,490.4	5,068.8	5,173.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	27.8	27.8	27.8
ASF	27.2	27.2	27.2
NSF	--	--	--
TOTAL	55.0	55.0	55.0

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, 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of fires cleared by arrest or apprehension	25	27	29
# of code violations cleared by re-inspection	3,396	3,464	3,533
Average turnaround time for full plan reviews (days)	9	10	10
Fire investigation caseload per deputy	54	59	65
Plan review caseload per fire protection specialist	342	359	377
Full plan reviews/ inspections:			
New Castle County	3,445	3,617	3,798
Kent County	734	771	810
Sussex County	2,405	2,525	2,651

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 toward improving program quality. Emphasis is placed on improving program management and cost effectiveness.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	2,157.6	2,320.5	2,397.9
ASF	7.5	50.0	50.0
TOTAL	2,165.1	2,370.5	2,447.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	18.5	18.5	18.5
ASF	--	--	--
NSF	0.5	0.5	0.5
TOTAL	19.0	19.0	19.0

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of programs	1,650	1,400	1,500
# of students:			
fire/rescue	7,361	8,500	8,000
emergency care	8,215	8,000	8,000
industry	1,348	1,500	1,500
hazardous materials			
technician program	327	400	400
fire safety	37,809	35,000	35,000
# of fire safety programs	145	250	200

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	266.6	207.8	209.5
ASF	--	11.0	11.0
TOTAL	266.6	218.8	220.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1.0	1.0	1.0
ASF	--	--	--
NSF	--	--	--
TOTAL	1.0	1.0	1.0

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

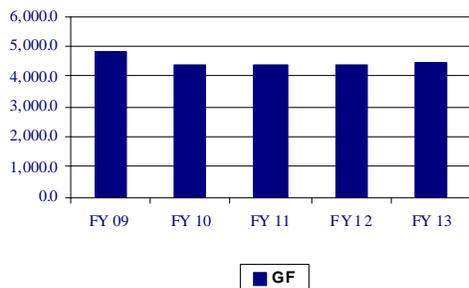
	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of hearings - public, appeal grievance	18	18	18
# of commission meetings	21	18	18
# of commission special interest functions	140	50	100
# of fire service functions	410	200	200
# of emergency service functions	64	50	50

DELAWARE NATIONAL GUARD

76-00-00

Delaware National Guard

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	4,123.3	4,489.9	4,666.9
ASF	--	--	--
TOTAL	4,123.3	4,489.9	4,666.9

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	29.0	29.0	29.0
ASF	--	--	--
NSF	80.0	80.0	80.0
TOTAL	109.0	109.0	109.0

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 1,587 soldiers in the Army National Guard and 1,069 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 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.

DELAWARE NATIONAL GUARD

76-00-00

- Responded for service around the world with the following activities:
 - Airmen from the 166th Security Forces Squadron returned from Afghanistan deployment;
 - The 126th Medical Evacuation Detachment returned from Afghanistan deployment;
 - The 1049th Transportation Company returned from a one-year Afghanistan deployment;
 - Soldiers in the 153rd Military Police Company are preparing for mobilization in January 2013 for a one-year deployment to Afghanistan;
 - The 198th Regiment is preparing for mobilization in April 2013 for deployment to Afghanistan;
 - Airmen from the Logistics Readiness Squadron completed a seven month deployment to Afghanistan; and
 - Approximately 180 airmen from Airlift and Maintenance Operation Groups will be deployed to support Southwest Asia in March 2013.
- 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 mentoring and family assistance programs.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of authorized strength - Air Force units	96	95	98
% of authorized strength - Army units	98	98	99

DELAWARE NATIONAL GUARD

76-01-01

ACTIVITIES

- Provide well-trained and equipped Army and Air Force units of the Delaware National Guard to promptly and effectively respond to domestic emergencies and unit deployment requirements.
- Provide administrative 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.

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 an advisory panel for agencies providing educational services/programs to children (birth through age 26) in Delaware through the Individuals with Disabilities Education Act (IDEA). GACEC’s primary function is to advise and advocate as necessary in order to achieve its mission.

KEY OBJECTIVES

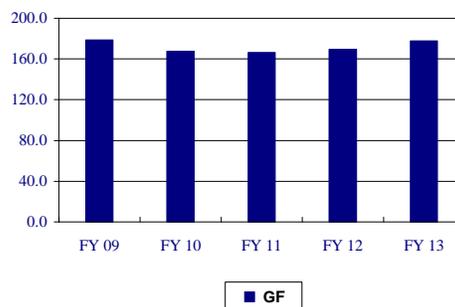
- Analyze state regulations and legislation.
- Participate in public meetings.
- Review of public reports.
- Participate in program visits.
- Coordinate on various research projects.

BACKGROUND AND ACCOMPLISHMENTS

Since 1972, GACEC has served as the State’s advisory council for exceptional children. The agency advises the State Board of Education and the Department of Education (DOE) on all issues related to the education of children with special needs, including those with outstanding talents and gifts. 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 residents 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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. REC.
GF	190.7	177.9	194.8
ASF	--	--	--
TOTAL	190.7	177.9	194.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
TOTAL	3.0	3.0	3.0

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.
- Continue to provide input to DOE on the needs-based funding system reporting requirements for special education students.
- Participate with councils, boards or committees to provide input on issues relating to services for persons with disabilities or educational services for those with exceptionalities.

ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

77-00-00

- Educate the disability community and the general public regarding disability issues and the need for services.
- Review state and federal regulations and legislation.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of letters on legislation and regulations written to elected officials and agencies	3,116	3,100	3,100
# of boards, councils and committees with participation by GACEC staff and members	57	60	60
# of individuals reached via GACEC presentations, co-sponsorship of conferences and workshops by members and staff	15,000	15,500	15,500

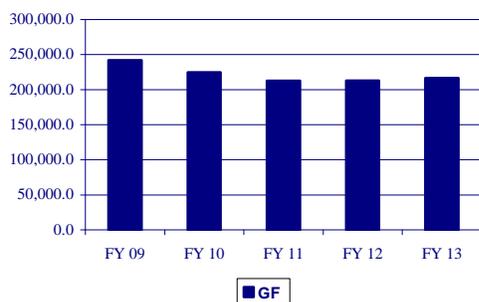
HIGHER EDUCATION

90-00-00



*Organization for budgeting and accounting purposes only.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	221,395.2	216,492.7	225,673.0
ASF	1,038.0	--	--
TOTAL	222,433.2	216,492.7	225,673.0

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	737.0	741.0	777.0
ASF	36.0	36.0	--
NSF	293.0	313.0	326.0
TOTAL	1,066.0	1,090.0	1,103.0

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 primary linguistic, cognitive and information skills in students 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

HIGHER EDUCATION

90-00-00

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.

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.

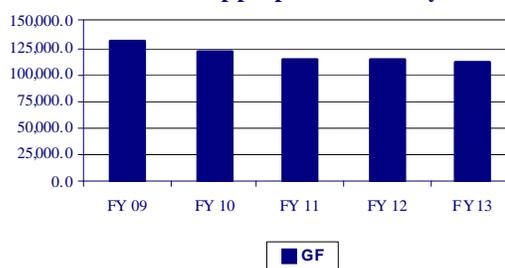
Many academic and administrative initiatives are currently being implemented to meet the university's strategic milestones, including:

- 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.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. Rec.
GF	112,608.3	112,535.4	115,321.9
ASF	--	--	--
TOTAL	112,608.3	112,535.4	115,321.9

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of matriculated students:			
undergraduate*	17,092	17,484	17,683
graduate	3,617	3,654	3,675
% of full-time resident students:			
undergraduate*	35	41	41
graduate	12	23	25
% of full-time minority students:			
undergraduate*	22	21	25
graduate	52	51	50
Average SAT scores for entering freshman	1827	1808	1825
% of student retention freshman to sophomore	92	92	92
% of students graduating within six years	77	78	80
% of graduates employed or in graduate school	95	96	96

*Includes Associate in Arts 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.

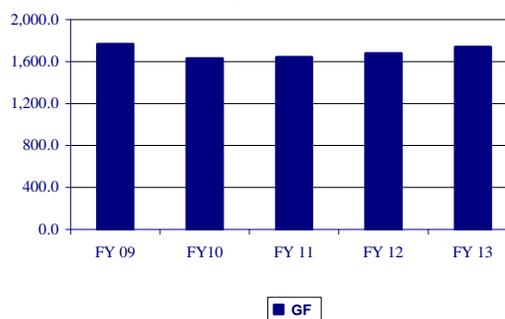
The following objectives will allow this to occur:

- Maintaining programs for geologic, hydrologic and topographic mapping of the State of Delaware;
- Continuing systematic investigation of the geology of the state;
- Identifying potential water supplies, energy sources and construction materials;
- Identifying, understanding and preparing to deal effectively with all reasonable projections of geologic hazards including droughts, flooding, erosion, earthquakes and sinkholes;
- Compiling data from mapping programs into reliable, serviceable databases;
- Providing online mapping tools that provide access to a wide variety of geospatial information;
- Recommending and drafting laws for optimum and equitable use of geological and hydrological resources;
- Evaluating activities related to oil, gas, wind energy and geothermal exploration and development; and
- Managing all agreements with the U.S. Geological Survey and U.S. Bureau of Ocean Energy Management, Regulation and Enforcement.

BACKGROUND AND ACCOMPLISHMENTS

- Published new geologic maps for the Bethany Beach and Assawoman Bay Quadrangles.
- Completed surficial geology mapping work in western Sussex County and data acquisition for pending projects in the Clayton and South Middletown Quadrangles.
- Released a web-based mapping tool Delaware Geologic Information Resource (DGIR) to provide access to geologic, aquifer, water table maps, well data and other features that will be available to state agencies, local governments, businesses and the public for use in permit applications, site evaluations and planning decisions.
- DGS staff, in coordination with the State Climatologist, advised Delaware emergency management personnel during flood and weather conditions during major storms, and staff the emergency center during events.
- Added continuous data loggers to 25 new and existing 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.
- Received a grant to adopt and upgrade two high-resolution, multi-channel seismometers as part of the Earthscope Transportable Array program, sponsored by the National Science Foundation.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	1,693.9	1,739.5	1,778.4
ASF	--	--	--
TOTAL	1,693.9	1,739.5	1,778.4

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 Data Mapping and Integration Laboratory and DGIR applications 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 other state agencies and stakeholders through participation on advisory boards, task forces, commissions, panels and committees.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of geologic mapping square miles (cumulative)	2,145	2,235	2,335
# of DGS well records in database	31,666	33,200	34,900
# of water level records in database	4,598,730	5,748,413	6,898,095
# of stream gages	9	11	11
# of tide gages	6	7	7
# website page views (annual) based on Google Analytics	187,512	189,000	192,000

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 annually through 2015;
 - Increases the graduation rate to 40 percent by 2015; and
 - Increases new transfer student enrollment by 2 percent annually.
- 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:

- For the second time in three years, DSU broke its enrollment record in the fall of 2011 with a student population of 4,178;
- On September 23, 2011, DSU celebrated the first graduating class (43 students) from its MBA program at Vietnam National University in Hanoi - DSU's first degree program abroad;
- DSU awarded a school-record 670 diplomas during the May 2012 Commencement, surpassing the previous record of 646 established in 2009; and
- DSU student athletes led the way academically in the Mid-Eastern Athletic Conference All-Academic Team with 121 student-athletes with at least a 3.0 grade point average, surpassing all other conference schools for a second consecutive year.



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	33,433.6	32,773.4	33,703.4
ASF	--	--	--
TOTAL	33,433.6	32,773.4	33,703.4

ACTIVITIES

- DSU became a partner in the U.S. Department of Energy's Better Buildings Challenge through their energy reduction initiative in which building upgrades completed during Fiscal Year 2012 will save the university a projected \$5.3 million in energy costs over the next 20 years.
- DSU received a \$500,000 U.S. Department of Commerce grant to establish a University Center for Economic Development and Trade on campus. The center subsequently partnered with First State Manufacturing and the City of Milford to stimulate

economic development in Kent and Sussex Counties.

- DSU's robust Optics program reached another high point in the fall of 2011 as one of its scientists and a doctoral student were enlisted as part of the ChemCam Team on the Mars Curiosity Rover space mission and assisted the National Aeronautics Space Administration in working toward the launch and continue to analyze data from the Mars Rover.
- DSU held its first-ever Inspired Day of Service on April 1, 2012 in which 250 students fanned out to five community service projects in all three counties.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of students enrolled in credit courses	4,178	4,145	4,150
# of graduates	670	670	670
% of student retention - freshman to sophomore	70	60	70
% of six year graduation rate	35	33	33
# of minority grads in scientific fields	57	67	67
# of grads who enter graduate and professional schools	114	114	114
% of faculty with terminal degree	93	85	90
\$ of competitive grants awarded (millions)	27.6	27.8	28.9

HIGHER EDUCATION

90-00-00

DELAWARE TECHNICAL AND COMMUNITY COLLEGE 90-04-00

MISSION

Delaware Technical and 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.

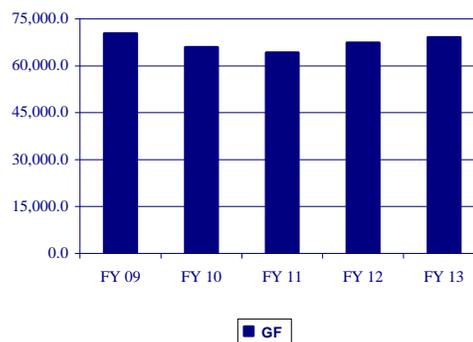
Numerous degree programs are offered, including the Associate in Applied Science degree, which is granted upon successful completion of specific curriculum requirements. In addition, diploma and certificate programs are offered in a variety of technical areas at each campus.

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	73,371.9	69,134.8	74,576.7
ASF	1,038.0	--	--
TOTAL	74,409.9	69,134.8	74,576.7

HIGHER EDUCATION

90-00-00

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	737.0	741.0	777.0
ASF	36.0	36.0	--
NSF	293.0	313.0	326.0
TOTAL	1,066.0	1,090.0	1,103.0

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of students enrolled in academic programs	20,914	21,019	21,019
# of Associate in Arts students	752	756	756
% minority students	39	39	39
% in-state students	96	96	96
# of Associate degrees awarded	1,431	1,438	1,438
# of diplomas awarded	216	217	217
# of certificates awarded	200	201	201
# of non-credit awards	7,622	7,660	7,660
% continuing education	64	64	64
% employed in Delaware	84	84	84

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 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	6,951.4	11,580.8	13,571.7
ASF	--	--	--
TOTAL	6,951.4	11,580.8	13,571.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	49.0	49.0	49.0
ASF	--	--	--
NSF	20.0	40.0	28.0
TOTAL	69.0	89.0	77.0

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			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	20,074.2	17,254.1	18,382.4
ASF	239.3	--	--
TOTAL	20,313.5	17,254.1	18,382.4

POSITIONS			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	201.0	202.0	216.0
ASF	14.0	14.0	--
NSF	65.0	65.0	70.0
TOTAL	280.0	281.0	286.0

WILMINGTON CAMPUS *90-04-04*

FUNDING			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	14,385.6	13,180.4	13,624.1
ASF	392.8	--	--
TOTAL	14,778.4	13,180.4	13,624.1

POSITIONS			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	159.0	160.0	160.0
ASF	--	--	--
NSF	59.0	59.0	67.0
TOTAL	218.0	219.0	227.0

STANTON CAMPUS *90-04-05*

FUNDING			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	18,430.6	16,023.7	16,782.0
ASF	155.9	--	--
TOTAL	18,586.5	16,023.7	16,782.0

POSITIONS			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	192.0	193.0	202.0
ASF	9.0	9.0	--
NSF	64.0	64.0	71.0
TOTAL	265.0	266.0	273.0

TERRY CAMPUS *90-04-06*

FUNDING			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	13,530.1	11,095.8	12,216.5
ASF	250.0	--	--
TOTAL	13,780.1	11,095.8	12,216.5

POSITIONS			
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	136.0	137.0	150.0
ASF	13.0	13.0	--
NSF	85.0	85.0	90.0
TOTAL	234.0	235.0	240.0

HIGHER EDUCATION

90-00-00

DELAWARE INSTITUTE OF VETERINARY MEDICAL EDUCATION 90-07-01

MISSION

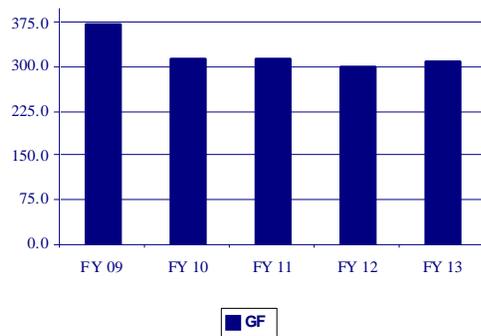
To initiate, encourage and promote:

- 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 ACCOMPLISHMENT

In Fiscal Year 2013 Delaware Institute of Veterinary Medical Education (DIVME) provided support for six students at the University of Georgia and five students at Oklahoma State University. Total DIVME enrollment was 11 students.

Five-Year Appropriation History



FUNDING

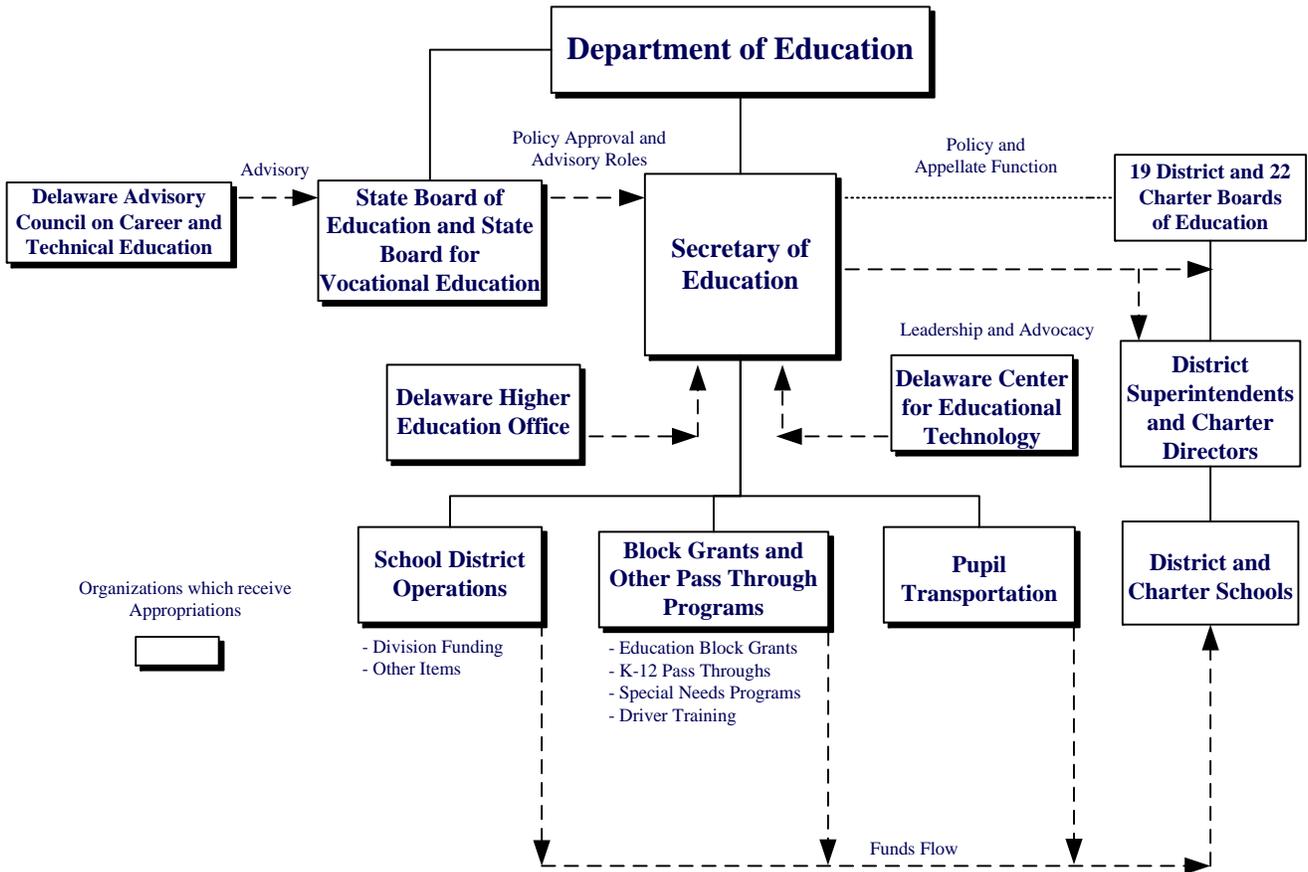
	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	287.5	309.6	292.6
ASF	--	--	--
TOTAL	287.5	309.6	292.6

PERFORMANCE MEASURE

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of students supported in veterinary medical schools	12	11	11

EDUCATION

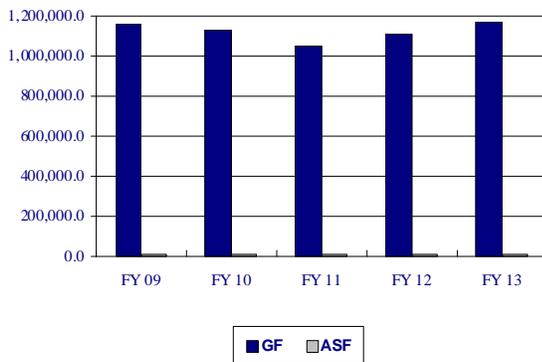
95-00-00



MISSION

To promote the highest quality education for every Delaware student by providing visionary leadership and superior service.

Five-Year Appropriation History



FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	68,217.0	1,168,662.8	1,209,946.5
ASF	2,959.9	5,106.6	5,106.6
TOTAL	71,176.9	1,173,769.4	1,215,053.1

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	13,627.4	13,806.2	13,916.2
ASF	9.0	10.0	11.0
NSF	54.3	57.5	57.5
TOTAL	13,690.7	13,873.7	13,984.7

EDUCATION

95-00-00

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 to Common Core Standards 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 three 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.

Data Systems to Support Instruction

Improve access and use of the State's robust longitudinal data system.

- Increase data-driven instruction by building educators' technical and pedagogical skills during weekly collaborative planning time.
- Enhance 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 through recruitment, selection, evaluation, professional development and retention practices.

- Implement and monitor the Delaware Performance Appraisal System (DPAS) II for overall quality and fidelity of implementation, including the training and credentialing of all new administrators.
- Include the revised student growth component as a determining factor for summative performance ratings as part of DPAS II.
- Align DOE and local education agency (LEA) practices with new regulations that revise DPAS II to include four overall ratings.
- Refine rigorous and comparable measures of student growth in consultation with stakeholder groups.
- Provide job-embedded training for school leaders through a menu of principal development services focusing on time management, instructional leadership and building instructional teams.
- Select top-performing teachers and school leaders through the Talent Retention/Attraction initiative.

Ensure equitable distribution of highly-effective teachers and leaders through recruitment, selection, placement, pre-service preparation and retention practices.

- Establish and expand partnerships with alternate certification programs and continue to support the development of teachers in Science, Technology, Engineering and Mathematics.
- Administer educator licensure and certification.
- Oversee the State's educator mentoring program(s) in conjunction with the regulations promulgated by the Professional Standards Board.
- Conduct teaching and learning conditions surveys to assess and improve school environments.
- Develop a statewide recruitment campaign and a central hiring website to attract highly qualified educators to the State and improve hiring practices.

EDUCATION

95-00-00

Analyze the effectiveness data statewide and develop models of support for teachers and leaders.

- Create analytical tools to assess key human capital data points such as vacancy rates, time-to-hire ratios and retention/attrition projections.
- Develop a coherent professional development model that links trainings to specific skill and role expectations and to the statewide evaluation system (including integration with Common Core).
- Establish standards for professional development and create processes for certifying success and approving funding allocated.

Turning Around the Lowest-Achieving Schools

- Provide greater support and accountability to schools in the State Partnership Zone and ensure the State and districts collaboratively intervene in failing 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	29,005.7	33,228.0	33,573.7
ASF	1,922.9	2,532.0	2,532.0
TOTAL	30,928.6	35,760.0	36,105.7

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	131.7	134.5	134.5
ASF	5.0	5.0	5.0
NSF	53.3	57.5	57.5
TOTAL	190.0	197.0	197.0

DEPARTMENT OF EDUCATION

95-01-01

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 facilities 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 Project.
- 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,

EDUCATION
95-00-00

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, Delaware Interscholastic Athletic Association (DIAA) and driver education programs.
- Provide oversight and technical assistance to Career and Technical Education courses in middle and high schools.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
% of students at or above proficiency in:			
English Language Arts	73.0	73.0	73.0
Mathematics	72.0	73.2	73.2
% of classes taught by highly-qualified teachers statewide	95.7	100.0	100.0
# of DPAS II implementations:			
districts	19	19	19
charter schools	19	25	28
# participating in administrative mentoring	67	70	75
% of CTE concentrator students graduating	97.5	88.5	88.5
% of CTE concentrator students meeting proficient or advanced level in mathematics	61.2	49.0	49.0
% of CTE concentrator students meeting proficient or advanced level in reading/language arts	73.8	50.0	50.0

SCHOOL DISTRICT OPERATIONS
95-02-00

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. Rec.
GF	304.9	960,414.8	998,515.4
ASF	--	--	--
TOTAL	304.9	960,414.8	998,515.4

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 Gov. Rec.
GF	13,425.0	13,602.0	13,712.0
ASF	--	--	--
NSF	--	--	--
TOTAL	13,425.0	13,602.0	13,712.0

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

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	22,095.6	80,398.8	80,930.9
ASF	531.5	2,574.6	2,574.6
TOTAL	22,627.1	82,973.4	83,505.5

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	54.7	53.7	53.7
ASF	4.0	5.0	6.0
NSF	--	--	--
TOTAL	58.7	58.7	59.7

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 targets 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.
- 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.
- 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.
- Delaware Geographic Alliance supports instruction and materials for geography-based classroom learning. This is a partnership with the University of Delaware.
- Speech Pathology supports the development of a masters degree program in speech-language pathology at the University of Delaware.
- Gay Straight Alliance supports an Anti-Bullying/Gay-Straight Alliance summit.
- Center for Economic Education develops and supports quality economics, personal finance and entrepreneurship programming for Delaware's K-12 teachers and students.

SPECIAL NEEDS PROGRAMS 95-03-20

ACTIVITIES

- 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 students with disabilities.
- 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.
- Delaware School for the Deaf is a summer program for students at Delaware 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 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 serves children from birth to age five to ensure all young children enter school prepared to succeed (also known as Early Success).
- Interagency Resource Management Committee is used to support identification and intervention for needs of the Birth to Three program.
- 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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of federal gun-free violations (students)	2	0	0
# of reporting School Crimes			
Law violations (students)	957	650	650
# of expulsions	130	100	100
Prison education enrollment by institution:			
James T. Vaughn Correctional Center	1,031	1,052	1,073
Sussex Correctional Institution	458	467	476
Delores J. Baylor Correctional Institution	468	477	487
Howard R. Young Correctional Institution	526	537	547
# of inmates participating in the following prison education services:			
Adult Basic Education/GED	982	1,002	1,021
Groves High School	202	206	210
Life Skills	399	407	415
vocational	704	718	732

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 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of students completing the Driver Education program:			
public	8,779	10,190	10,190
non-public	1,168	1,458	1,458
summer	610	419	419

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 2011-2012 school year, approximately 108,000 students (excluding non-public schools) were transported over 23 million miles on 1,770 school buses. There were 168 school bus-related accidents in 2011-2012. In addition, over 6,650 school bus contract addendums were processed.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	6,122.9	83,129.2	85,399.1
ASF	--	--	--
TOTAL	6,122.9	83,129.2	85,399.1

TRANSPORTATION 95-04-01

ACTIVITY

Provide transportation to and from school.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of public school pupils transported	108,000	108,000	109,500
# of school bus accidents related to school bus driver	168	140	140
# of contracted school bus routes	1,215	1,221	1,228
# of district school bus routes	555	557	560

DELAWARE ADVISORY COUNCIL ON CAREER AND TECHNICAL EDUCATION 95-06-00

MISSION

To strengthen and enhance the Career and Technical Education (CTE) 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 (DACCTE) is comprised of members from the private and public sectors.

DACCTE provides policy recommendations to the Governor, General Assembly, DOE and State Board of Education on matters pertaining to CTE in Delaware.

DACCTE 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.

Accomplishments include:

- Conducted professional development activities for middle and high school administrators, teachers and counselors relating to curriculum development;
- Secured additional funding to improve and expand the activities of the Career and Technical Student Organizations;
- Partnered with the Department of Labor, Office of Occupational and Labor Market Information and national experts to provide current labor market

EDUCATION

95-00-00

trends and workforce data to CTE teachers, counselors and administrators;

- Provided technical assistance to strengthen the State Tech Prep Consortium and programs in the secondary and post-secondary schools;
- Conducted statewide workshops for teachers and school administrators regarding federal and state regulations and funding for career and technical programs;
- 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

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	261.4	321.7	326.3
ASF	--	--	--
TOTAL	261.4	321.7	326.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
TOTAL	3.0	3.0	3.0

ADVISORY COUNCIL

95-06-01

ACTIVITIES

- Conduct on-site evaluations of CTE programs and services in secondary schools to determine compliance with state and federal standards.
- Hold quarterly council meetings to review pertinent issues impacting the CTE delivery system and conduct other official business.
- Provide technical assistance to local comprehensive high schools to develop sequential career and technical pathways that will better prepare students for the workforce.
- Design and implement professional development and curriculum workshops for individuals involved in the delivery of CTE programs and services.
- Provide leadership and support to improve and expand the Tech Prep programs throughout the state.

- 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 through a statewide awards program.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of on-site CTE program reviews/monitoring visits	52	40	45
# of participants in DACCTE sponsored workshops/conferences	2,314*	550	575
# of career-related publications and newsletters disseminated	51,284	51,300	51,300

*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 21st 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.
- 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 seven years of offering online professional development to educators. In the initial five years of the grant, eLDE trained 62 facilitators and 52 online course developers. Delaware educators participated in 210 online courses with 732 successfully completing a course. The program has expanded to include statewide mandatory trainings, such

as: delivering the Orientation to the Delaware Prioritized Curriculum and Common Core Standards course to over 8,000 educators, DPAS II evaluator training to certify approximately 675 administrators, Child Abuse Reporting training to all teachers, School Bullying Prevention and Gang Detection training to all school employees and DIAA Rules Clinics to all coaches and officials.

The Partners in Technology program placed 3,028 refurbished computers in schools in Fiscal Year 2012.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	964.2	838.7	856.3
ASF	--	--	--
TOTAL	964.2	838.7	856.3

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
TOTAL	7.0	7.0	7.0

DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY 95-07-01

ACTIVITIES

- Manage eLDE, providing online professional development.
- Conduct professional development and technical assistance activities to support LEAs in using technology in curriculum and instruction.
- Assist DOE with the implementation and operation 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 public schools.
- Increase the number and efficiency of information systems available to school districts and schools, such as Blackboard and Collaborate.

EDUCATION

95-00-00

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of educators taking courses through eLDE	675	10,000	10,000
# of refurbished computers placed in schools	3,028	1,500	1,500

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 and charter schools, Delaware colleges, community organizations and private industry to develop student guidance and financial aid programs. It also administers six 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 (SHEEO) agency and works with the organization to establish best practices in higher education. Delaware data submitted annually to SHEEO becomes part of the national State Higher Education Finance report.

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. The association also shares best practices regarding student financial aid policy, college access initiatives and creative and innovative programs to meet workforce needs.

FUNDING

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	9,462.3	10,331.6	10,344.8
ASF	505.5	--	--
TOTAL	9,967.8	10,331.6	10,344.8

POSITIONS

	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	1.0	--	--
TOTAL	7.0	6.0	6.0

DELAWARE HIGHER EDUCATION OFFICE

95-08-01

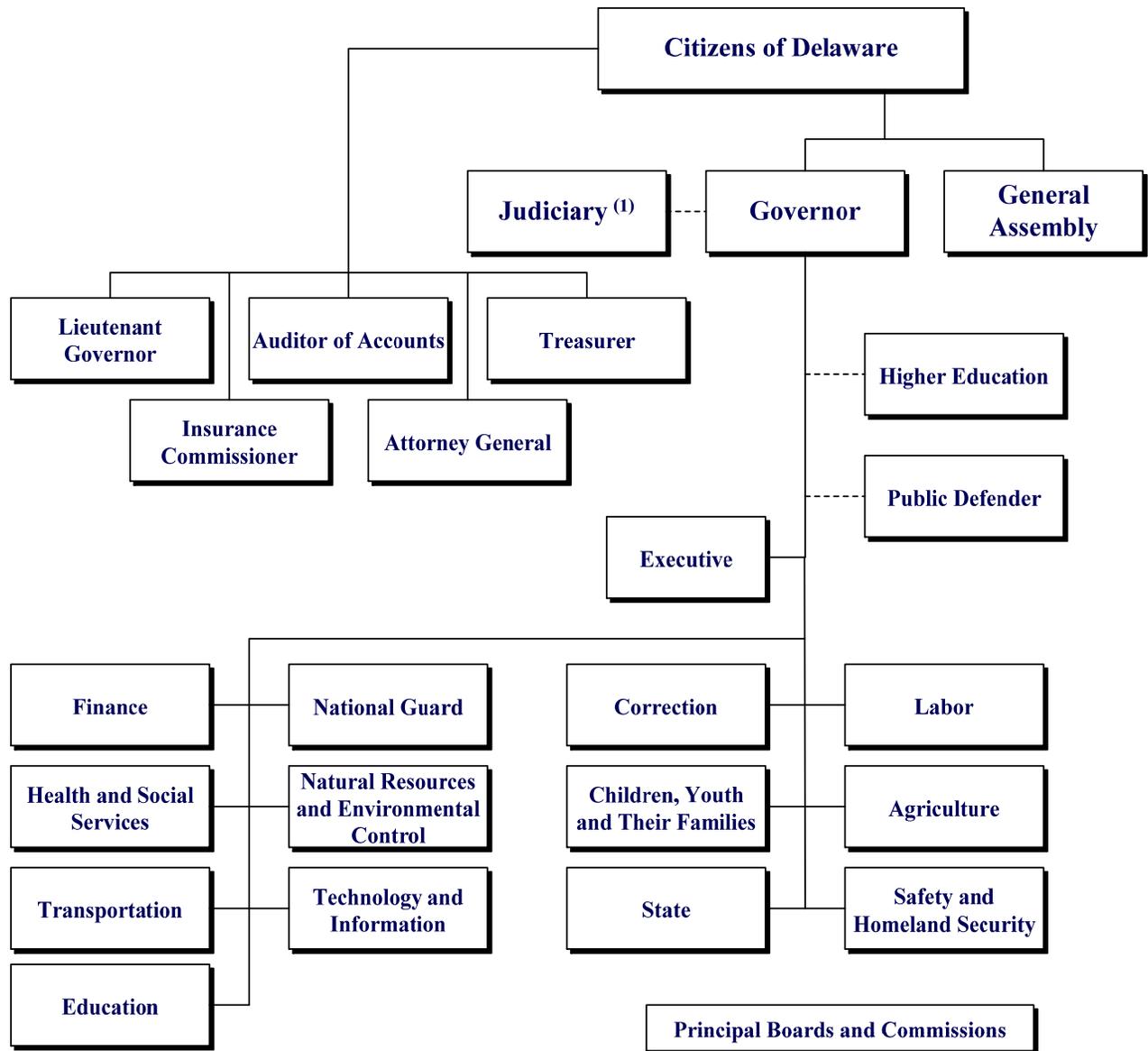
ACTIVITIES

- 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 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

	FY 2012 Actual	FY 2013 Budget	FY 2014 Gov. Rec.
# of recipients:			
Scholarship Incentive Program (ScIP)	952	1,045	1,045
Student Excellence Equals Degree (SEED)	3,159	2,924	2,861
Inspire	313	625	625

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

EXPLANATION OF FINANCIAL SCHEDULES

Exhibit A is a summarized report of financial operations of the General Fund (GF) of the State. This statement shows the actual GF revenue by sources and the expenditures by departments for Fiscal Year 2012, as well as the estimated revenue and available appropriations for Fiscal Year 2013. The last column on the right reflects the estimated revenue and the recommended appropriations for Fiscal Year 2014. Also indicated is the condition of the cash account of the GF that may prevail at the ending of Fiscal Year 2013 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 2013 Appropriations column of Exhibit A. It identifies the estimated expenditures for Fiscal Year 2013 classified by department and source of appropriations.

Schedule A-2 is a supporting statement of the Fiscal Year 2013 Budget Act column of Schedule A-1. It identifies the Fiscal Year 2013 GF appropriations by department and major category of expenditure. It also identifies authorized positions for both GF and Special Fund.

Schedule A-3 is a supporting statement of the expenditure section of Exhibit A. It identifies the Fiscal Year 2014 recommended GF appropriations by department and major category of expenditure. It also identifies authorized positions for both GF and Special Fund.

Exhibit B shows the revenues from all sources and the expenditures of all departments, both GF and Special Funds (refers to Appropriated, Non-Appropriated, Federal, Bond and other state funds), consolidated in comparative form for Fiscal Years 2011 and 2012.

Schedule B-1 is a supporting statement of the GF expenditures section of Exhibit B, assembled by department and category for Fiscal Year 2012. Also indicated are the GF reversions by department. The category amounts in this schedule reflect expenditures by account 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 expenditures section of Exhibit B, assembled by department and category for Fiscal Year 2012.

Exhibit C is a summarized statement of capital improvement fund expenditures by department for Fiscal Year 2012. The funding sources are long-term debt and

other special funds designated for capital improvement purposes.

Note

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

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

	2012 Actual	2013 Estimated	2014 Estimated
REVENUES			
Personal Income Taxes	1,231,700.0	1,305,300.0	1,330,200.0
Corporation Income Taxes	149,000.0	260,000.0	199,000.0
Franchise Taxes	611,800.0	604,200.0	598,200.0
Business and Occupational Gross Receipts Taxes	233,400.0	227,500.0	234,600.0
Hospital Board and Treatment	65,200.0	58,700.0	59,300.0
Dividends and Interest	10,600.0	9,000.0	10,000.0
Public Utility Taxes	45,400.0	45,000.0	46,400.0
Cigarette Taxes	120,800.0	125,000.0	120,400.0
Estate Taxes	12,000.0	15,000.0	12,000.0
Realty Transfer Taxes	31,600.0	40,400.0	44,400.0
Insurance Taxes	63,400.0	52,100.0	57,200.0
Abandoned Property	319,500.0	566,500.0	514,000.0
Limited Partnerships and Limited Liability Companies	164,900.0	175,600.0	184,400.0
Business Entity Fees	84,500.0	88,700.0	91,400.0
Bank Franchise Taxes	112,500.0	107,700.0	116,800.0
Uniform Commercial Code	16,700.0	17,200.0	17,700.0
Lottery Sales	269,000.0	237,800.0	238,100.0
Other Revenue by Departments	81,700.0	91,000.0	88,000.0
TOTAL REVENUES	3,623,700.0	4,026,700.0	3,962,100.0
LESS: Revenue Refunds	(264,600.0)	(290,000.0)	(298,800.0)
SUBTOTAL	3,359,300.0 ²	3,736,700.0	3,663,300.0
Revenue Adjustments			52,500.0 ¹
NET REVENUES	3,359,300.0	3,736,700.0	3,715,800.0
EXPENDITURES			
Legislative	13,149.0	19,507.6	15,292.8
Judicial	95,255.9	93,575.7	93,885.0
Executive	144,678.1	322,803.6	137,011.6
Technology and Information	35,461.6	43,025.5	38,735.2
Other Elective	168,666.1	173,722.2	170,773.4
Legal	49,637.9	52,437.8	54,285.3
State	28,037.1	25,721.9	24,707.8
Finance	18,939.7	35,238.5	16,417.4
Health and Social Services	1,055,133.4	1,137,799.3	1,094,774.0
Services for Children, Youth and Their Families	134,493.2	146,261.4	150,660.4
Correction	262,307.0	282,938.3	267,293.9
Natural Resources and Environmental Control	41,765.6	52,581.6	36,238.8
Safety and Homeland Security	137,524.1	146,900.5	145,132.6
Transportation	-	-	-
Labor	7,238.9	7,994.0	8,292.0
Agriculture	7,861.3	9,145.5	8,465.5
Elections	4,324.8	4,355.6	4,308.7
Fire Prevention Commission	5,044.2	5,540.0	5,241.6
Delaware National Guard	4,209.6	4,913.5	4,666.9
Advisory Council for Exceptional Citizens	190.8	183.9	194.8
TOTAL - DEPARTMENTS	2,213,918.3	2,564,646.4	2,276,377.7
Higher Education	222,655.7	223,795.9	225,673.0
Education	1,155,824.4	1,197,071.3	1,209,946.5
TOTAL - EDUCATION	1,378,480.1	1,420,867.2	1,435,619.5
SUBTOTAL	3,592,398.4	3,985,513.7 ²	3,711,997.2

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

	2012 Actual	2013 Estimated	2014 Estimated
PLUS: Estimated Grants-in-Aid	-	-	43,000.0
Estimated Governor Bond Bill	-	-	50,000.0
Estimated Supplemental	-	-	-
Estimated Continuing and Encumbered Balances	-	-	295,800.0
TOTAL EXPENDITURES	3,592,398.4	3,985,513.7	4,100,797.2
LESS: Anticipated Reversions	-	(50,000.0)	(10,000.0)
Continuing and Encumbered Balances	-	(295,800.0)	(275,000.0)
TOTAL - ORDINARY EXPENDITURES	3,592,398.4	3,639,713.7	3,815,797.2
OPERATING BALANCE	(233,098.4)	96,986.3	(99,997.2)
PLUS: Beginning Cash Balance	797,700.0	564,600.0	661,586.3
CUMULATIVE CASH BALANCE	564,601.6	661,586.3	561,589.1
LESS: Continuing and Encumbered Balances, Current Year Reserve	(301,100.0) (186,400.0)	(295,800.0) (198,900.0)	(275,000.0) (200,700.0)
UNENCUMBERED CASH BALANCE	77,101.6	166,886.3	85,889.1
APPROPRIATION LIMIT (In Millions)			
Cumulative Cash Balance (Prior Year)	797.7	564.6	661.6
LESS: Continuing and Encumbered Balances Reserve	(303.7) (186.4)	(301.1) (186.4)	(295.8) (198.9)
Unencumbered Cash Balance	307.6 ²	77.1	166.9
PLUS: Net Fiscal Year Revenue	3,359.3	3,736.7	3,715.8
TOTAL (100% LIMIT)	3,666.9	3,813.8	3,882.7
X 98% Limit	x .98	x .98	x .98
TOTAL APPROPRIATION LIMIT	3,593.6	3,737.5	3,805.0

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

Abandoned Property	7,000.0
Realty Transfer Taxes	16,000.0
Public Utility Tax	1,600.0
Sunset Tax Policy	27,900.0
Total	<u>52,500.0</u>

² Total is correct. See Note in Explanation of Financial Statements.

General Fund - Statement of Estimated Expenditures for the Fiscal Year Ending June 30, 2013
Classified by Department and Source of Appropriation

Department	Budget Act as amended Appropriations	Supplemental Appropriations	Continuing Appropriations and Balances	Encumbered Balances	Appropriations/ Estimated Expenditures
Legislative	15,092.4	-	4,415.2	-	19,507.6
Judicial	91,030.8	-	1,257.1	1,287.8	93,575.7
Executive	162,996.2	38,458.0	118,924.6	2,424.8	322,803.6
Technology and Information	37,409.2	-	-	5,616.3	43,025.5
Other Elective	150,851.0	22,588.6	43.5	239.1	173,722.2
Legal	51,687.2	-	547.4	203.2	52,437.8
State	24,303.5	-	797.6	620.8	25,721.9
Finance	16,536.9	2,915.0	14,150.0	1,636.6	35,238.5
Health and Social Services	1,047,299.5	19,307.4	62,363.3	8,829.1	1,137,799.3
Services for Children, Youth and Their Families	139,966.2	-	3,017.5	3,277.7	146,261.4
Correction	262,262.5	-	15,766.9	4,908.9	282,938.3
Natural Resources and Environmental Control	35,457.8	7,704.5	8,777.5	641.8	52,581.6
Safety and Homeland Security	136,535.4	5,901.4	383.0	4,080.7	146,900.5
Transportation	-	-	-	-	-
Labor	7,960.9	-	16.3	16.8	7,994.0
Agriculture	8,429.1	100.0	-	616.4	9,145.5
Elections	4,025.7	-	306.2	23.7	4,355.6
Fire Prevention Commission	5,084.8	422.7	3.2	29.3	5,540.0
Delaware National Guard	4,489.9	-	292.7	130.9	4,913.5
Advisory Council for Exceptional Citizens	177.9	-	-	6.0	183.9
Higher Education	216,492.7	250.0	7,053.2	-	223,795.9
Education	1,168,662.8	-	23,739.3	4,669.2	1,197,071.3
TOTAL APPROPRIATIONS	3,586,752.4 ¹	97,647.6 ²	261,854.5	39,259.2 ³	3,985,513.7 ³
LESS: Estimated Reversions for Fiscal Year 2013					(50,000.0)
Estimated Continuing and Encumbered Balances for Fiscal Year 2013					(295,800.0)
TOTAL ESTIMATED EXPENDITURES					3,639,713.7

Fiscal Year 2013 Statutory References:¹ Volume 78, Chapter 290 (SB 260) Budget Appropriation Bill.² Volume 78, Chapter 297 (SB 265) Grants-in-Aid; Chapter 292 (HB 410) Bond Bill.³ Total is correct. See Note in Explanation of Financial Statements.

**Statement of Positions and General Fund Budget Act Appropriations
by Department and Major Categories of Expenditure
Fiscal Year Ending June 30, 2013**

Department	Special Fund Positions	General Fund Positions	Personnel		Contractual Services	Supplies and Materials		Capital Outlay	Debt Service	Other	Total Apprs.
			Costs	Travel		Energy	Energy				
Legislative	-	83.0	11,434.0	120.4	1,528.9	-	280.9	77.0	-	1,651.2	15,092.4
Judicial	117.8	1,118.5	81,274.6	199.9	3,958.4	120.7	981.3	309.2	-	4,186.7	91,030.8
Executive	222.8	316.0	88,147.1	36.0	14,465.7	6,044.6	1,559.9	60.3	-	52,682.6 ¹	162,996.2
Technology and Information	19.5	212.5	21,926.3	18.4	1,509.1	652.6	190.5	10.3	-	13,102.0	37,409.2
Other Elective	98.5	38.5	3,587.4	2.4	832.1	-	18.6	11.9	140,831.8	5,566.8	150,851.0
Legal	113.7	438.3	43,774.2	13.5	3,531.9	55.8	122.2	84.8	-	4,104.8	51,687.2
State	365.0	244.0	15,867.9	36.2	1,970.3	919.0	1,014.1	124.0	-	4,372.0	24,303.5
Finance	152.5	149.5	13,185.6	9.0	1,498.0	8.4	110.4	96.2	-	1,629.3	16,536.9
Health and Social Services	936.2	3,374.7	198,023.4	13.3	62,389.4	6,456.1	8,623.6	446.8	-	771,346.9 ²	1,047,299.5
Services for Children, Youth and Their Families	151.2	1,052.8	70,787.3	18.9	37,393.2	1,071.4	1,954.9	44.2	-	28,696.3	139,966.2
Correction	11.0	2,550.7	174,583.1	28.1	10,308.5	8,632.7	11,533.5	125.8	-	57,050.8 ³	262,262.5
Natural Resources and Environmental Control	468.8	325.2	27,140.9	6.8	3,359.2	1,652.0	812.0	21.9	-	2,465.0	35,457.8
Safety and Homeland Security	164.5	990.5	98,950.3	3.9	5,973.3	75.0	5,667.1	2,365.6	-	23,500.2 ⁴	136,535.4
Transportation	1,817.0	-	-	-	-	-	-	-	-	-	-
Labor	437.8	41.2	2,567.9	3.9	3,132.7	8.4	103.3	-	-	2,144.7	7,960.9
Agriculture	60.2	82.8	6,310.4	6.3	502.1	18.7	118.2	21.0	-	1,452.4	8,429.1
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	438.2	304.3	26.5	35.0	-	185.2	5,084.8
Delaware National Guard	80.0	29.0	2,957.3	7.0	343.7	726.7	140.0	3.0	-	312.2	4,489.9
Advisory Council for Exceptional Citizens	-	3.0	154.4	5.5	12.4	-	5.6	-	-	-	177.9
TOTAL - DEPARTMENTS	5,244.2	11,139.5	867,665.9	553.2	153,781.4	26,790.7	33,295.9	3,839.8	140,831.8	974,838.2	2,201,596.9
Higher Education	349.0	741.0	65,766.5	-	-	2,195.9	-	-	-	148,530.3 ⁵	216,492.7
Education	67.5	13,806.2	789,033.8	17.3	660.0	23,557.0	41.7	33.2	-	355,319.8 ⁶	1,168,662.8
TOTAL - EDUCATION	416.5	14,547.2	854,800.3	17.3	660.0	25,752.9	41.7	33.2	-	503,850.1	1,385,155.5
GRAND TOTAL	5,660.7	25,686.7	1,722,466.2	570.5	154,441.4	52,543.6	33,337.6	3,873.0	140,831.8	1,478,688.3	3,586,752.4

Explanation of Schedule A-2 "Other" Items:

¹ Contingency - Prior Years' Obligations	450.0	⁵ University of Delaware	112,535.4
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	18,724.6	Delaware Technical and Community College	3,368.3
Health Insurance - Retirees in Closed State Police Plan	3,804.0	Delaware Institute of Veterinary Medical Education	309.6
Housing Development Fund	4,070.0		
One-Time	1,491.7	⁶ Division II Units/All Other Costs	28,493.1
Agency Aide	372.9	Educator Accountability	2,400.0
Flexible Benefits Administration	128.1	Delmar Tuition	2,536.7
Other Grants	117.2	School Improvement Funds	2,500.0
Civil Indigent Services	600.0	Scholarships and Grants	3,142.8
Developmental Disabilities Population Contingency	1,365.0	Pupil Transportation	83,129.2
DE Small Business Development Center	133.7	Division III - Equalization	81,099.8
Two Year Nursing Expansion	2,209.4	Adult Education and Work Force Training Grant	8,826.8
Child Care Contingency	5,000.0	Academic Excellence Block Grant	34,170.3
State Rental Assistance Program	3,000.0	Prof. Accountability and Instructional Advancement Fund	3,671.0
		Unique Alternatives	6,872.0
² Medicaid and similar assistance programs	729,017.7	Related Services for the Handicapped	2,870.7
		Student Discipline Program	5,335.2
³ Medical Services	46,292.6	DCAS	6,050.1
Drug and Alcohol Treatment Services	8,902.3	Early Childhood Assistance	5,727.8
		Full Day Kindergarten	19,531.1
⁴ Pension - 20-year State Police Retirees	23,064.0	General Contingency	7,948.3
		SEED Scholarship	4,594.0

**Statement of Recommended Positions and General Fund Budget Act Appropriations
by Department and Major Categories of Expenditure
Fiscal Year Ending June 30, 2014**

Department	Special Fund Positions	General Fund Positions	Major Categories of Expenditure							Total Apprs.	
			Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service		Other
Legislative	-	83.0	11,634.4	120.4	1,528.9	-	280.9	77.0	-	1,651.2	15,292.8
Judicial	117.8	1,118.5	84,082.2	207.4	4,005.0	120.7	981.3	301.7	-	4,186.7	93,885.0
Executive	220.8	314.0	65,227.0	36.0	15,766.0	5,981.2	1,559.9	60.3	-	48,381.2	137,011.6
Technology and Information	28.5	214.5	23,255.0	18.4	1,506.4	652.6	190.5	10.3	-	13,102.0	38,735.2
Other Elective	98.5	38.5	3,651.9	2.4	836.4	-	18.6	11.9	165,685.4	566.8	170,773.4
Legal	113.7	438.3	45,529.3	13.5	4,024.9	55.8	122.2	84.8	-	4,454.8	54,285.3
State	364.0	244.0	16,272.2	36.2	1,970.3	919.0	1,014.1	124.0	-	4,372.0	24,707.8
Finance	154.5	147.5	13,066.1	9.0	1,498.0	8.4	110.4	96.2	-	1,629.3	16,417.4
Health and Social Services	940.4	3,359.5	202,686.4	13.3	63,753.0	6,456.1	8,641.2	437.3	-	812,786.7	1,094,774.0
Services for Children, Youth and Their Families	151.2	1,052.8	72,919.4	18.9	36,606.7	1,093.0	1,964.9	44.2	-	38,013.3	150,660.4
Correction	11.0	2,550.7	180,010.1	28.1	10,384.3	8,632.7	11,689.0	125.8	-	56,423.9	267,293.9
Natural Resources and Environmental Control	468.8	325.2	27,741.2	6.8	3,500.9	1,652.0	851.0	21.9	-	2,465.0	36,238.8
Safety and Homeland Security	162.8	998.2	107,242.6	3.9	6,473.3	75.0	5,702.9	227.7	-	25,407.2	145,132.6
Transportation	1,815.0	-	-	-	-	-	-	-	-	-	-
Labor	437.8	41.2	2,613.0	3.9	3,398.7	18.4	113.3	-	-	2,144.7	8,292.0
Agriculture	60.2	81.8	6,346.8	6.3	502.1	18.7	118.2	21.0	-	1,452.4	8,465.5
Elections	-	42.0	3,195.7	9.2	634.3	44.3	33.3	2.8	-	389.1	4,308.7
Fire Prevention Commission	27.7	47.3	4,187.9	14.5	513.2	279.3	26.5	35.0	-	185.2	5,241.6
Delaware National Guard	80.0	29.0	3,020.3	10.0	457.7	726.7	140.0	-	-	312.2	4,666.9
Advisory Council for Exceptional Citizens	-	3.0	171.3	5.5	12.4	-	5.6	-	-	-	194.8
TOTAL - DEPARTMENTS	5,252.7	11,129.0	872,852.8	563.7	157,372.5	26,733.9	33,563.8	1,681.9	165,685.4	1,017,923.7	2,276,377.7
Higher Education	326.0	777.0	70,815.6	-	392.8	2,195.9	-	-	-	152,268.7	225,673.0
Education	68.5	13,916.2	823,691.4	17.3	660.0	23,889.7	41.7	33.2	-	361,613.2	1,209,946.5
TOTAL - EDUCATION	394.5	14,693.2	894,507.0	17.3	1,052.8	26,085.6	41.7	33.2	-	513,881.9	1,435,619.5
GRAND TOTAL	5,647.2	25,822.2	1,767,359.8	581.0	158,425.3	52,819.5	33,605.5	1,715.1	165,685.4	1,531,805.6	3,711,997.2

Explanation of Schedule A-3 "Other" Items:

¹ Contingency - Prior Years' Obligations	450.0	⁵ University of Delaware	115,321.9
Contingency - Self Insurance	6,250.0	Delaware Geological Survey	1,778.4
Contingency - Legal Fees	3,071.0	Delaware State University	31,507.5
Elder Tax Relief	18,724.6	Delaware Technical and Community College	3,761.1
DE Small Business Development Center	133.7	Delaware Institute of Veterinary Medical Education	292.6
Health Insurance - Retirees in Closed State Police Plan	3,804.0		
Housing Development Fund	4,070.0	⁶ Division II Units/All Other Costs	28,896.8
Child Care Contingency	5,000.0	Educator Accountability	2,400.0
Agency Aide	372.9	Delmar Tuition	2,536.7
Technology	1,000.0	School Improvement Funds	2,500.0
Other Grants	117.2	Scholarships and Grants	3,142.8
Civil Indigent Services	600.0	Pupil Transportation	85,399.1
Developmental Disabilities Population Contingency	1,365.0	Division III - Equalization	82,211.8
State Rental Assistance Program	3,000.0	Adult Education and Work Force Training Grant	8,849.5
		Academic Excellence Block Grant	34,258.2
² Medicaid, TANF and similar assistance programs	765,840.1	Prof. Accountability and Instructional Advancement Fund	3,671.0
		Unique Alternatives	6,872.0
³ Medical Services	48,212.1	Related Services for the Handicapped	2,870.7
Drug and Alcohol Treatment Services	6,605.4	Student Discipline Program	5,335.2
		DCAS	6,050.1
⁴ Pension - 20-year State Police Retirees	23,064.0	Early Childhood Assistance	6,149.3
		Full Day Kindergarten	21,529.9
		General Contingency	7,905.2
		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, 2012 and 2011

	General Fund Actual 2012	General Fund Actual 2011	Special Fund Actual 2012	Special Fund Actual 2011	Total Funds Actual 2012	Total Funds Actual 2011
REVENUES						
Taxes	3,125,146.0	3,253,861.2	879,361.2	775,258.4	4,004,507.2	4,029,119.6
Licenses	12,272.1	17,447.2	6,660.9	8,303.8	18,933.0	25,751.0
Fees	126,699.5	124,566.5	458,459.1	449,389.9	585,158.6	573,956.4
Permits	134.3	0.8	2,581.2	2,456.1	2,715.5	2,456.9
Fines	5,698.1	4,183.6	12,891.1	9,523.3	18,589.2	13,706.9
Rentals and Sales	334,319.7	357,561.3	95,810.4	92,609.7	430,130.1	450,171.0
Federal Grants	-	-	1,791,868.2	1,890,137.2	1,791,868.2	1,890,137.2
Government Contributions	-	92.0	599,558.4	551,525.1	599,558.4	551,617.1
Earnings and Interest	10,647.6	8,867.6	-	11,185.2	10,647.6	20,052.8
State Government/Department Revenues	8,936.8	56,652.1	1,043,258.8	908,918.9	1,052,195.6	965,571.0
TOTAL REVENUES	3,623,854.0	3,823,232.2	4,890,449.3	4,699,307.6	8,514,303.4	8,522,539.9
LESS: Revenue Refunds	(264,557.1)	(291,815.5)	-	-	(264,557.1)	(291,815.5)
NET REVENUES	3,359,296.9	3,531,416.7	4,890,449.3	4,699,307.6	8,249,746.3	8,230,724.4
EXPENDITURES						
Legislative	13,149.0	12,047.6	-	-	13,149.0	12,047.6
Judicial	95,255.9	90,445.4	42,755.6	19,650.5	138,011.5	110,095.9
Executive	144,678.1	124,161.1	1,070,930.4	989,235.6	1,215,608.5	1,113,396.7
Technology and Information	35,461.6	36,292.0	24,567.8	18,562.5	60,029.4	54,854.5
Other Elective	168,666.1	190,260.7	132,521.9	109,082.9	301,188.0	299,343.6
Legal	49,637.9	44,051.1	14,189.1	17,010.9	63,827.0	61,062.0
State	28,037.1	26,652.5	73,590.5	64,211.6	101,627.6	90,864.1
Finance	18,939.7	21,091.7	126,362.9	104,420.0	145,302.6	125,511.7
Health and Social Services	1,055,133.4	834,901.1	1,179,825.0	1,247,465.4	2,234,958.4	2,082,366.5
Services for Children, Youth and Their Families	134,493.2	120,677.7	40,841.2	41,985.4	175,334.4	162,663.1
Correction	262,307.0	245,402.4	6,926.7	7,033.1	269,233.7	252,435.5
Natural Resources and Environmental Control	41,765.6	42,584.6	127,096.4	174,444.5	168,862.0	217,029.1
Safety and Homeland Security	137,524.1	126,593.9	50,094.5	48,652.8	187,618.6	175,246.7
Transportation	-	14,000.0	793,747.7	688,478.4	793,747.7	702,478.4
Labor	7,238.9	6,521.5	86,651.7	72,196.3	93,890.6	78,717.8
Agriculture	7,861.3	8,623.0	77,281.6	81,748.2	85,142.9	90,371.2
Elections	4,324.8	6,123.8	2,846.3	1,898.3	7,171.1	8,022.1
Fire Prevention Commission	5,044.2	4,702.5	2,902.4	2,742.9	7,946.6	7,445.4
Delaware National Guard	4,209.6	3,754.6	12,915.1	19,876.9	17,124.7	23,631.5
Advisory Council for Exceptional Citizens	190.8	166.2	22.2	8.9	213.0	175.1
Higher Education	222,655.7	220,023.4	176,712.7	171,936.4	399,368.4	391,959.8
Education	1,155,824.4	1,091,672.6	1,042,262.6	968,506.1	2,198,087.0	2,060,178.7
TOTAL EXPENDITURES	3,592,398.4	3,270,749.5	5,085,044.0	4,849,147.6	8,677,442.4	8,119,897.1
Revenues over Expenditures	(233,101.5)	260,667.2	(194,594.7)	(149,840.0)	(427,696.1)	110,827.3
Cash Balance - Beginning of Period	797,772.0	537,104.8	1,398,761.7	1,277,664.9	2,196,533.7	1,814,769.7
PLUS: Bond Sale Proceeds	-	-	257,390.6	269,861.9	257,390.6	269,861.9
Net Change in Payroll Withholdings Payable	-	-	17,371.6	1,074.9	17,371.6	1,074.9
CASH BALANCE - END OF PERIOD	564,670.5	797,772.0	1,478,929.2	1,398,761.7	2,043,599.7	2,196,533.8

General Fund - Statement of Expenditures and Reversions
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2012

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures	Reversions
Legislative	10,782.7	134.7	1,964.7	-	178.3	33.6		55.0	13,149.0	554.7
Judicial	81,984.2	232.1	11,373.4	104.2	1,203.5	358.5			95,255.9	63.5
Executive	27,643.8	29.7	109,303.8	4,893.8	2,324.7	482.3			144,678.1	55,154.8
Technology and Information	22,245.7	18.4	12,491.5	484.6	216.1	5.3			35,461.6	22.2
Other Elective	2,860.2	2.1	21,545.0	-	22.5	11.3	144,225.0		168,666.1	7,472.9
Legal	43,442.3	101.5	5,689.8	48.2	160.2	195.9			49,637.9	25.1
State	18,731.8	114.8	6,668.4	848.0	1,541.0	133.1			28,037.1	724.1
Finance	11,429.9	10.6	7,319.8	10.5	104.2	64.7			18,939.7	706.4
Health and Social Services	207,457.8	24.0	832,215.6	5,298.9	9,378.3	764.5		(5.7)	1,055,133.4	3,681.5
Services for Children, Youth and Their Families	71,957.3	19.1	59,539.1	851.7	1,899.7	226.4			134,493.2	1,012.6
Correction	178,669.9	76.9	62,525.2	7,124.5	13,499.1	411.4			262,307.0	1,709.0
Natural Resources and Environmental Control	27,196.2	7.8	11,684.6	1,493.7	1,379.7	3.6			41,765.6	83.4
Safety and Homeland Security	120,618.4	6.1	7,119.3	131.4	5,528.2	4,120.7			137,524.1	300.9
Transportation	-	-	-	-	-	-			-	-
Labor	2,047.0	4.9	5,073.1	8.4	105.5	-			7,238.9	0.3
Agriculture	5,632.1	9.8	1,236.8	18.8	152.0	811.8			7,861.3	112.6
Elections	3,058.2	5.3	1,115.2	41.4	81.6	23.1			4,324.8	122.7
Fire Prevention Commission	4,073.5	14.5	529.6	229.3	65.1	132.2			5,044.2	136.7
Delaware National Guard	2,806.8	8.8	670.7	579.9	141.9	1.5			4,209.6	119.8
Advisory Council for Exceptional Citizens	169.5	4.2	10.4	-	6.7	-			190.8	0.4
TOTAL - DEPARTMENTS	842,807.3	825.3	1,158,076.0	22,167.3	37,988.3	7,779.9	144,225.0	49.3	2,213,918.3	72,003.6
Higher Education	98,215.8		121,451.8	2,195.9	107.0	685.2			222,655.7	12.5
Education	968,803.6	790.8	127,156.6	23,849.4	27,380.8	7,828.6		14.6	1,155,824.4	3,251.5
TOTAL - EDUCATION	1,067,019.4	790.8	248,608.4	26,045.3	27,487.8	8,513.8		14.6	1,378,480.1	3,264.0
GRAND TOTAL	1,909,826.7	1,616.1	1,406,684.4	48,212.6	65,476.1	16,293.7	144,225.0	63.9	3,592,398.4	75,267.6

Special Fund - Statement of Expenditures
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2012

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures
Judicial	7,377.9	114.7	5,135.7	-	585.2	767.5		28,774.6	42,755.6
Executive	516,945.3	122.0	359,828.6	432.0	5,116.6	9,329.3		179,156.6	1,070,930.4
Technology and Information	1,049.8	86.4	23,402.7	-	27.9	1.0			24,567.8
Other Elective	6,285.9	79.6	58,336.0	-	73.6	286.1	67,446.2	14.5	132,521.9
Legal	5,898.1	127.6	6,286.6	3.7	246.7	372.9		1,253.5	14,189.1
State	20,963.4	319.6	29,855.2	49.9	809.0	5,622.4		15,971.0	73,590.5
Finance	9,733.2	93.1	118,307.3	-	(2,033.0)	115.9		146.4	126,362.9
Health and Social Services	58,042.6	363.6	1,093,326.4	829.8	25,442.5	1,798.8		21.3	1,179,825.0
Services for Children, Youth and Their Families	13,473.3	71.4	26,427.7	23.7	753.4	91.7			40,841.2
Correction	1,050.2	31.3	1,941.8	12.5	3,596.3	294.6			6,926.7
Natural Resources and Environmental Control	32,010.3	268.7	79,631.3	77.4	6,919.3	8,047.1		142.3	127,096.4
Safety and Homeland Security	18,294.3	306.6	22,978.2	40.2	3,022.9	3,380.9		2,071.4	50,094.5
Transportation	111,910.4	159.0	287,310.8	4,387.1	19,470.9	243,904.7	122,666.6	3,938.2	793,747.7
Labor	26,200.5	153.1	57,155.1	19.7	1,368.0	523.3		1,232.0	86,651.7
Agriculture	4,820.3	82.2	53,850.7	6.2	369.0	17,899.6		253.6	77,281.6
Elections	162.7	32.4	2,109.9	13.9	60.2	467.2			2,846.3
Fire Prevention Commission	1,850.0	16.9	438.3	-	537.4	54.2		5.6	2,902.4
Delaware National Guard	5,590.7	37.2	4,214.6	774.0	454.4	1,799.3		44.9	12,915.1
Advisory Council for Exceptional Citizens	-	1.9	17.6	-	2.7	-			22.2
TOTAL - DEPARTMENTS	841,658.9	2,467.3	2,230,554.5	6,670.1	66,823.0	294,756.5	190,112.8	233,025.9	3,866,069.0
Higher Education	79,191.6	693.6	75,457.8	2,428.5	7,266.1	9,357.6		2,317.5	176,712.7
Education	486,826.0	2,342.7	300,173.1	5,597.1	84,882.9	99,649.9	62,729.7	61.2	1,042,262.6
TOTAL - EDUCATION	566,017.6	3,036.3	375,630.9	8,025.6	92,149.0	109,007.5	62,729.7	2,378.7	1,218,975.3
GRAND TOTAL	1,407,676.5	5,503.6	2,606,185.5	14,695.7	158,972.0	403,764.0	252,842.5	235,404.6	5,085,044.0

Capital Improvement Fund Expenditures
Summarized by Department, Higher Education and Department of Education
Fiscal Year Ended June 30, 2012

		Expenditures
DEPARTMENTS		
Executive	\$ 27,457.6	
Other Elective	7.7	
State	6,347.0	
Finance	132.7	
Health and Social Services	2,328.9	
Services Children, Youth and Their Families	1,161.4	
Natural Resources and Environmental Control	753.7	
Transportation	226,994.6	
Fire Prevention Commission	7.5	
National Guard	3.9	
	<u> </u>	
TOTAL - DEPARTMENTS		<u>265,195.0</u>
HIGHER EDUCATION		
University of Delaware	3,889.2	
Delaware State University	2,985.6	
Delaware Technical and Community College	1,815.9	
	<u> </u>	
TOTAL - HIGHER EDUCATION		<u>8,690.7</u>
DEPARTMENT OF EDUCATION		
Caesar Rodney	16,967.0	
Capital	28,255.2	
Lake Forest	1,986.9	
Laurel	1,262.5	
Cape Henlopen	1,680.5	
Milford	4,016.1	
Seaford	4,395.3	
Smyrna	17,774.8	
Appoquinimink	31,298.7	
Brandywine	10,777.7	
Red Clay	111.3	
Christina	2,565.9	
Colonial	1,335.9	
Woodbridge	1,551.1	
Indian River	167.5	
Delmar	1.1	
New Castle County VoTech	8,700.4	
Polytech	2,070.6	
Sussex VoTech	3,253.4	
Wilmington Charter	1.4	
Campus Community	37.4	
Family Foundations	12.6	
	<u> </u>	
TOTAL - DEPARTMENT OF EDUCATION		<u>138,223.3</u>
TOTAL - CAPITAL IMPROVEMENT FUND EXPENDITURES		<u>\$ 412,109.0</u>

DEFINITION OF BUDGETARY TERMS

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

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

Appropriation Limits - The amount 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 (GF) 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 Limit** 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 GF and 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 GF 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 GF 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 GF 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 GF 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 revenues and expenditures. The council meets six times a year. Appropriation limits are determined based on DEFAC forecasts.

DEFINITION OF BUDGETARY TERMS

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 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 Equivalent) - 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 (GF) - 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 Committee on Capital Improvement (Bond Bill Committee) - A Capital Improvement 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 Committee on Capital Improvement 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.

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.

DEFINITION OF BUDGETARY TERMS

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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