

STATE OF
Delaware

FISCAL YEAR 2015



JANUARY 2014

*Governor's
Recommended
Budget*

VOLUME I

Jack A. Markell
GOVERNOR

PRESENTED TO
*The 147th
General Assembly*
SECOND SESSION





Governor Jack A. Markell

January 30, 2014

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 2015 Recommended Operating Budget and Bond and Capital Improvements Act for the State of Delaware.

The spending plan that I present today supports core state services and is in compliance with constitutional and statutory limitations of appropriations. This plan makes targeted investments to help bolster Delaware's economy, provide the highest quality education for our children, enhance the overall quality of life in our communities and support Delawareans in need.

I thank you for your consideration and look forward to working with the members of the 147th General Assembly to keep Delaware moving forward.

Sincerely,

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

Jack A. Markell
Governor

FISCAL YEAR 2015

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.

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FINANCIAL OVERVIEW

RECOMMENDED APPROPRIATIONS

The Governor's Fiscal Year 2015 Recommended General Fund Operating Budget is \$3,829.7 million. In addition, Governor Markell has set aside \$45.2 million for Grants-in-Aid and \$37.7 million in dedicated cash to the Bond and Capital Improvements Act. Total recommended Fiscal Year 2015 General Fund appropriations are \$3,912.6 million. Total appropriations represent 98.0 percent of projected net Fiscal Year 2015 revenue plus projected carryover funds, which is within the constitutionally mandated limitation on appropriations.

The Governor's Fiscal Year 2015 Recommended Bond and Capital Improvements Act totals \$460.9 million. Of this amount, \$253.5 million is recommended for state capital projects and \$207.4 million is recommended for transportation projects. Of the \$253.5 million supporting state projects, \$193.9 million is General Obligation Bond Authorization, \$37.7 million is General Fund cash and \$21.9 million is reprogramming.

Fiscal Year 2015 appropriations are based on Delaware Economic and Financial Advisory Council (DEFAC) revenue and expenditure estimates as of December 16, 2013. Governor Markell has recommended adjustments to these figures that will provide a net increase to the DEFAC revenue estimates of \$103.9 million in Fiscal Year 2015. These recommended adjustments are as follows:

- ◆ An increase of \$40.0 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;
- ◆ An increase of \$51.0 million by adjusting rates on the Franchise Tax and Limited Partnership/Limited Liability Company Tax; and
- ◆ A decrease of \$4.7 million by raising filing thresholds and simplifying quarterly filings for small businesses.

DEFAC GENERAL FUND REVENUE FORECASTS

DEFAC projected net General Fund revenue collections for Fiscal Year 2014 of \$3,729.8 million and \$3,774.8 million for Fiscal Year 2015. 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 6.60 percent. DEFAC estimates (after refunds) are \$1,172.5 million for Fiscal Year 2014 and \$1,224.4 million for Fiscal Year 2015.
- ◆ **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 \$788.9 million for Fiscal Year 2014 and \$792.4 million for Fiscal Year 2015.
- ◆ **Business and Occupational Gross Receipts Tax** - This tax is imposed on the gross receipts of most businesses with tax rates ranging from 0.0945 percent to 1.9914 percent, depending upon the category of the business activity. DEFAC estimates are \$232.0 million for Fiscal Year 2014 and \$236.6 million for Fiscal Year 2015.
- ◆ **Lottery** - This category includes video lottery operations, table games and sports betting, as well as traditional lottery sales. DEFAC estimates are \$224.1 million for Fiscal Year 2014 and \$224.8 million for Fiscal Year 2015.
- ◆ **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 \$193.4 million for Fiscal Year 2014 and \$155.6 million for Fiscal Year 2015.
- ◆ **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 \$102.7 million for Fiscal Year 2014 and \$109.5 million for Fiscal Year 2015.
- ◆ **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 \$514.0 million for Fiscal Year 2014 and \$514.0 million for Fiscal Year 2015.

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 \$63.0 million for Fiscal Year 2014 and \$61.0 million for Fiscal Year 2015.

GOVERNOR'S BUDGET OVERVIEW

The Governor's Fiscal Year 2015 Recommended Budget maintains core services provided to Delawareans in the areas of healthcare, public safety and quality of life. The Governor's proposed Fiscal Year 2015 Operating Budget totals \$3,829.7 million. This budget, in combination with the Recommended Bond and Capital Improvements Act of \$460.9 million and recommended set aside for Grants-in-Aid of \$45.2 million, is within the constitutionally mandated 98.0 percent limit on appropriations.

Job Creation, Retention and Economic Growth

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

- \$22.2 million for the Delaware Strategic Fund. The Delaware Strategic Fund represents the primary funding source used by the Delaware Economic Development Office to provide targeted financial assistance to businesses. Recent projects supported through the Delaware Strategic Fund resources include grants to companies such as Ashland, Incyte Corp., ILC Grayling and Mountaire Farms of Delaware Inc.
- \$10.0 million for a container crane and infrastructure improvements at the Diamond State Port Corporation.
- \$7.0 million for a statewide Urban Redevelopment initiative. This initiative will strengthen and enhance downtown areas by incentivizing rehabilitation and construction in designated Downtown Development Districts in amounts not to exceed 20 percent of the total project cost. In addition, up to \$1.0 million of this funding may be used for local downtown grants in amounts not to exceed \$150,000 per locality in a one year period.
- \$3.1 million for the Riverfront Development Corporation.
- \$3.0 million for the Delaware Cyber Initiative (DCI). This initiative will be a partnership between the State's higher education institutions, the private sector and the State to develop a workforce and research location targeting the area of cyber security. There is a significant need for trained cyber security graduates critical to large financial services and military employers important to the region. This funding will assist in the planning, design and start-up costs of DCI on the STAR campus.

- \$2.0 million to leverage Federal Research and Development Matching grants. This program will offer funding support to federally sponsored research grant proposals developed by Delaware State University, Delaware Technical and Community College and the University of Delaware.
- \$1.0 million for the Fraunhofer Center for Molecular Biotechnology (CMB) Vaccine Development. This 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 for the second year of a five-year commitment to the Center for Clinical and Translational Research (DE-CTR) initiative. DE-CTR will enable partner institutions (University of Delaware, Christiana Care and Nemours) to develop new methods to translate research discoveries to community health settings and will leverage \$20.0 million in funding from the National Institutes of Health.
- \$1.0 million in state match for the first-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.
- \$1.0 million to promote and support various forms of experiential learning as a workforce development tool. The Department of Labor may utilize public-private partnerships to provide hands-on training, certificate completion, mentoring and college credit in various occupational fields, such as mechanics and manufacturing.
- \$800,000 for the second year of a five-year commitment for the Experimental Program to Stimulate Competitive Research - Research Infrastructure Improvement (EPSCoR-RII) initiative. EPSCoR-RII provides infrastructure to support research and educational programs for Delaware's water and energy challenges and will leverage \$20.0 million in funding from the National Science Foundation.

Investing in Delaware's Schools and in Youth

The Governor's Recommended Operating Budget and Bond and Capital Improvements Act provide critical resources to the State's schools and teachers to address the educational needs of Delawareans.

GOVERNOR'S BUDGET OVERVIEW

- \$19.0 million to fully fund a projected growth of 220 units for school year 2014-2015.
- \$9.5 million to fund salary steps for school and Delaware Technical and Community College employees.
- \$5.6 million for a projected increase in expenditures for the Division III - Equalization and Academic Excellence appropriations.
- \$2.5 million for a projected increase in expenditures for Pupil Transportation.
- \$1.8 million for College and Career Readiness initiatives intended to provide opportunities and support for students during high school years that lead to increased college readiness and matriculation.
 - \$1.5 million for the College Access Challenge Grant. This funding will provide targeted support to high school students demonstrating college readiness by exploring career development, and in the process of applying to college, securing financial aid and enrolling in a two or four year college; and
 - \$300,000 for Dual Enrollment. This funding will create incentives for students to progress to college by providing opportunities to earn college credits before completion of their senior year of high school.
- \$1.7 million for Teacher and Leader Development initiative. This initiative is designed to increase the effectiveness of public education professionals by providing job embedded coaching for educators; providing data tools, system and supports to make data-driven resource decisions; and providing leadership development opportunities for principals to enhance their evaluation skills.
- \$1.2 million for the third year increase to education paraprofessional pay scales.
- \$250,000 to establish a Youth Rehabilitative Services (YRS) Re-Entry program. This intensive aftercare program will support the transition and reintegration of youth returning to the community from YRS facilities.
- \$250,000 for a predictive model, which will allow the Department of Children, Youth and Their Families to make better informed intervention and placement decisions.
- \$92.6 million for Public Education capital projects. Included is Minor Capital Improvements funding and funding for projects in the Laurel, Polytech, Red Clay, Capital, Cape Henlopen, Milford, Lake Forest, New

Castle County Vocational Technical, Smyrna and Indian River school districts.

- \$16.5 million for capital projects at Delaware State University, Delaware Technical and Community College and the University of Delaware.

Health and Self Sufficiency for Delawareans

- \$24.0 million for projected growth in the Medicaid program.
- \$5.6 million for placements in the Division of Developmental Disabilities Services comprised of:
 - \$1.8 million for special school graduates. This funding will support an estimated 175 additional special school graduates to be placed in community day programs and supported employment; and
 - \$3.8 million for Community and Residential placements. These funds will allow additional individuals with developmental disabilities to reside in a neighborhood group home, apartment or adult foster care.
- \$3.6 million for community based services for individuals with serious and persistent mental illness.
- \$2.0 million for Substance Use Disorder Services. Using national best practices, these funds will support enhanced assessment, monitoring and individualized treatment to those grappling with addiction.
- \$1.3 million for the Nurse Family Partnership program. This program is targeted at the children of low-income, first-time mothers and provides an intense series of home visits from registered nurses with specialized training in pre-natal and infant care.

Ensuring Public Safety

- \$3.0 million to complete funding for a new Delaware State Police Troop 3 in Camden.
- \$1.7 million for renovations to the Delaware National Guard's 198th Readiness Center in Newport.
- \$400,000 for School Facility Access Control.
- \$315,900 for the replacement of Delaware State Police ballistic-resistant and specialty vests.
- \$265,300 to establish a Firearms Investigation Unit in the Department of Safety and Homeland Security. This unit will provide in-depth investigations for illegal firearm transactions and develop a statewide enforcement and oversight strategy to curtail the number of illegal firearms.

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.

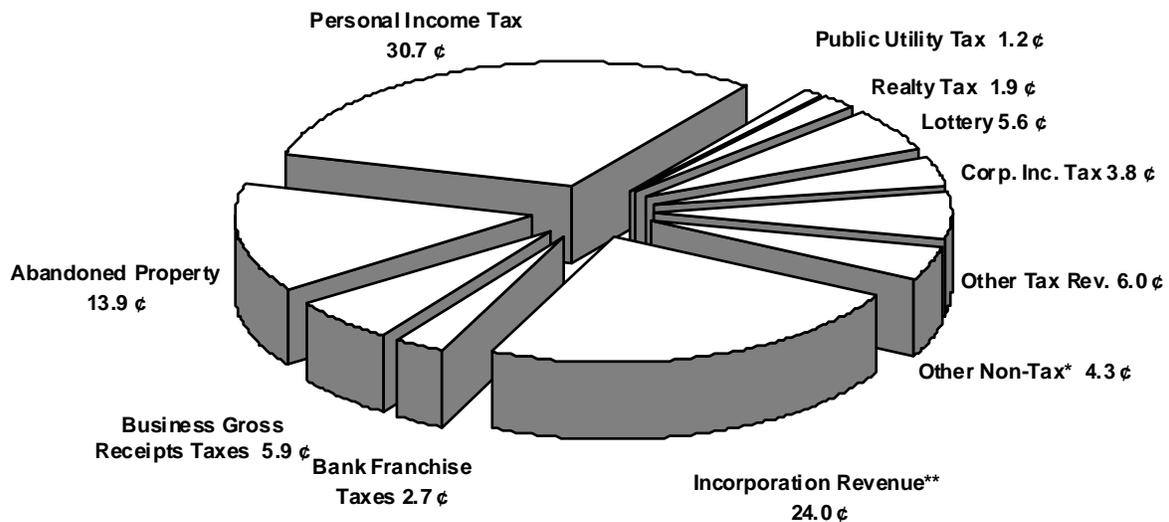
The subordinate organization *Mission, Key Objectives, Background and Accomplishments, Activities, Budget Chart, Personnel Chart and Performance Measures* provide the details necessary to understand the programs and services provided by the organization. Also included in Volume I are detailed statewide 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 2015

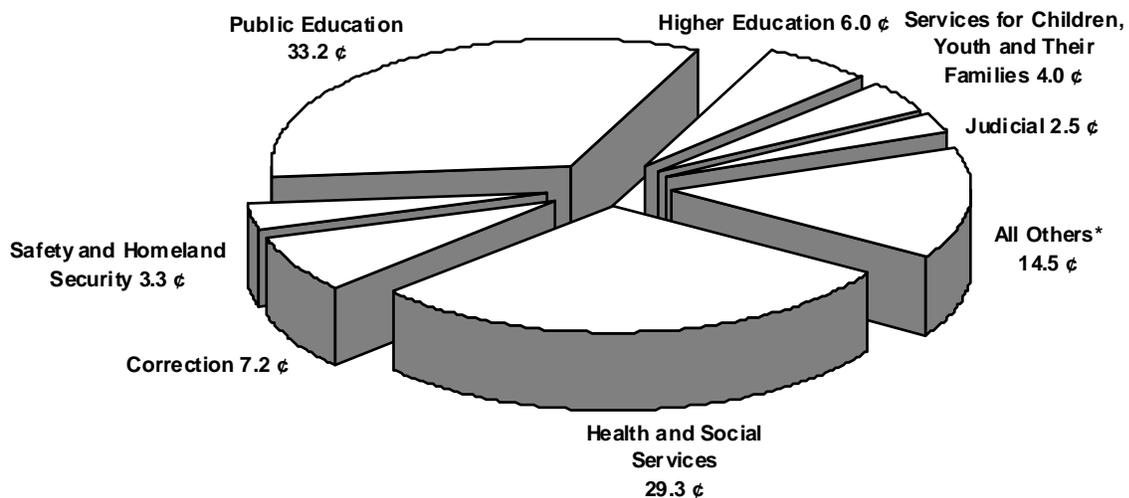
Sources of Funds (Net of Refunds)



* 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

(\$ Millions)

The Delaware Economic and Financial Advisory Council (DEFAC), at the December 16, 2013 meeting, adopted a Fiscal Year 2015 revenue estimate of \$3,774.8 million.

Revenue Categories	2013 Actual	2014 Forecast	2015 Forecast
Personal Income Taxes	\$ 1,318.9	\$ 1,372.7	\$ 1,434.4
Corporation Income Taxes	205.7	239.0	198.2
Franchise Taxes	605.6	608.6	602.5
Gross Receipts Tax	226.3	232.0	236.6
Hospital Board and Treatment Sales	59.7	47.5	47.9
Dividends and Interest	6.3	7.6	9.5
Public Utility Taxes	44.5	47.0	47.0
Cigarette Taxes	115.2	112.5	109.8
Estate Taxes	5.3	12.0	12.0
Realty Transfer Taxes	42.3	63.0	61.0
Insurance Taxes	53.9	54.3	56.6
Abandoned Property	566.5	514.0	514.0
Business Entity Fees	89.8	94.3	97.1
Bank Franchise Taxes	103.5	102.7	109.5
Lottery Sales	235.3	224.1	224.8
Limited Partnerships and Limited Liability Companies	179.9	190.3	199.9
Uniform Commercial Code	16.9	17.4	17.8
Other Revenue by Department	89.6	92.4	98.7
Total Receipts	\$ 3,965.2	\$ 4,031.4	\$ 4,077.3
LESS: Revenue Refunds	(235.4)	(301.6)	(302.5)
SUBTOTAL	\$ 3,729.8	\$ 3,729.8	\$ 3,774.8
PLUS: Abandoned Property			40.0
Realty Transfer Taxes			16.0
Public Utility Tax			1.6
Tax Policy			46.3
TOTAL			\$ 3,878.7

FINANCIAL SUMMARY

GENERAL FUND BUDGET BY DEPARTMENT BY FISCAL YEAR (\$ Thousands)

	<u>FISCAL YEAR 2014</u>	<u>FISCAL YEAR 2015 RECOMMENDED</u>
Legislative	\$ 15,701.3	\$ 15,800.7
Judicial	94,063.9	95,073.8
Executive	139,799.4 *	157,779.3 *
Technology and Information	38,611.0	38,867.7
Other Elective	162,373.4	179,407.0
Legal	54,366.5	55,180.3
State	24,817.9	24,986.5
Finance	15,117.4	15,227.1
Health and Social Services	1,089,592.7	1,122,076.9
Services for Children, Youth and Their Families	153,708.0	155,049.8
Correction	269,680.1	274,445.7
Natural Resources and Environmental Control	36,338.8	37,104.8
Safety and Homeland Security	146,376.6	125,822.8
Labor	9,303.0	10,080.2
Agriculture	8,336.8	8,399.2
Elections	4,315.2	4,349.3
Fire Prevention Commission	5,294.5	5,378.6
Delaware National Guard	4,793.9	4,864.2
Advisory Council for Exceptional Citizens	196.8	198.7
Higher Education	227,606.2	229,948.3
Education	1,217,757.5	1,269,669.1
 STATE TOTAL	 \$ <u>3,718,150.9</u>	 \$ <u>3,829,710.0</u>

*Fiscal Year 2014 and Fiscal Year 2015 Recommended include Contingencies and One-Time Items to be allocated to other departments.

FINANCIAL CHARTS

FISCAL OVERVIEW

(\$ Millions)

	Fiscal Year 2013 Actual	Fiscal Year 2014 Estimated	Fiscal Year 2015 Estimated
Revenue	\$ 3,729.8	\$ 3,729.8	\$ 3,878.7
Appropriations			
Budget	3,586.8	3,718.1	3,829.7
Grants	44.2	44.8	45.2
Supplementals			
Enacted	53.4	60.9	
Estimated			37.7
Total Appropriations	3,684.4	3,823.8	3,912.6
Continuing and Encumbered			
Appropriations (prior year)	301.1	276.5	255.7
Total	3,985.5	4,100.2*	4,168.3
Less: Continuing and Encumbered Appropriations (current year)	(276.5)	(255.7)	(200.0)
Reversions	(50.5)	(50.0)	(10.0)
Total Ordinary Expenditures	3,658.5	3,794.5*	3,958.3
Balances			
Operating Balance	71.2*	(64.7)	(79.6)
Prior Year Cash Balance	564.6	635.8	571.1
Cumulative Cash Balance	635.8	571.1	491.5
Less: Continuing and Encumbered Appropriations (current year)	(276.5)	(255.7)	(200.0)
Reserve	(198.9)	(201.7)	(209.1)
Unencumbered Cash Balance	160.4	113.7	82.4
Appropriation Limit			
Cumulative Cash Balance (prior year)	564.6	635.8	571.1
Less: Continuing and Encumbered Appropriations (prior year)	(301.1)	(276.5)	(255.7)
Reserve (prior year)	(186.4)	(198.9)	(201.7)
Unencumbered Cash Balance	77.1	160.4	113.7
+Net Fiscal Year Revenue	3,729.8	3,729.8	3,878.7
Total (100% Limit)	3,806.9	3,890.2	3,992.4
X 98% Limit	0.98	0.98	0.98
APPROPRIATION LIMIT	\$ 3,730.8	\$ 3,812.4	\$ 3,912.6

Figures represent DEFAC revenue and expenditure estimates as of the December 16, 2013 meeting, plus Governor's Recommended Revenue Adjustments.

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

FINANCIAL CHARTS

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

Source	Enacted Fiscal Year 2013	Enacted Fiscal Year 2014	Governor's Recommended Fiscal Year 2015
STATE CAPITAL PROJECTS			
General Obligation Bonds	\$ 184,485.0	\$ 187,025.0	\$ 193,935.0
Reversions and Reprogramming	17,963.9	32,417.7	21,910.7
General Fund	53,426.1	58,331.0	37,649.5
Subtotal (Non-Transportation):	\$ 255,875.0	\$ 277,773.7	\$ 253,495.2
TRANSPORTATION PROJECTS			
Transportation Trust Fund	\$ 173,496.6	\$ 160,920.9	\$ 207,397.5
Transportation Trust Fund - Reauthorization	-	35,848.1	-
General Fund	-	2,550.0	-
Subtotal (Transportation):	\$ 173,496.6	\$ 199,319.0	\$ 207,397.5
GRAND TOTAL:	\$ 429,371.6	\$ 477,092.7	\$ 460,892.7

**LEGISLATIVE
01-00-00**

Legislative

**General Assembly
- House**

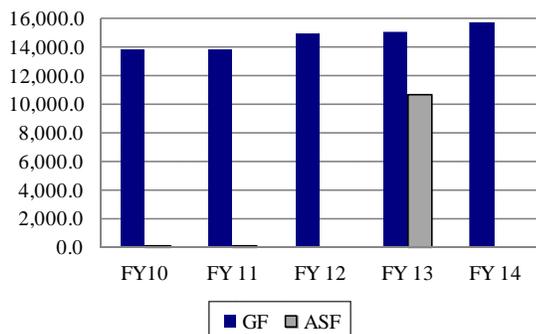
**General Assembly
- Senate**

**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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	13,286.4	15,701.3	15,800.7
ASF	--	--	--
TOTAL	13,286.4	15,701.3	15,800.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	83.0	87.0	87.0
ASF	--	--	--
NSF	--	--	--
TOTAL	83.0	87.0	87.0

**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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	5,713.3	6,441.1	6,489.3
ASF	--	--	--
TOTAL	5,713.3	6,441.1	6,489.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,820.6	4,214.2	4,244.3
ASF	--	--	--
TOTAL	3,820.6	4,214.2	4,244.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	20.0	24.0	25.0
ASF	--	--	--
NSF	--	--	--
TOTAL	20.0	24.0	25.0

**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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	692.7	771.4	771.4
ASF	--	--	--
TOTAL	692.7	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of requests for legislative information	35,605	30,000	30,000
# of bills and other publications mailed	25,331	28,000	28,000
% of requests responded to on same day	100	100	100

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,109.9	1,851.2	1,860.3
ASF	--	--	--
TOTAL	1,109.9	1,851.2	1,860.3

**LEGISLATIVE
01-00-00**

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,839.5	2,205.5	2,217.5
ASF	--	--	--
TOTAL	1,839.5	2,205.5	2,217.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	14.0	14.0	13.0
ASF	--	--	--
NSF	--	--	--
TOTAL	14.0	14.0	13.0

***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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	75.9	172.4	172.4
ASF	--	--	--
TOTAL	75.9	172.4	172.4

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

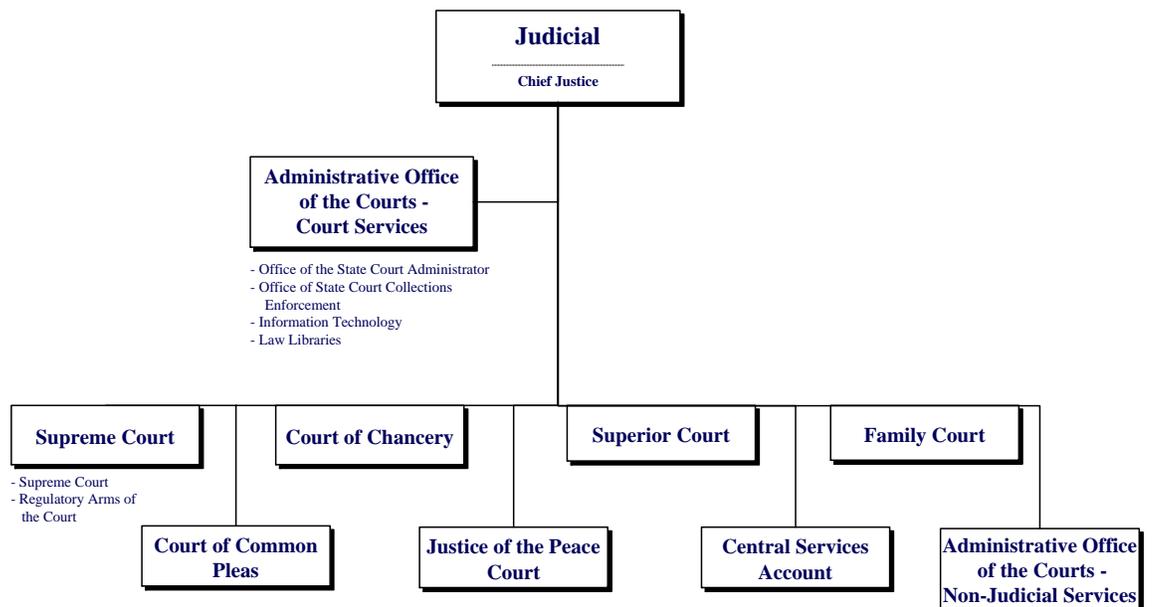
The Commission on Uniform State Laws complies with the statutory mandates of law. The commission, consisting of five members, acts in concert with similar commissions of other states. The commission considers and drafts uniform or model laws and devises and recommends courses of action.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	34.5	45.5	45.5
ASF	--	--	--
TOTAL	34.5	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 Stillbirth 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

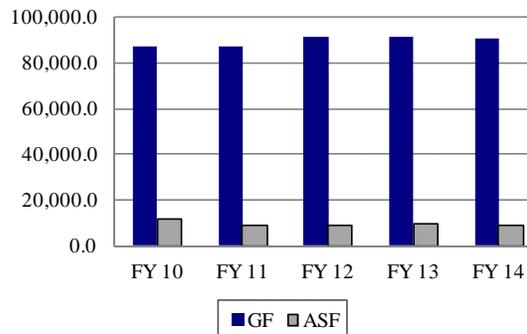
- Dispose of cases within time standards set by the Chief Justice.
- Enhance safety and security of courthouses.
- Develop technology solutions to support business needs.
- Develop additional alternative dispute mechanisms.
- Develop and expand existing problem-solving courts.
- Develop transnational practices.

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.

Five-Year Appropriation History



JUDICIAL 02-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	90,580.4	94,063.9	95,073.8
ASF	9,101.8	11,774.2	10,318.5
TOTAL	99,682.2	105,838.1	105,392.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,118.5	1,121.5	1,120.5
ASF	104.5	112.5	113.5
NSF	13.3	13.3	13.3
TOTAL	1,236.3	1,247.3	1,247.3

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 2015, 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 was 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 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 on Professional Responsibility, 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 28.1 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,395.9	3,411.1	3,368.8
ASF	44.3	151.5	151.1
TOTAL	3,440.2	3,562.6	3,519.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	27.0	28.0	27.0
ASF	--	--	--
NSF	11.3	11.3	11.3
TOTAL	38.3	39.3	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of filings	661	685	715
# of dispositions	712	720	725
Average # of days from under advisement to final decision:			
criminal	31.2	31.0	30.0
civil	25.1	25.0	24.0
Average # of days from initial filing to final decision:			
criminal	171.5	170.0	169.0
civil	133.5	132.0	131.0
% of cases disposed of within:			
30 days of the date of submission	69.9	70.0	72.0
90 days of the date of submission	98.3	99.4	99.5
290 days of the date of filing of the notice of appeal	87.8	88.0	89.0
One year of filing of the notice of appeal	92.8	93.0	94.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of new matters filed	318	325	340
# of matters disposed	224	240	250
# of cases pending or stayed	98	99	100
# of private admonitions with or without probation	11	15	17
# of public reprimands with or without probation	0	1	2
# of suspensions and interim suspensions	11	10	10
# of disbarments	1	2	2
# of reinstatements	0	1	1

Lawyers' Fund for Client Protection

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of claims:			
paid	2	3	3
denied or withdrawn	5	5	5
pending	3	2	2
\$ amount of claims:			
made	155,662	200,000	225,000
paid	1,717	2,500	3,000
pending	17,180	25,000	30,000

Board of Bar Examiners

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of applications processed	212	215	220
# of applicants passing Bar exam	152	155	158

Commission on Continuing Legal Education

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of transcripts processed	5,250	5,350	5,450
# of programs evaluated	5,717	5,800	5,900
\$ amount of fines and sponsor fees paid	99,400	100,000	105,000

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 regarding 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.

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, 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,239.5	3,164.5	3,196.7
ASF	1,827.8	2,203.6	2,104.2
TOTAL	5,067.3	5,368.1	5,300.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	28.5	28.5	28.5
ASF	22.5	21.5	20.5
NSF	2.0	2.0	2.0
TOTAL	53.0	52.0	51.0

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.
- Review fiduciary accountings of guardianship and trust estates.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of decisions rendered within 90 days after readiness for adjudication	97.4	95.5	95.5
# of matters filed	4,155	4,196	4,217

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, Re-entry Court and Veterans Court.

The Mortgage Foreclosure Mediation program and Operation Rightful Owner initiative 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 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.

JUDICIAL 02-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	23,427.1	24,791.6	25,034.2
ASF	--	115.0	91.6
TOTAL	23,427.1	24,906.6	25,125.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	306.5	306.5	306.5
ASF	--	--	--
NSF	--	--	--
TOTAL	306.5	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Criminal case filings:			
New Castle	4,411	4,508	4,660
Kent	1,760	1,800	1,825
Sussex	2,500	2,750	2,900
Civil case filings:			
New Castle	8,737	8,938	9,180
Kent	1,378	1,460	1,500
Sussex	1,611	1,700	1,780
Criminal case dispositions:			
New Castle	4,124	4,300	4,390
Kent	1,714	1,890	1,950
Sussex	2,125	2,155	2,179
Civil case dispositions:			
New Castle	8,438	8,889	9,000
Kent	1,348	1,402	1,485
Sussex	857	900	960
Criminal cases pending:			
New Castle	1,126	1,175	1,207
Kent	411	489	503
Sussex	501	530	550
Civil cases pending:			
New Castle	6,980	7,200	7,389
Kent	1,303	1,328	1,360
Sussex	827	838	840

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 2013, the Court of Common Pleas realized a 2 percent increase in its reported criminal caseload; however, the court has developed the capability of more accurate criminal statistic gathering than was available in prior years. This eliminates the probability of the underreporting of statistics, which may have occurred in years prior.

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 7,256 participants since the program's inception in 1998. In Fiscal Year 2013, 403 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 11,396 cases for mediation, with a success rate of nearly 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 both civil and criminal cases. More than 1,139 referrals were made in Fiscal Year 2013.

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. In Fiscal Year 2012, the court received a federal grant to provide for the expansion of Mental Health Court to Kent and Sussex Counties. In Fiscal Year 2013, approximately 120 defendants entered Mental Health Court statewide.

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.

The Trauma Informed Probation (TIP) calendar, now in its second year, is a problem-solving 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 TIP participants and to reduce recidivism rates. In Fiscal Year 2013, 24 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	9,468.3	9,947.9	10,089.1
ASF	266.4	350.1	430.5
TOTAL	9,734.7	10,298.0	10,519.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	130.0	130.0	130.0
ASF	4.0	4.0	6.0
NSF	--	--	--
TOTAL	134.0	134.0	136.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of misdemeanor filings	112,004	117,604	123,484
# of felony filings	9,398	9,868	10,361
\$ amount collected (thousands)	6,785.1	7,104.7	7,424.0

Criminal Misdemeanor Filings

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	55,015	57,765	60,653
Kent	29,307	30,773	32,312
Sussex	27,682	29,066	30,519

JUDICIAL 02-00-00

Civil Case Filings

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	4,005	4,205	4,415
Kent	1,234	1,296	1,361
Sussex	1,172	1,361	1,429

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

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Traffic	10	10	10
Non-jury	10	10	10
DUI	16	16	16
Domestic violence	8	8	8
Drug	9	9	9
Jury trial	16	16	16

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

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Non-jury	4	4	4
Jury trial	6	6	6
Drug diversion	2	2	2

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

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Non-jury	6	6	6
Jury trial	5	5	5
Drug diversion	1	1	1

FAMILY COURT 02-08-00

MISSION

To provide equal access to justice for the families and children under Family Court's jurisdiction in a manner that is fair and efficient and that maintains the public's trust and confidence in an independent and accountable Judiciary.

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 with an emphasis on those who elect to represent themselves.
- Increase the effectiveness of calendaring and continuance practices.

BACKGROUND AND ACCOMPLISHMENTS

Family Court was created by Article IV, Section 1 of the Delaware Constitution. 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 court in 1971.

Family Court is a unified statewide court with facilities in New Castle, Kent and Sussex Counties. The court consists of a Chief Judge, 16 judges and 16 commissioners, each of whom is appointed by the Governor and confirmed by the Senate.

Family Court has both criminal and civil jurisdiction and disposes of adult misdemeanor crimes against a child; intra-family misdemeanor crimes; juvenile delinquency matters; child neglect, abuse and dependency matters; child and spousal support matters; paternity determinations; 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; child abuse substantiation matters; and other legal matters involving the family unit. Family Court judges review the decisions of Family Court commissioners upon the filing of a timely request. Family Court decisions are appealed directly to the Supreme Court with the exception of adult criminal cases, which are appealed to the Superior Court.

JUDICIAL

02-00-00

Family Court requires court mediation in a number of its case filing types facilitated by court-employed mediators in recognition of the importance of empowering individuals to make decisions regarding their families in a non-adversarial setting. In Fiscal Year 2013, 13,800 matters were scheduled for mediation statewide.

Arbitration is available for eligible first-time juvenile offenders. Arbitration allows eligible juveniles that accept responsibility for their conduct and who comply with specific conditions to have their charges dismissed.

Family Court has several specialty courts designed to meet the needs of the populations they serve effectively. These specialty courts include Gun Court, Juvenile Drug Court and Mental Health Diversion Court.

Family Court administers the Court Appointed Special Advocate program to recruit, train and assign volunteers to represent the best interests of children in the child welfare system.

Family Court provides services to self-represented litigants in its resource centers and through its website.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	19,732.2	20,581.2	20,946.4
ASF	4,597.5	6,235.1	5,165.1
TOTAL	24,329.7	26,816.3	26,111.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	274.0	274.0	274.0
ASF	68.0	68.0	68.0
NSF	--	--	--
TOTAL	342.0	342.0	342.0

FAMILY COURT ***02-08-10***

ACTIVITIES

- Accept and decide criminal, delinquency and civil matters under Family Court's jurisdiction.
- Conduct alternative dispute resolution.
- Administer the Court Appointed Special Advocate program.
- Exercise powers of review on orders issued by Family Court commissioners.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of adult and juvenile criminal cases disposed of within 45 days of filing	43	90	90
% of adult and juvenile criminal cases disposed of within 90 days of filing	69	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	65	80	80
% of civil decisions rendered within 90 days of taking the matter under advisement	90	90	90
Average number of days from adjudication decision date to permanency decision date for proceedings involving dependent, neglected or abused children in the custody of the Department of Services for Children, Youth and Their Families (DSCYF)	336	290	290
Average number of days from ex-parte date to adjudicatory decision date	34	30	30

Adult Criminal Case Filings

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	2,863	2,920	2,978
Kent	749	764	779
Sussex	719	733	748

Juvenile Delinquency Case Filings

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	3,109	3,171	3,234
Kent	1,220	1,244	1,269
Sussex	1,193	1,217	1,241

Civil Case Filings by County

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	21,406	21,834	22,271
Kent	8,803	8,979	9,159
Sussex	10,302	10,508	10,718

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 the 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, with one court in each county 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.

JP Court is unique in that 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. During Fiscal Year 2013, the 147th General Assembly enacted House Bill 24, resulting in school districts being required to report on grades K-12 no later than the 20th unexcused absence. This legislation in conjunction with the Truancy Task Force, established by the Juvenile Justice Collaborative, assists JP Court to further improve intervention processes and extend available resources aimed at reducing the overall truancy rate.

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 nearly 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 people from their homes.

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 continue to consolidate and find more effective and efficient locations for JP Courts statewide.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	17,468.4	18,125.9	18,313.5
ASF	--	2,564.7	2,221.8
TOTAL	17,468.4	20,690.6	20,535.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	246.5	246.5	246.5
ASF	--	18.0	18.0
NSF	--	--	--
TOTAL	246.5	264.5	264.5

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of shifts per week with security coverage*	95	97	97
% of warrant applications statewide reviewed by JP Court	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 (by defendant)

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	59,403	59,997	61,197
Kent	27,569	27,845	28,402
Sussex	42,604	43,030	43,890
Voluntary Assessment Center (VAC)	141,867	143,285	146,151

Civil Case Filings

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New Castle	19,589	19,785	20,180
Kent	7,569	7,645	7,798
Sussex	6,823	6,891	7,029

**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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	2,332.4	44.1	44.1
TOTAL	2,332.4	44.1	44.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	10.0	--	--
NSF	--	--	--
TOTAL	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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	11,279.7	11,464.1	11,526.5
ASF	33.4	33.4	33.4
TOTAL	11,313.1	11,497.5	11,559.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

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.

JUDICIAL 02-00-00

Several accomplishments during the past fiscal year included:

- Facilitating the review and improvement of safety protocols as directed by the Chief Justice;
- Coordinating the efforts of problem-solving courts by facilitating community partnerships;
- Supporting the Supreme Court and Delaware Bar Association iCivics project;
- Analyzing the financial stability of the Victim's Compensation Assistance Program (VCAP);
- 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 language access services;
- Staffing the Racial Justice Improvement Project Task Force, which provided training on bias-free decision making; and
- Implementing the Victim Advocacy and Safety project, in an attempt to reduce recidivism by allowing victims the opportunity to address their problems.

ACTIVITIES

- Provide centralized services to New Castle County Courthouse, including safety and security planning and coordination, management of operations for the information desk, filing and payment center, Limited Legal Assistance program and mail room.
- Provide education and staff training services for the Judiciary.
- Administer the statewide Court Interpreter program.
- Conduct research and analysis related to all issues affecting the Judicial Branch.
- 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 and administrative assistance to Judicial Branch courts and committees.
- Provide staff support and administrative assistance to various courts and committees within the Judicial Branch.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of court events for which interpreter services were provided	3,354	4,025	4,830
# of pro bono attorney volunteers	41	12	62
# of pro bono attorney volunteer hours	88	100	110

OFFICE OF STATE COURT COLLECTIONS ENFORCEMENT 02-17-03

MISSION

To assist the Delaware Judiciary and the criminal justice community and enforce the collection of financial sanctions and court assessments as ordered by the Courts.

KEY OBJECTIVES

- Assist in the collection of court-ordered financial assessments, which include victim restitution, VCAP funds, Drug Education Fund, Delaware Criminal 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 courts' automated processes.
- 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, DOC receivables and the recently added Court of Common Pleas.

In an effort to provide efficient services to state residents, OSCCE continues to collaborate with all branches of government. OSCCE assists DOC with the collection of supervision and interstate compact fees, the Department of Elections with felony voting restoration rights and the

JUDICIAL 02-00-00

Division of Revenue with offsetting state tax refunds and lottery winnings against delinquent state receivables.

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

- Expanding the wage garnishment program to enforce the collection of outstanding Superior Court receivables; and
- Expanding the use of payment kiosks to increase payment accessibility to the public for Superior Court, JP Court, DOC fees and the Court of Common Pleas.

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of contacts made to administer accounts:			
face to face	3,911	4,000	4,200
verbal	9,269	10,000	11,000
written	60,569	55,000	55,000
\$ collected on behalf of:			
Superior Court	2,803,000	2,700,000	2,700,000
Family Court	64,000	50,000	50,000
JP Court	118,000	138,000	138,000
DOC	634,000	750,000	750,000

INFORMATION TECHNOLOGY 02-17-04

MISSION

The mission of the IT 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

Throughout Fiscal Year 2013, IT remained focused on addressing longstanding infrastructure and personnel needs.

Recent accomplishments include:

- Continued the Systems Stabilization initiative;
- 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.
- Develop and support applications to enhance the operations of the courts and agencies.
- Provide telephone and audiovisual installation and desktop support services.

JUDICIAL 02-00-00

- Manage, design and support local and wide-area network resources.
- Lead initiatives related to technology planning, use and effective implementation.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% cyber security training compliance	100	100	100
% customer satisfaction	84	90	90
% system availability	99.6	99.5	99.5

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 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 25,000 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. The Sussex County Law Library has implemented new procedures, 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,569.3	2,577.6	2,598.6
ASF	--	76.7	76.7
TOTAL	2,569.3	2,654.3	2,675.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	28.5	30.5	30.5
ASF	--	1.0	1.0
NSF	--	--	--
TOTAL	28.5	31.5	31.5

OFFICE OF THE PUBLIC GUARDIAN 02-18-01

MISSION

To provide quality, comprehensive and 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.
- Continue community education and outreach 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 OPG is appointed as guardian.
- Develop the Guardianship Monitoring program to assist the Court of Chancery in monitoring private guardianships in Delaware.

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.

ACTIVITIES

OPG is working collaboratively with other state agencies and entities to ensure that wards receive the best care and care transition. Due to the increasing complexity of property and financial issues, OPG is working to improve property and financial case management. In addition, OPG is working toward implementing the Guardianship Monitoring program to effectively educate, mentor and monitor private guardians.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of referrals received	123	150	150
# of referrals accepted for public guardianship	40	50	50
# of current guardianships	220	235	235

Legal Case Management

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of petitions/other OPG filed	225	250	250
# of reports filed	349	460	460
# of accountings prepared	50	65	65
# of inventories performed	13	20	20

Financial Case Management

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of individuals to whom OPG has been appointed guardian of property	74	80	80
# of checks written	1,725	1,750	1,750
# of bank accounts managed	106	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 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

JUDICIAL

02-00-00

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 2013, CPRB held 720 individual reviews on 608 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 34 YRS cases this year; three of the 34 offenders were female; 31 were male.

CPRB administers the Ivyane Davis Memorial Scholarship and 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 2013, 49 recipients received scholarships and grants with a value of \$147,500. Twenty-five students used their grants at two-year colleges, and 21 attended four-year colleges. Three are in other post-secondary programs.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of volunteer hours generated	3,040	2,888	2,744
# of volunteer training hours	300	285	271
# of children being served	608	578	549

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 2013, OCA received 568 appropriate referrals on children, made 261 attorney appointments and completed 41 case reviews to ensure the child welfare system was adequately protecting those children. Throughout Fiscal Year 2013, OCA represented a total of 761 children.

On June 30, 2013, 707 children were in the legal custody of DSCYF. OCA represented 364 of those children, the CASA program represented 333 children, and the remaining 10 were unrepresented on the last day of the fiscal year, although most secured representation shortly thereafter.

During Fiscal Year 2013, 359 volunteer attorneys represented children for OCA, with 36 new attorneys trained in four sessions. By the end of Fiscal Year 2013, OCA boasted a roster of 216 volunteer attorneys with at least five years experience representing children through OCA. Sixty-five 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of appropriate referrals	568	688	610
# of DSCYF children represented by OCA:			
New Castle	243	295	241
Kent	53	88	80
Sussex	68	80	81
# of DSCYF children unrepresented:			
New Castle	8	5	6
Kent	1	3	2
Sussex	1	5	3
# of children represented by OCA	761	803	778
# of volunteer attorneys	376	380	385
# of volunteer attorneys with over five years of OCA service	216	211	225

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.

JUDICIAL 02-00-00

- Provide the Governor, General Assembly and CPAC with recommendations to alleviate those practices or conditions that impact the mortality of children.
- Assist in facilitating appropriate action in response to recommendations.

BACKGROUND AND ACCOMPLISHMENTS

Delaware's child death review process was established by legislation on July 19, 1995, after a pilot project showed the effectiveness of such a review process for preventing future child deaths. 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 2013, 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 in New Castle County, Kent and Sussex Counties continue to meet monthly to review cases of any fetus over 20 weeks gestation or infant through one year of age. The Maternal Mortality Review (MMR) program was implemented in 2011 by statutory authority granted to the CDNDSC. The goal of MMR is to conduct in-depth, multidisciplinary reviews of pregnancy-related deaths and some pregnancy-associated deaths to make system recommendations to decrease maternal mortality.

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 2013 include:

- 46 deaths were reviewed by the child death panels;
- 15 initial cases were reviewed by the child abuse/neglect panel;
- 22 cases were final reviews of child abuse/neglect;
- 124 fetal and infant deaths were referred to CDNDSC;
- 54 cases were reviewed by FIMR case review teams;
- 26 maternal interviews were conducted with mothers who have had a fetal/infant loss;
- Two of the maternal interviews were conducted jointly with a spanish speaking interpreter; and

- Seven maternal deaths were reviewed by MMR.

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 and maternal mortality.
- Collect and analyze data related to child deaths, near-deaths and maternal deaths.
- Issue annual reports and expedited review reports on recommendations and data.
- Engage community partners for prevention programs, such as Cribs for Kids and the statewide hospital abusive head trauma education program.
- Collaborate with CPAC and the Delaware Healthy Mother Infant Consortium.
- Oversee the Delaware Cribs for Kids program.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of triage cases reviewed within the office	100	100	100
% of Cribs for Kids referrals receiving a crib and training	91	93	95
% of eligible FIMR cases reviewed by case review teams	89	91	100
% of FIMR cases with a completed maternal interview	43	45	50

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.

JUDICIAL 02-00-00

- Review and make recommendations to the Governor, the Secretary of the Department of Health and Social Services and the General Assembly concerning the quality assurance system and improvements to the overall quality of life and care of nursing home residents.
- Protect the privacy of nursing home residents.

BACKGROUND AND ACCOMPLISHMENTS

The 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of reviews performed	10	13	11
# of legislative recommendations made	2	3	2
# of long-term care facility visits	38	40	39
# of assisted living facility visits	21	20	20

**EXECUTIVE
10-00-00**

Executive

Office of the Governor

Office of Management and Budget

Delaware Economic Development Office

Criminal Justice

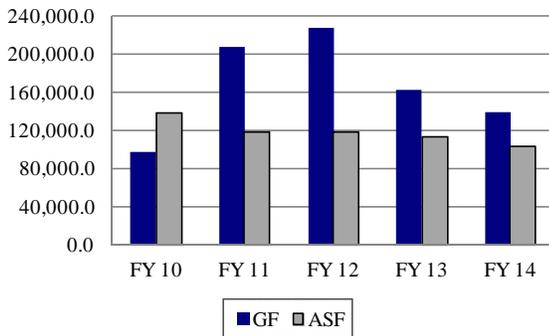
Delaware State Housing Authority

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

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

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

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	87,858.5	139,799.4	157,779.3
ASF	50,068.5	102,673.6	102,208.9
TOTAL	137,927.0	242,473.0	259,988.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	316.0	320.5	322.6
ASF	172.1	166.6	161.6
NSF	50.7	51.7	53.8
TOTAL	538.8	538.8	538.0

**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, legislative activity and other initiatives from the past year, which included a focus on:

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

- To responsibly reduce gross receipts taxes for employers, House Bill 53 lowered the gross receipt

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tax rate by 1 percent and made the manufacturing rate still lower.

- As part of the State's increased support to small businesses and entrepreneurs, the Delaware Economic Development Office (DEDO) has continued to increase access to funding via the State Small Business Credit Initiative, to help companies like Foxfire Printing and Packaging Inc. in Newark, which received a loan to assist in the purchase of a new equipment and, as a result, expects to hire an additional 38 workers by 2015. In addition, DEDO supported Start It Up Delaware, which offers access to shared resources and services to entrepreneurs, and expanded Project Pop Up to give five owners of Delaware businesses rent-free commercial space in a Delaware downtown for three months during the holiday season.
- The Fiscal Year 2014 capital budget continued to support the Strategic Fund, which helped several successful companies expand their business in Delaware in the past year, including: GE Aviation, which plans to invest \$27 million and add 70 jobs at its 110,000 square-foot facility in Newark; ILC Dover, which will bring 115 new jobs to Delaware by moving the manufacturing operations of its recently acquired subsidiary, Grayling Industries, to a new plant in Sussex County; and Allen Harim, which announced its intentions to employ an estimated 700 people and invest \$100 million as it expands investment in the United States through the acquisition of the former Pinnacle Foods (Vlasic) processing facility in Millsboro.
- Bloom Energy officially opened its high-tech manufacturing hub in Newark. The State has supported the innovative fuel cell company's first facility on the east coast, which is bringing jobs back to the former site of the Chrysler plant.
- The Fiscal Year 2014 budget made further investments in the Diamond State Port Corporation (Port), which reached major agreements in the past year that will support jobs and economic development. Dole Food Company, the Port's biggest customer, announced a 15 year deal to stay at the Port and Fresh Fruit Maroc signed its first long-term agreement with the Port (five years), which will result in a projected 30 percent increase in the volume of imports and jobs.
- More than 140 state regulations were simplified or deleted to make it easier to do business in Delaware, improve government efficiency and make state agency rules simpler to use and understand. The changes came as a result of a regulatory reform

process by 12 state agencies required by the Governor's Executive Order 36.

- To shield employers from costly federal tax penalties, House Bill 168 made balanced tax and benefit changes to the unemployment insurance system, enabling the Unemployment Insurance Trust Fund, which has built up a liability as a result of the recession, to pay off its loan balance by next year.
- As part of efforts to address the burden of increasing workers' compensation on businesses, House Bill 175 implemented recommendations from a task force supported by the Governor and led by Lieutenant Governor Matt Denn. The bill places tighter controls on workers' compensation medical costs, improves the State's workplace safety program and more effectively encourages injured individuals to return to work.
- Continuing the State's leadership in corporate law and opening up new opportunities for socially-conscious corporations in Delaware, the Governor signed Senate Bill 47 to support public benefit corporations. The law enables the formation of for-profit corporations managed not only for the pecuniary interests of stockholders, but also for the benefit of other persons, entities, communities or interests.

ENSURING THAT OUR EDUCATION SYSTEM LAYS THE FOUNDATION FOR OUR FUTURE

- Senate Bill 51 strengthened teacher preparation in the State, recognizing the opportunity to have more great teachers in the State's classrooms by requiring improvements in educator preparation programs at the State's colleges and universities. It raised the bar for admissions, ensured prospective educators will receive the training they need, including quality student teaching experiences and content-specific instruction, and required passage of rigorous exit assessments before an individual qualifies to teach Delaware's students.
- House Bill 90 streamlined School Choice, updating the process for the first time since 1998 to simplify it for families and help ensure students can attend a school of their choice. The bill standardizes application forms and deadlines across traditional, vocational technical, and charter schools. It also eliminates discrimination against choice students by requiring districts to use the same standards for choice students as they do for students in their attendance zone and limits the criteria a district may use to evaluate choice applications.

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- House Bill 165 brought long-needed reforms to the charter school framework by updating the law to hold charter schools accountable for their results, while supporting high-performing charter schools, particularly those serving high-needs students. The law raised the bar for starting a charter school, provided increased flexibility and support for high-performing charter schools and set consistent expectations with enforcement. It was the most significant update of charter laws since they were originally passed in 1995.
- To get youth off the streets and give them exposure to the arts, nature and physical activity, the Fiscal Year 2014 budget invested in after-school and summer programs for youth. Research shows these initiatives reduce drop-out rates, reduce depression, improve self-control and self-esteem and prevent risky behaviors, like drug and alcohol abuse.
- With the Governor having highlighted a “huge gap in our care” for adolescents' mental health needs, the Fiscal Year 2014 budget invested in an increase in the number of middle school behavioral health consultants from three to 30.
- To help ensure students and teachers have the resources they need to be at their best in the classroom, the Fiscal Year 2014 budget funded a Technology Block grant to upgrade equipment and included additional resources specifically for computers.
- Building on the State's investments in early learning and the suggestions of hundreds of stakeholders and experts, the Governor unveiled Delaware's Early Childhood Strategic Plan. The long-term strategy focuses on: a healthy start for all children, high-quality early childhood programs and professionals, an aligned and effective early learning system, birth through third grade and developing a sustainable system.
- To enhance support services that will better prepare youth in foster care for adulthood, the Ready by 21 bill, House Bill 163, formalized financial assistance for youth exiting foster care. Needs-based stipends may be used for housing, bills related to housing such as electric and insurance and transportation needs.

IMPROVING PUBLIC SAFETY, HEALTH AND QUALITY OF LIFE

- Closing a loophole in gun laws that gave convicted felons, persons committed to mental institutions and other “prohibited persons” easier access to firearms, House Bill 35 required background checks in connection with the sale or transfer of firearms through private sales. Background checks will be performed by licensed firearms dealers and dealers would be required to maintain records of such background checks in accordance with state and federal law.
- To make it easier for law enforcement to crack down on straw purchasers, people who buy a weapon to give to someone prohibited from having one, Senate Bill 16 required that gun owners report lost or stolen weapons to police. According to the Delaware Criminal Justice Information System, police have arrested more than 6,000 people in Delaware for illegal possession of a firearm since 2009. About half of the time the offenders acquire the weapon through straw purchasers.
- The Fiscal Year 2014 budget's support for law enforcement and crime prevention included resources to: accelerate the adoption of comprehensive school safety plans so that every school will have a plan in place within two years; add six new troopers to target the violent gangs and drug-trafficking organizations that are responsible for the majority of homicides in the City of Wilmington; and upgrade security at the New Castle County Courthouse and hire additional Capitol Police Officers.
- The Governor signed two laws to reduce illegal production of methamphetamine in Delaware by making it harder for criminals to gain access to the materials they need to make methamphetamine and giving police tools to crack down on its production.
- House Bill 28 makes it a Class C felony to operate a clandestine laboratory with the intent to unlawfully manufacture a controlled substance or other substance in violation of the Uniform Controlled Substances Act. A person convicted of operating such a lab would be responsible for associated cleanup costs at the site, recognizing that methamphetamine production endangers the people in the labs, neighbors and the environment because of the potentially explosive and toxic results.
- House Bill 130 requires that pharmacies and retailers selling pseudoephedrine products over the counter submit identifying information of the

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purchaser to the National Precursor Log Exchange system. It prohibits pharmacies and retailers from completing pseudoephedrine sales in the event that the National Precursor Log Exchange system generates a stop sale alert.

- To address the rising number of fatalities from drug overdoses, Senate Bill 116 grants criminal immunity to individuals who report an alcohol or drug overdose. The law provides that someone who seeks medical attention for an overdose or life threatening emergency, including for him or herself, will not be arrested or prosecuted for crimes detailed in the law. These offenses do not include the most serious felonies.
- To support the volunteer firefighters who serve Delaware's communities, House Bill 21 prevents an employer from firing or taking disciplinary action against an employee stemming from their volunteer responsibilities, and House Bill 22 prohibits employers from discriminating in the hiring or discharging of any person because of that person's membership in a volunteer emergency responder organization.
- Providing marriage equality, House Bill 75 legalized same-sex marriage in Delaware. Same-sex spouses in Delaware will enjoy the same benefits, rights and privileges enjoyed by heterosexual spouses.
- To address gender identity discrimination, Senate Bill 97 prohibits discrimination against a person on the basis of gender identity and provides for increased punishment of a person who intentionally selects the victim of a crime because of the victim's gender identity. Prior to its passage, it had been legal to fire someone, deny them housing, or throw them out of a restaurant simply because they are transgender.
- The budget supported continued improvement trails and pathways statewide. These types of investments yield more outdoor and recreational opportunities across Delaware, such as along the Mike Castle trail at the C & D Canal, a 16 mile long shared-use recreational trail offering safe, recreational opportunities such as hiking, cycling, bird watching or horseback riding. This year also saw the groundbreaking for the Gordon's Pond Trail in Cape Henlopen State Park in Lewes, a key link in a 15.5 mile loop through Lewes and Rehoboth and along the existing Junction and Breakwater Trail, one of Delaware's most used existing trails.
- House Bill 32 eliminates a 36-year-old monetary cap on liability for oil spills. It aligns Delaware with other states that have no liability limits and ensures

the owners and operators of oil vessels and facilities know they, not Delaware residents, will be held fully responsible for not taking necessary precautions.

- To make it easier for the State to take a comprehensive approach to keeping our drinking water safe and enhancing our wastewater and stormwater systems, Senate Bill 65 consolidates clean water responsibilities under one Water Infrastructure Advisory Council.

**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 on-going commitment towards this effort. For example, the operating budget only appropriates 98 percent of revenue, fully funds the Rainy Day Fund, adheres to the 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. Reigning in these costs is critical to our long-term fiscal health, so the Governor and the General Assembly worked together in 2011 with state employees and legislators to negotiate and pass a bipartisan bill (House Bill 81) to bring down future costs.
- Upon entering office Governor Markell worked to reduce costs for those leased facilities occupied by state agencies. Since 2010, the State has saved \$5.5 million through consolidation, relocation and renegotiation of existing leases.
- As part of Executive Order 18, Governor Markell established ambitious goals for the use of renewable energy in state government facilities. The State completed the third successful reverse auction for electricity supply in May 2013. Total additional savings for the State as a result of this three year contract while still meeting the Executive Order 18 goals will be \$2.4 million.

	FUNDING		
	FY 2013	FY 2014	FY 2015
	ACTUAL	BUDGET	GOV. REC.
GF	2,886.9	2,902.3	2,924.1
ASF	--	--	--
TOTAL	2,886.9	2,902.3	2,924.1

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POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	25.0	26.0	26.0
ASF	--	--	--
NSF	--	--	--
TOTAL	25.0	26.0	26.0

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.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of constituent inquiries responded to within 30 days	100	100	100

**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.
- Provide an organizational environment that builds and recognizes performance excellence through diversity, trust, cooperation, innovation, empowerment, learning and employee recognition.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	70,720.7	123,425.1	141,332.0
ASF	28,834.7	76,245.8	75,885.8
TOTAL	99,555.4	199,670.9	217,217.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	234.8	238.3	240.3
ASF	143.1	140.6	137.6
NSF	35.1	35.1	37.1
TOTAL	413.0	414.0	415.0

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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), Pensions and Statewide Benefits.

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 29 Del. C. c. 100.
- Provide statewide coordination for the tracking and reporting of funds resulting from the enactment of the American Recovery and Reinvestment Act of 2009.
- Support on-going implementation of First State Financials (FSF), the State's accounting system.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days until constituent relations inquiries are resolved (average)	2.8	2.0	2.0

**BUDGET DEVELOPMENT, PLANNING
AND ADMINISTRATION**

MISSION

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

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

KEY OBJECTIVES

- Serve as state government's primary resource for information and expertise regarding the budget, financial management and grant review.
- Support a diverse workforce of well-trained and motivated employees by maintaining an environment that fosters professional development, promotional opportunities and performance recognition.
- Improve decision-making through the efficient use of state resources by integrating budgeting, planning and grant review and analysis processes.
- Improve employee awareness and cross-training of section functions to minimize disruptions in the budgeting, planning, financial management and grant review and analysis processes.
- Maximize interagency and intergovernmental cooperation and coordination regarding statewide budgeting issues.
- Maintain a Continuity of Operations Plan (COOP) to ensure continuity of operations in the event of an emergency.
- Streamline work processes using available resources.
- Maintain consistent document processing through internal policies and procedures.
- Continue building and strengthening collaborative relationships with customers/stakeholders.

BACKGROUND AND ACCOMPLISHMENTS

The Budget Development, Planning and Administration (BDPA) unit consists of three core functions: budget development and administration, support for

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departmental financials and information technology needs. This unit seeks to promote sound decision-making practices throughout state government.

BDPA assists agencies in the planning and implementation of operational programs and capital projects affecting all Delawareans. In addition to managing the State's budget process, the unit manages the statewide Clearinghouse function for the application of federal grants, works in coordination with the Division of Accounting on statewide accounting policies and review of transaction documents and provides support and guidance to state agencies. During Fiscal Year 2013, BDPA worked with the Division of Accounting to develop and implement a paperless Clearinghouse process, which will more efficiently track federal resources coming into the State. In addition, BDPA developed and implemented a COOP through the Business and Disaster Recovery program.

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 2013, the team closed out the accounting fiscal year successfully and met all reconciliation and transaction deadlines.

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 2013, IT focused on consolidating the OMB file server infrastructure and data. Twelve servers were retired or replaced with virtual servers housed and maintained at the Department of Technology and Information (DTI). OMB data was restructured and consolidated to increase efficiencies and improve security. The legacy GSS Fleet Billing system was replaced with a new custom vendor-provided application. The benefits of the new system include decreased application and staff processing time, more robust reporting and the retirement of the legacy Microsoft Access application.

***BUDGET DEVELOPMENT, PLANNING 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, including review of purchase orders, requisitions and vouchers.
- Prepare, process, reconcile, maintain and submit the agency budget, Generally Accepted Accounting Principles report and special request reports of a budgetary or fiscal nature.
- Complete a disaster recovery test annually and ensure continuity of operations.
- 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 at multiple sites statewide.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of Clearinghouse requests reviewed	419	427	436
% of vendor payments paid via Automated Clearing House (ACH)	35	35	37

***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.

EXECUTIVE 10-00-00

STATEWIDE HUMAN RESOURCES MANAGEMENT

MISSION

Leadership and service for a quality workforce.

KEY OBJECTIVES

- Provide support and work products for the Disability Workgroup which was formed through the Governor's A Better Bottom Line initiative to increase the employment of people with disabilities.
- Assist agencies with recruitment and retention of a highly-skilled, diverse workforce for the State.
- 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.
- 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.
- 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 regarding rules, policy and procedure inquiries through an employee relations contact.
- Analyze current EEO data to determine root cause analysis for under-represented classifications.

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:

- Issued Tobacco-Free Workplace Policy effective January 1, 2013, and worked to support agencies with transition;
- Conducted Job Evaluation Committee to review classification of eight newly established positions;
- Processed 68,273 applications and 2,096 recruitments and conducted online testing of 831 applicants;
- Centrally managed a formalized internship program for university students and increased Selective Placement hires from two in Fiscal Year 2012 to six in Fiscal Year 2013;
- Created employment application efficiencies by reflecting amount of experience needed to meet job requirements on job postings, employment application supplemental questionnaires and class specifications by eliminating the proficiency scale and conversions of questions in the Delaware Employment Link;
- Provided training in supervision, quality improvement and leadership through the Blue Collar Jobs Act;
- Increased the number of graduates in the State's Supervisory, Management and Human Resource Development Certificate programs by over 10 percent;
- Developed key statewide policies, guidelines and training for agencies on statutory changes in compensation bargaining, bargaining unit determination and union organizing efforts;
- Provided training to agencies on performance and employee conduct accountability and managing the investigation and grievance processes;
- Provided classroom and online training opportunities to over 7,000 state employees and provided an additional 2,000 hours of training on customer service, respect and diversity directly to state agencies;
- Established the Delaware Award for Heroism;
- Provided support for the Governor's EEO Council and to state agencies on affirmative action reporting, agency accountability reviews and the preparation of the annual report;
- Updated non-discrimination policies and procedures to reflect new transgender laws;
- Updated the Family and Medical Leave Act policy to reflect changes to federal regulations; and
- Partnered with Payroll Human Resource Statewide Technology (PHRST) in the development of e-Profile which will allow employees to self-identify in the areas of race and disability.

**EXECUTIVE
10-00-00**

***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.
- 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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of successful conflict resolutions	100	90	90
% of statewide minority representation	31.45	32.50	32.50
# of internship hours	233	400	500

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

ACTIVITIES

- Maintain a list of vendors for training and facilitation services.
- 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;
- Supervisory/Management/Human Resource Certificate programs; and
- Delaware Award for Heroism.
- Participate in:
 - Delaware Quality Partnership;
 - National Association of Government Training and Development; and
 - Statewide Training Advisory Network of Delaware.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of participants in certificate programs	718	861	950
# of graduates in certificate programs	177	190	210

**BENEFITS AND INSURANCE
ADMINISTRATION**

***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 human resources/benefits personnel.
- 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.

EXECUTIVE 10-00-00

- 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 18 separate contracts associated with the various benefit programs. On-going research and analysis of health-related products and services is conducted to ensure the benefit programs available to state employees are comprehensive and cost effective.

During the past year, the Statewide Benefits Office:

- Revised Group Health eligibility and enrollment rules to reflect federal and state legislative changes;
- Revised Disability Insurance program rules and regulations to assist state employees and human resources personnel with administration of the program;
- Implemented changes associated with same-gender marriage as passed by the General Assembly with an effective date of July 1, 2013;
- Implemented a State of Delaware sponsored Medicare Part D prescription plan for state Medicare eligible retirees effective January 1, 2013, which included a comprehensive education process of 29 educational sessions for eligible retirees and will yield significant savings for the State;
- Provided an additional open enrollment period for Group Universal Life Insurance to increase enrollment due to reduced rates and increased dependent age coverage effective January 1, 2013;
- Maintained compliance with all aspects of the Affordable Care Act and continued to evaluate effects of future changes related to the Employer Shared Responsibility Penalty;
- Updated Medicare enrollment notification process to ensure Medicare eligible individuals are enrolled in a timely manner;
- Provided support for the Tobacco-Free Workplace policy by offering a \$0 copay for tobacco cessation

prescription medications, tobacco cessation health coaching, Plan My Quit website, Beat the Pack group sessions and online tools;

- Continued administration of DelaWELL program with successful return on investment, improvement in hospital admission rate and reduction in risk factors;
- Implemented Mya mobile application for diabetic support and Health Portal blog that covers a range of health and wellness topics; and
- Coordinated 65 DelaWELL health screening events with 4,930 participants and 5K Governor's Cup Run/Walk and conducted 74 DelaWELL health seminars with more than 1,300 participants.

ACTIVITIES

- Administer:
 - Group health plans - medical and dental;
 - Prescription coverage;
 - Vision coverage;
 - DelaWELL/Integrated Health Management;
 - Employee Assistance program;
 - Consolidated Omnibus Budget Reconciliation Act/Health Insurance Portability and Accountability Act (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 through WELLAWARE, Statewide Benefits website, blast e-mails and New Employee Orientation site.
- 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 benefit programs.
- Apply and enforce eligibility and enrollment rules and coordination of benefits policies.
- Conduct monthly reconciliations for all programs with fiscal impact to the State.
- Research and provide recommendations for enhancements and/or additions to existing benefits programs.
- Coordinate Return to Work efforts with the disability insurance vendor, state employers and employees.
- Provide administrative support to the State Employee Benefits Committee and the State Employee Benefits Advisory Council.

EXECUTIVE 10-00-00

- 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.
- Conduct quarterly assessment and review performance guarantees for each vendor.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of benefit trainings or briefings	63	30	30
# of benefit communications	27	24	25
# of contracts renegotiated or requests for proposal released	11	8	14
% of all inquiries resolved within five days	97	98	98
% of reconciliations performed within 30 days	97	98	98
% of disability beneficiaries returned to work	82	82	82
% of targeted health risk assessment participants to register for health coaching programs	47	50	50

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days of lost time claims (average)	54	40	40
# of days for workers' compensation incident reporting (median)	3	3	3
# of property inspections performed	40	40	40

PENSIONS

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

EXECUTIVE 10-00-00

Year 1994 was the last year the Retired and Disabled Teachers Pension plan had members entitled to benefits.

Accomplishments for Fiscal Year 2013 include:

- The board continued to identify growth opportunities while managing risks; and
- The board awarded a contract for a consulting actuary.

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of pensioners	26,013	27,000	28,000
# of active members	43,696	43,700	43,700
# of education and outreach events	114	130	135
# of attendees at events	1,400	1,500	1,600

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 educational training and opportunity for all state agencies to decrease postage expenses through elimination of mailings and discount opportunities for presort 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 Office of Supplier Diversity (OSD) certified businesses and registered small businesses as defined by the Supplier Diversity Council, while increasing transparency in state government to encourage and promote equal access to state procurement opportunities.

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- Encourage and promote participation in the state procurement process for OSD certified and small businesses.
- Serve as a central clearinghouse for information and data regarding the current number of certified OSD businesses 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 2013, Mail/Courier Services handled 3.2 million pieces of United States Postal Service (USPS) mail. The unit handles 850,000 pieces of interdepartmental mail annually.

In Fiscal Year 2013, 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 continued 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, for the fifth consecutive year, 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 2013, 206 of 250 units purchased qualified as alternative fuel vehicles. Forty-four hybrid-electric units are being used and evaluated on a life cycle basis. The total fleet alternative fuel capable component is 68.7 percent.

In Fiscal Year 2013, Delaware Helpline's call volume was 137,293, averaging approximately 15 calls per hour

per operator. Delaware Helpline was activated at the request of the Delaware Emergency Management Agency (DEMA) to offset the non-emergency calls from the 911 system during severe weather events.

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

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

The Food Distribution unit acts as the sole state agency to receive, warehouse and distribute food commodities issued by the federal government for use in the National School Lunch program, non-penal, tax-exempt private or public institutions, state correctional institutions and 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 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. PHRST seeks to promote an environment of best practices as they relate to an ERP for the State. Additionally, PHRST:

- Generated 51,039 State of Delaware W-2s for state employees and election workers;
- Handled system administration and support to the 19 school districts, 22 charter schools, Delaware State University and Delaware Technical and Community College;
- Successfully upgraded the PHRST and FSF integrated ERP system from Oracle version 8.9 to version 9.1;
- Centrally managed employee garnishments statewide, processing over 1,000 new garnishments annually and generating over 6,000 vendor checks;

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- Developed a comprehensive PHRST report inventory containing all data elements in PHRST reports to be used as a tool by end users when looking for key information in PHRST;
- Streamlined the PHRST data request process by developing a form to be submitted by state organizations when there is a need for information not available in pre-defined reports; and
- As part of the Lotus Notes application retirement, implemented a new software application, Service Manager, for the PHRST Help Desk to track calls and integrated a new Data Change Request application in PHRST.

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 permits 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of agencies evaluated for addressing system	13	12	12
# of agency training sessions	10	12	10
# of USPS metered mail pieces processed (millions)	3.2	3.6	3.3
# of USPS metered mail pieces qualified for presort discount (millions)	2.3	2.5	2.5
# of interdepartmental mail pieces processed (million)	0.9	1.0	1.0
Total funds spent for postage (millions)	2.5	2.0	2.7
Total funds paid to presort vendor (thousands)	79	78	78

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of fleet utilization	95	95	95
# of flex fuel vehicles	1,375	1,514	1,739
# of Fleet Link riders	452	475	498
# of commuting vehicles mitigated per day	405	425	446
# of aggregate miles traveled in Fleet assets (millions)	19.3	19.8	20.3

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**

- Partner with DEMA during weather emergencies to provide expanded hours and services as indicated.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of calls	137,293	125,000	125,000
# of abandoned calls	7,561	7,500	7,500
Average answer speed per call (seconds)	5	5	5
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.
- Provide on-going updates through *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 OSD certified and small 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 OSD

certified and small businesses in the state procurement process.

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

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of central contracts	181	196	250
# of training programs	5	40	40
# of contracts with environmental policy considerations	38	50	50
# of solicitation requests reviewed	605	550	525
# of OSD training sessions offered	6	55	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of state agency marketing visits	22	22	22
# of local government marketing visits	25	30	30
# of sales generated from website	807	700	750

**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;
 - Nutrition Services Incentive program;

EXECUTIVE 10-00-00

- 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 2,359 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of visits to recipient agencies	48	48	48
# of agreements issued to deliver USDA commodities	81	83	83

PHRST **10-02-47**

ACTIVITIES

- Process over 38,000 state employee paychecks bi-weekly.
- Maintain 166 benefit programs in a system utilized by schools and state agencies.
- Support 350 salary plans statewide containing 2,312 grades and 80,553 steps.
- 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.
- Implement a new ERP organizational structure to achieve greater efficiencies and better allocate resources for production and development in relation to the entire ERP.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of Help Desk calls resolved	9,554	9,000	9,000
# of correction transactions processed	70,000	70,000	70,260
# of PHRST end users trained	336	300	306
# of employee password resets	46,616	25,000	27,000
# of ad hoc data requests developed	151	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 the Americans with Disabilities Act 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 underway include roof repairs at correctional facilities statewide, the Howard R. Young Correctional Institution kitchen expansion project and Townsend Building infrastructure upgrades. Additionally, the old Kent County Courthouse project, the Sussex County Fire School addition and Legislative Hall heating, ventilation and air conditioning upgrades were completed. The unit completed numerous Minor Capital Improvement and Equipment projects to maintain and improve the quality of the State’s facilities.

***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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of project engineering reviews completed in four weeks	92	94	96
% of Delaware firms under contract for construction projects under the bidding threshold	91	90	90

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 and 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:

- Sporting events solicited and supported by the Delaware Sports Commission;
- Group tours through familiarization tours and attending the American Bus Association Convention; and
- Leisure activities including trails and international initiatives.

Tourism development efforts contributed to or accomplished the following:

- Earned over \$600,000 in free media through public relations efforts;
- Created the Delaware Culinary Trail;
- Published First State Plates;
- Continued promotion of Delaware through social media such as Facebook, Twitter, Pinterest, Instagram, Flickr, Four Square, Foodspotting, 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;
- Seeking out and following up on attraction opportunities;
- Supporting business outreach and expansion efforts;

**EXECUTIVE
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- Continuing to support Downtown Delaware, a resource center focusing on downtown revitalization of commercial business districts throughout Delaware, emphasizing business development, vacancy reduction and proactive planning for the 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,803.3	2,837.3	2,864.3
ASF	4,903.6	5,743.9	5,743.9
TOTAL	7,706.9	8,581.2	8,608.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of businesses visited by the Director's Office	194	65	75

**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 on 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of leisure bookings	215	215	235
# of group tours booked	75	75	85
# of sporting events booked and assisted	32	30	35

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

ACTIVITIES

- Prioritize efforts and identify programs that maximize the potential for attracting additional investment.

**EXECUTIVE
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- 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 market relationships.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of projected jobs	3,073	2,310	2,750

**CRIMINAL JUSTICE
10-07-00**

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,277.6	3,564.7	3,588.9
ASF	159.4	472.5	472.5
TOTAL	3,437.0	4,037.2	4,061.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	28.2	28.2	28.3
ASF	--	--	--
NSF	10.6	10.6	10.7
TOTAL	38.8	38.8	39.0

**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 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 2013, CJC awarded funding for 139 programs in excess of \$7.2 million, which supported various initiatives to improve the criminal justice system and community. CJC also continued to administer \$11.7 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;
- Recidivism reduction;
- Specialty courts;
- Law enforcement training and equipment;
- 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 and the Paul Coverdale Forensic Science 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 2013, 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 I-Adapt, a statewide re-entry plan for offenders and an initiative of 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 2013, CJC reviewed 41 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, 2013 there were 107 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 1,056 individuals at various training events throughout the State. Topics included: Dynamics of Domestic Violence, Healthy Relationships, Sexting and Teen Dating Violence. DVCC collaborates extensively with community partners statewide by participating in public awareness and training efforts.

Other criminal justice-related efforts during Fiscal Year 2013 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 \$112,315 collected from certified copies of marriage and civil union licenses to support services for domestic violence victims;
- Continuing to support the DSP annual law enforcement training conference attended by 157 individuals; and
- Organizing specialized training for police-based victim advocates and prosecution-based victim witness social workers to work directly with survivors of homicide.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ (federal) awarded to criminal justice community (millions)	7.2	7.0	7.0
# of sub-grants: awarded	139	170	170
active	325	200	195
# of videophone sites	107	100	103
# of training hours provided	250	200	185
# 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 2013, DELJIS continued to enhance the capabilities in the Law Enforcement Investigation Support Suite by accomplishing the following:

- Adding a standard warrant and impaired driving report for law enforcement to capture the necessary information for prosecution, as well as, adhere to requirements regarding the drawing of blood from impaired drivers;
- Updating e-Crash and e-Tow, to ensure data accuracy, capture data related to commercial vehicle operators and provide notice to registered owners of vehicles whether their vehicle was recovered, stolen or towed as the result of a traffic accident; and
- Enabling the system to capture data necessary for analytical review and analysis of potential racial profiling incidents resulting in traffic enforcement.

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

- Modifying CJIS to better address the gun purchase program;
- Transferring mental health records from DHSS to the National Instant Criminal Background Check System;
- Creating an interface to reduce, track and report the billable medical costs resulting from traffic accidents to Medicaid;
- Creating bail and risk assessment forms to help address recidivism;
- Developing an application for the Justice of the Peace Courts to accept partial payments; and
- Providing an automated notification to the courts when a witness must appear in a trial.

**EXECUTIVE
10-00-00**

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of system maintenance requests and adhoc reports	586	590	600
# of reports created	531	530	550
# of criminal justice users	8,323	8,500	8,400
# of unauthorized disseminations and security research	134	110	135
# of users trained	1,496	1,800	1,900
# of help desk calls	6,528	7,200	7,450
# of electronically presented documents:			
e-warrants	30,069	31,000	31,650
e-summons	8,764	8,800	9,000
e-tickets	214,576	215,000	216,204
e-crash	4,273	4,500	4,854
e-parking	30,582	32,000	33,700
e-tow	5,582	7,000	10,000
e-Impaired Driver Report	2,267	3,800	4,700

**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 2013 Actual	FY 2014 Budget	FY 2015 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 responsible low and moderate-income Delawareans.

KEY OBJECTIVES

- Create 125 units of newly-assisted affordable rental housing.
- Preserve 200-300 affordable rental units in need of substantial rehabilitation.
- Ensure federal Section 8 subsidy contracts are maintained in 736 units, thereby retaining approximately \$8.1 million in federal subsidies.
- Assist 750 individuals/households with rental vouchers for special populations in need of supportive services.
- Support 45 households to transition from assisted to unassisted housing via Moving to Work.
- Lead and coordinate foreclosure prevention programs and planning statewide to:
 - Bring 47 foreclosed homes back to active use;
 - Assist 1,000 households with foreclosure prevention counseling; and
 - Assist 140 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 families.
- 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 not-for-profit and limited-profit housing sponsors, make loans to mortgage lenders, purchase qualified mortgage loans from mortgage lenders, apply for and receive assistance and subsidies under programs from the federal government and issue bonds and notes.

DSHA's accomplishments during Fiscal Year 2013 include:

- Provided over \$119 million in financing for over 1,300 mortgage loans to help families purchase homes;
- Launched new initiatives including Home Again, the Manufactured Housing Assistance Program and the Delaware First-Time Homebuyer Tax Credit;
- Collaborated with state, county and local governments, advocacy organizations and non-profits to launch *DelawareHousingSearch.org*, which provides free housing locator services, including real-time, detailed information about rental housing and affordable homes for sale;
- Launched Delaware Homeowner Relief, a partnership with the Delaware Attorney General's Office to oversee \$11 million in assistance and resources for Delaware homeowners facing foreclosure;
- Provided foreclosure prevention assistance to over 1,100 families and individuals through housing counseling and direct financial support;
- Participated with partners throughout the State to fund the acquisition and rehabilitation of 500 vacant and foreclosed homes;
- Renewed contracts for 689 units at eight rental housing sites to continue long-term affordability;
- Received regional and national recognition for the Statewide Rental Assistance Program (SRAP) and agency accounting and financial reporting; 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	8,170.0	7,070.0	7,070.0
ASF	16,170.8	20,211.4	20,106.7
TOTAL	24,340.8	27,281.4	27,176.7

**EXECUTIVE
10-00-00**

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	15.0	12.0	10.0
NSF	5.0	6.0	6.0
TOTAL	20.0	18.0	16.0

PERFORMANCE MEASURES

Affordable Rental Housing

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of units preserved by rehabilitation	175	200	200
# of units preserved by subsidy	689	791	736
# of new units supported by Housing Development Fund/Tax Credit/HOME program	150	125	125
# of Public Housing Residents to Unassisted Housing	52	45	45
# of SRAP vouchers	295	350	350

Homeownership Assistance

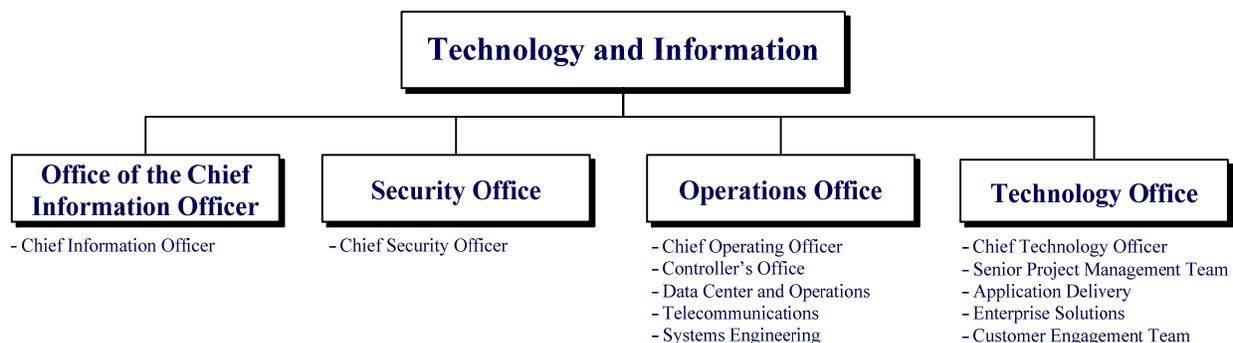
	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of loans assisted by homeownership programs	1,274	1,535	1,535
# of DEMAP mortgages assisted	102	140	140
# of major rehabilitations performed	147	144	144
# of emergency rehabilitations performed	185	250	250
# of foreclosed homes back to active use	152	66	47
# of households receiving foreclosure prevention counseling	1,006	1,000	1,000

Neighborhood Assistance Act

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of organizations	19	19	20
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

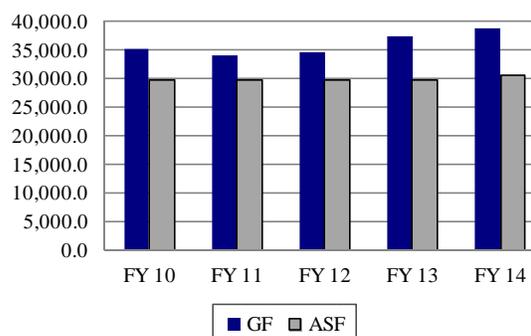
- Provide exceptional services to Delaware residents and businesses.
- Deliver efficient and effective technology services and shared solutions.
- Strengthen operations and security through statewide solutions and universal standards.
- Attract, retain and support a talented and engaged workforce.

BACKGROUND AND ACCOMPLISHMENTS

- Implemented cloud-based solutions and added over 800 physical servers to the virtualized private Delaware cloud.
- Implemented the Managed Staffing Provider program.
- Developed technology roadmaps.
- Implemented a Cyber Security Computer-Based Training Tool for all Executive Branch employees.
- Initiated the consolidation of enterprise IT licenses.
- Achieved the following in IT Consolidation:
 - Active engagement in the consolidation process of 10 Executive Branch departments;
 - Successfully consolidated two out of five State of Delaware data centers; and
 - Effectively consolidated eight departments' desktop and help desk services.
- Completed 87 percent of the Continuity of Operation Planning plans for Delaware's Tier 1 organizations.

- Established a statewide data management and governance council and implemented data management standards.
- Continued a major quarterly review process for all projects over \$3 million.
- Launched the Bring Your Own Device program.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	41,299.2	38,611.0	38,867.7
ASF	29,155.3	30,497.1	30,497.1
TOTAL	70,454.5	69,108.1	69,364.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	212.5	213.5	208.5
ASF	19.5	31.5	40.5
NSF	--	--	--
TOTAL	232.0	245.0	249.0

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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	414.4	1,165.4	1,168.5
ASF	--	--	--
TOTAL	414.4	1,165.4	1,168.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2.0	5.0	5.0
ASF	--	--	--
NSF	--	--	--
TOTAL	2.0	5.0	5.0

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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	922.7	444.1	453.7
ASF	1,062.6	1,347.5	1,347.5
TOTAL	1,985.3	1,791.6	1,801.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	9.0	8.0	3.0
ASF	2.0	3.0	3.0
NSF	--	--	--
TOTAL	11.0	11.0	6.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of quarterly security audits conducted	25	25	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.
- Ensure the successful operational implementation of IT consolidation efforts, while addressing the technological needs and issues of all state agencies within the framework established by the department.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	28,112.7	25,410.6	26,499.3
ASF	25,636.5	26,317.1	26,033.5
TOTAL	53,749.2	51,727.7	52,532.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	99.5	99.5	115.5
ASF	11.5	21.5	25.5
NSF	--	--	--
TOTAL	111.0	121.0	141.0

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

TECHNOLOGY AND INFORMATION

11-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% attrition rate	5.8	<7.0	<7.0
% of employees with performance measure plan	100	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.
- 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.

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% availability of computing and network resources	99.99	99.99	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 and portfolio 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 and portfolio 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	9,535.9	9,617.5	10,746.2
ASF	2,456.2	2,832.5	3,116.1
TOTAL	11,992.1	12,450.0	13,862.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	78.0	78.0	85.0
ASF	6.0	7.0	12.0
NSF	--	--	--
TOTAL	84.0	85.0	97.0

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 and the internal Technology Investment Council (iTIC).
- Recommend and leverage existing solutions within the State to maximize return on investment.
- Create the Statewide Strategic IT plan.

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of major projects completed within stated budget and on time	90	90	90

TECHNOLOGY AND INFORMATION

11-00-00

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 focusing on secure, scalable and efficient systems.
- Develop applications and solutions that are enterprise-wide in nature but are centralized for efficiency of operation and maintenance, including cloud solutions or software as a service.

ENTERPRISE SOLUTIONS ***11-04-06***

ACTIVITIES

- Assist customers, primarily the Office of Management and Budget and Department of Finance, with definition, design, development and implementation of services to meet the State's business needs.
- Assist with the evaluation of solutions proposed by vendors and other third-party providers.
- Develop and lead the implementation of best practices for application design, development and deployment focusing on the State's Enterprise Resource Planning solutions.

CUSTOMER ENGAGEMENT TEAM ***11-04-07***

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

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Average customer satisfactory survey rating (out of 5)	4.0	4.3	4.3

OTHER ELECTIVE

12-00-00

Other Elective

Lieutenant Governor

Auditor of Accounts

Insurance Commissioner

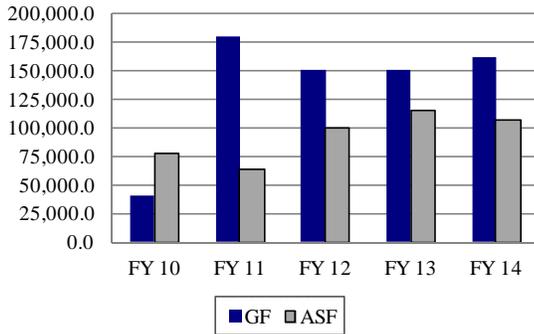
State Treasurer

- 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	148,383.3	162,373.4	179,407.0
ASF	103,236.1	106,302.0	94,889.1
TOTAL	251,619.4	268,675.4	274,296.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	38.5	38.5	38.5
ASF	94.5	100.5	100.5
NSF	4.0	2.0	2.0
TOTAL	137.0	141.0	141.0

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, mentoring, healthy children, healthy communities and also strengthening small businesses in Delaware.

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.
- Continue 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, developmental screenings and reducing exposure to environmental hazards.
- Improve the services the State offers to children with disabilities.
- Continue outreach to faith-based organizations and places of worship and 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

OTHER ELECTIVE 12-00-00

point of information for these organizations and help them find federal and foundation funding opportunities.

- Strengthen small businesses through formation of the Small Business Advisory Council.
- 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 that 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 winning schools receive \$50,000 each;
- 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;
- Helped create a new program of start-up grants to public schools for the purpose of initiating Accelerated Academic Programs; and
- Combated 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	557.7	603.6	610.1
ASF	--	--	--
TOTAL	557.7	603.6	610.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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, Workers' Compensation Task Force;
- Past Chair, Delaware Justice Reinvestment Task Force;
- Past Chair, House Joint Resolution 7; and
- Past 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 2013, AOA had success in improving fraud hotline triage processes and audit processes. In addition, AOA has recently obtained the National State Board of Accountancy Training Certification and is in the final phases of its operating process reviews.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,541.6	2,750.3	2,762.1
ASF	689.4	1,233.4	1,233.4
TOTAL	2,231.0	3,983.7	3,995.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 maintains its highly credentialed status, holding 20 certifications for 11 professional positions. Over the past year, AOA staff continued to participate in professional committees and workgroups. AOA 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;
- Government Finance Officers Association; and
- Association of Local Government Auditors.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of AOA audit and non-criminal investigation reports issued within 45 business days of report date	100	100	100
% of Certified Professional Education compliance	100	100	100

OTHER ELECTIVE 12-00-00

INSURANCE COMMISSIONER 12-03-00

MISSION

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

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

KEY OBJECTIVES

- Responding to consumer inquiries.
- 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 2013:

- Cited insurance companies for practices that hurt consumers, with fines ranging from \$25,000 to \$150,000;

- Worked with the General Assembly to pass Senate Bill 42 requiring insurance carriers to offer Medigap policies to individuals under the age of 65 and individuals who qualify for Medicare due to a disability;
- Provided guidance for the implementation of the Delaware Long-Term Care Insurance Partnership program which will operate under the direction of the Division of Medicaid and Medical Assistance in consultation with the Insurance Department;
- Issued communication to carriers writing health insurance regarding Delaware's prompt pay provisions in compliance with Regulation 1310 Standards for Prompt, Fair and Equitable Settlement of Claims for Health Care Services; and
- Conducted outreach sessions to provide information regarding the Affordable Care Act (ACA).

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	19,326.7	24,477.3	24,477.3
TOTAL	19,326.7	24,477.3	24,477.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	77.0	83.0	83.0
NSF	4.0	2.0	2.0
TOTAL	81.0	85.0	85.0

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 2013, the Fraud Prevention Bureau investigated 465 cases of alleged insurance fraud. Approximately 75 percent of the cases were resolved by consent agreements or arrest, deemed to be unfounded or had dispositions that were suspended. Approximately \$26,200 in civil penalties was assessed in substantiated fraud cases during Fiscal Year 2013 with a collection rate of approximately 77 percent.

OTHER ELECTIVE 12-00-00

As a result of the passage of Senate Bill 80 in Fiscal Year 2012, the Fraud Prevention Bureau has continued to experience a significant 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 Insurance Commissioner's office.

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

The staff is also responsible for the ongoing licensing, registration and regulation of 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 and insurance-related entities such as: accredited reinsurers, premium finance companies, risk retention groups, reinsurance intermediaries and third party administrators.

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 69 Market Analysis Level 1 reviews and six interrogatories during the fiscal year.

The Company Market Conduct unit is responsible for the oversight of Company Market Regulation activities.

Staff in the Market Conduct Oversight unit participate in committees and work groups of NAIC and represent the Commissioner on the Governor's Health Reform Steering Committee.

Staff also maintain the following activities;

- Member, Interagency Coordinating Council;
- Fellow, Life Management Institute from the Life Office Management Association; and
- Designee, Market Conduct Management.

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.

OTHER ELECTIVE 12-00-00

Agency Market Conduct staff investigated 173 cases. Approximately 62 cases were resolved by consent and approximately \$95,761 was collected in civil penalties and restitution.

Agency Market Conduct employees maintain membership and participate in the following activities:

- Member, NAIC;
- Member, SBS;
- Member, Inter-Agency Coordinating Council;
- Member, Insurance Regulatory Examiners Society; 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 were implemented in NIPR in 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 improve the efficiency and accuracy of capturing information. Marketplace guides and producers certified to sell on the Delaware Health Exchange were added to SBS to ensure compliance with ACA.

Rates and Forms

This section enhances the tracking and monitoring of rate and form filings with System for Electronic Rate and Form Filing (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 ACA for reporting. Nearly 100 percent of all filings are received electronically.

SERFF was modified to accommodate the Quality Health Plan application and filings for the Marketplace/Exchange.

The Rates and Forms section maintains the following activities:

- Participates in committees and work groups of the NAIC;
- Participates in E-Reg;
- Participates in SERFF working groups; and
- Performs plan management functions related to the Federal/State Partnership exchange and provides reports to the Department of Health and Social Services and the Centers for Medicare and Medicaid Services.

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 eight 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. 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.

In Fiscal Year 2013, 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.

On October 1, 2013, in accordance with ACA, the State of Delaware began operation of a subsidized health insurance marketplace. The Director of Consumer Services is responsible for the oversight of approximately 80 marketplace guides and the organizations which employ them. The State anticipates that the guides will spearhead the enrollment of 35,000 presently uncovered Delawareans through the marketplace.

OTHER ELECTIVE 12-00-00

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 \$110 million for Delaware employers. In Fiscal Year 2013, 1,693 employers participated.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of new licenses:			
producers	13,341	13,500	14,000
adjusters	7,425	7,425	7,450
appraisers	50	60	65
public adjusters	39	40	40
fraternal producers	42	40	40
apprentice adjusters	51	50	50
apprentice appraisers	2	2	2
surplus lines brokers	158	155	155
limited lines producers	516	550	600
business entities	719	725	750
# of producers appointed	74,400	70,000	70,000
# of consumer complaints/inquiries	4,564	4,883	5,225
# of arbitration cases heard	130	130	130
# of arbitration cases closed without hearing	154	154	154

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

Staffing consists of four full-time employees and 22 volunteer counselors conducting one-on-one counseling.

From June 2012 through June 2013, the unit assisted 6,298 beneficiaries with one-on-one counseling and reached more than 38,986 individuals through interactive public presentations, health fairs and direct mailings. The unit mailed 451 Medicaid applications, resulting in potential savings of more than \$567,000 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, radio/TV interviews, senior forums and one-on-one counseling.

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. Today, Delaware has licensed over 600 captive insurers and is the world's 10th largest and the nation's third largest domicile. These insurers include pure captives, series captives, risk retention groups, special purpose financial captives and sponsored cell captives.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of rates received	3,029	3,000	3,050
# of forms received	34,073	34,612	35,085
# of advertisements received	462	470	480
# of rules received	2,986	2,900	3,000
# of companies regulated:			
domestic	213	213	215
foreign	1,706	1,714	1,719
# of financial exam reports published	35	35	35
# of captive insurance companies	236	284	332

OTHER ELECTIVE 12-00-00

STATE TREASURER 12-05-00

MISSION

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

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	146,284.0	159,019.5	176,034.8
ASF	83,220.0	80,591.3	69,178.4
TOTAL	229,504.0	239,610.8	245,213.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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

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 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:

- Restructured the State's investment portfolio;
- Issued an open and competitive proposal to increase the number of state investment managers;
- Reduced fees charged by the State's investment managers;
- Implemented performance measures for the State's investment managers;
- Signed a directive creating a conflict of interest policy;
- Launched a prepaid debit card program to reduce the number of checks issued;
- Issued the third report on the Delaware State Treasury;
- Created the Delaware Stock Index;
- Continued expanding and strengthening relationships with federal institutions and agencies;
- Enhanced the Delaware Economic Index;

OTHER ELECTIVE 12-00-00

- Expanded the Prosperity Portal;
- Improved technology and security;
- Increased the reach of the “Earn. Save. Invest. PROSPER” marketing campaign;
- Strengthened the National Save for Retirement Week program;
- Increased participation in the remote check deposit program;
- Strengthened the bond approval process and Delaware’s AAA credit rating; and
- Managed the State’s \$2.1 billion investment portfolio.

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 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 13,095 in July 2013. State employees contribute more than \$1.2 million per pay cycle and have over \$470 million saved toward their retirement. Although currently suspended, the State Match program

resulted in more than \$20 million currently standing in state employee match accounts.

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 4,966 in July 2013. Assets in the 403(b) plan currently total over \$241 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 and interest calculations for all school and special funds.

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 stale-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.

OTHER ELECTIVE 12-00-00

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of 457(b) Deferred Compensation accounts	13,095	13,095	13,000
# of 403(b) Deferred Compensation accounts	4,966	4,950	4,900
# of days to reconcile major accounts	5	5	5
\$ ACH vendor payments (billions)	3.7	3.9	3.7

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 2013, all debt service payments to the Depository Trust Company were met on the bond due dates, which entailed:

- Disbursement of \$231.6 million for 24 General Obligation issues on \$1,755.0 million outstanding on June 30, 2013; and
- Collection of \$64.3 million from schools for the repayment of their local share of school construction on \$545.7 million of outstanding local share bonds on June 30, 2013.

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.

**OTHER ELECTIVE
12-00-00**

- 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 2013 totaled more than \$1.7 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 \$2.4 million for Fiscal Year 2013.
- Assist the public with any inquiries concerning state bonds.

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.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 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 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.

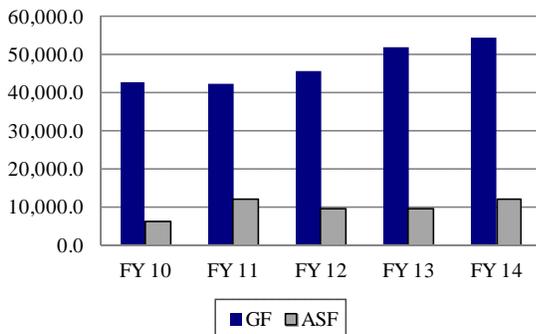
LEGAL
15-00-00

Legal

Office of the Attorney General

Public Defender

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	52,322.7	54,366.5	55,180.3
ASF	6,367.7	12,217.7	10,837.7
TOTAL	58,690.4	66,584.2	66,018.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	438.3	444.8	445.8
ASF	68.7	69.2	69.2
NSF	45.0	43.0	44.0
TOTAL	552.0	557.0	559.0

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.
- Prosecute health care providers that have defrauded or attempted to defraud the Delaware Medicaid program and recover damages.

LEGAL 15-00-00

- 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;

- Enforcing professional licensing laws to protect the public through administrative prosecutions;
- Enforcing FOIA;
- Counseling state agencies and entities to ensure compliance with the law;
- Recovering false claims paid by state agencies to vendors;
- Enforcing labor laws regarding discrimination, disabilities, wage payment, prevailing wage 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.

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.

LEGAL

15-00-00

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 2013, VCAP received 1,280 applications and awarded \$3,092,304 to victims and their families.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	32,702.9	33,716.0	34,332.9
ASF	6,367.7	12,217.7	10,837.7
TOTAL	39,070.6	45,933.7	45,170.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	295.3	301.8	302.8
ASF	68.7	69.2	69.2
NSF	45.0	43.0	44.0
TOTAL	409.0	414.0	416.0

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 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of average Superior Court filings per prosecutor	171	175	175
# of average Court of Common Pleas filings per prosecutor	3,833	4,000	4,000
# of average Family Division filings per prosecutor	810	825	825
% of Delaware Supreme Court appeals with State's brief filed within 60 days	100	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 appeal 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. Public Defender attorneys provided legal representation involving approximately 47,000 cases during Fiscal Year 2013.

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 their constitutional obligation to provide competent counsel to every client in every case.

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 the Judicial Branch 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 stakeholders of the criminal justice system. The development of an integrated statewide case tracking system will enable all criminal justice stakeholders to track cases through the system from issuance and execution of the warrant to release from supervision by the Department of Correction.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	19,619.8	20,650.5	20,847.4
ASF	--	--	--
TOTAL	19,619.8	20,650.5	20,847.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	143.0	143.0	143.0
ASF	--	--	--
NSF	--	--	--
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:

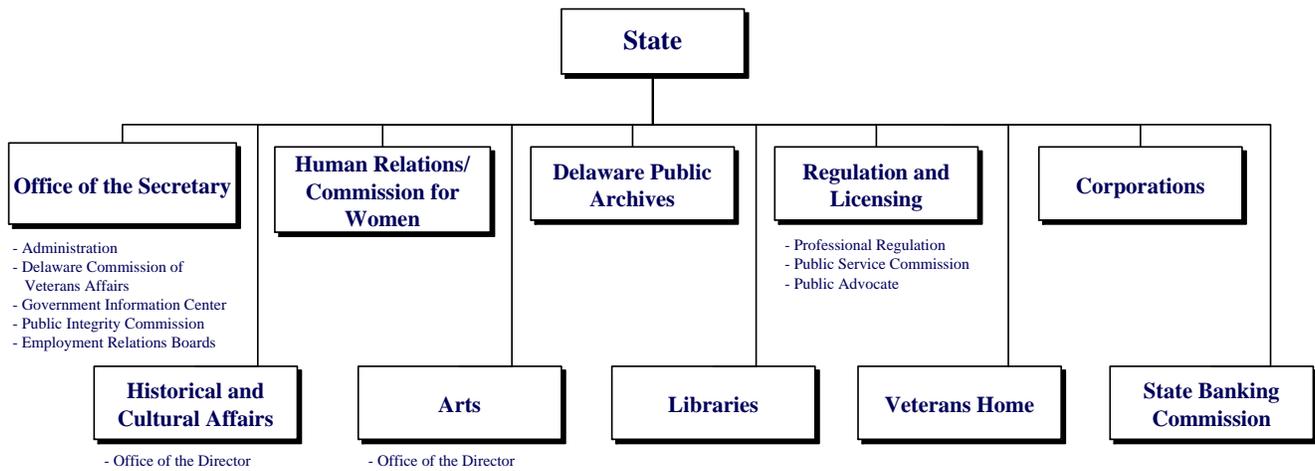
- Conduct eligibility screening and preliminary factual investigation interviews for incarcerated and non-incarcerated individuals and make appropriate referrals to PFEs;
- Use criminal justice databases and make necessary entries in the systems;
- Conduct defense investigations of witnesses and/or crime 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.

LEGAL
15-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of appeals closed statewide	87	87	87
Average cases closed per attorney per year:			
Superior Court	200	200	200
Court of Common Pleas	744	744	669
Family Court	333	333	333
# of plans produced per PFE	96	96	96
# of days from imprisonment to intake interview for incarcerated clients	3.7	3.7	3.7
# of days from interview to date client file is opened	1.1	1.1	1.1

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

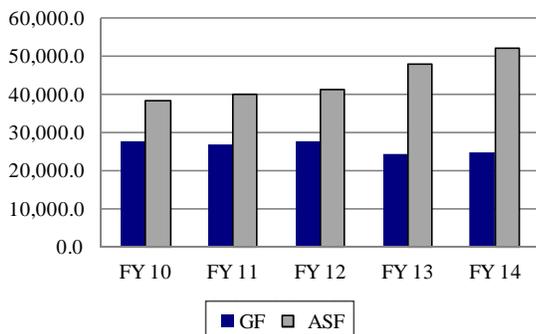
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	23,829.0	24,817.9	24,986.5
ASF	48,747.9	52,125.6	52,251.6
TOTAL	72,576.9	76,943.5	77,238.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	244.0	244.0	244.0
ASF	348.6	353.6	353.1
NSF	16.4	16.4	16.9
TOTAL	609.0	614.0	614.0

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

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,672.7	3,926.1	3,952.9
ASF	6,279.1	3,176.8	3,479.0
TOTAL	9,951.8	7,102.9	7,431.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	39.5	39.5	39.5
ASF	11.5	11.5	12.5
NSF	--	--	--
TOTAL	51.0	51.0	52.0

**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.

STATE
20-00-00

- Administer the Unclaimed Property Voluntary Disclosure program.
- 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 \$982 million of net General Fund revenue in Fiscal Year 2013. 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 1.1 million digital archival images available to the public through the end of Fiscal Year 2013. Libraries fosters education and recreational enjoyment. Last year, Delaware public libraries served more than 4 million visitors and circulated more than 6 million books, e-books, and other materials. The Delaware Library Catalog provides access to 2.5 million items shared among 52 libraries. The Delaware Library Network provides access to one of the nation's fastest high speed broadband and Wi-Fi systems. The division operates Job Centers at libraries in each county providing job seekers with access to critical job search, resume writing and computer skills training. GIC promotes easy and organized access to online information and e-government services. In Fiscal Year 2013, GIC dramatically increased the State's use of social media and launched award-winning web applications including the Delaware Veterans Services Directory, the Delaware Public Integrity Reporting System (PIRS), and the Delaware Crime Tips mobile application, to name a few.

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 190,000 visitors in Fiscal Year 2013 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 recent creation of the Delaware Arts Trust Fund stabilized the finances of the State's largest arts organizations. This ensured their ability to continue to contribute to the State's economic vitality and funded ongoing collaborative arts marketing in all regions of the State. Division-sponsored events and activities attracted more than one million participants last year.

Through the 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, educational and training 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

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consumer services to protect the public's health, safety and economic welfare. The Division of Professional Regulation issues licenses to more than 83,000 professionals in Delaware. The Division recently digitized a collection of over 2.2 million licensing records as part of an ongoing effort to improve efficiency and customer service. The division's boards and commissions protected public safety and welfare by disciplining 232 licensees in Fiscal Year 2013.

The division's Office of Controlled Substances continued implementation of the Delaware Prescription Monitoring Program (PMP) designed to assist practitioners to prevent patient doctor shopping by providing a patient prescription history report. Practitioners and dispensers are required to register and use the PMP database by January 1, 2014.

PSC currently regulates and/or licenses the activities of nearly 300 energy, telecommunications, water and wastewater service providers and franchisees. In 2013, PSC staff assisted consumers with more than 700 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 500 applications filed and received by PSC, formally intervened in more than a dozen 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 efforts to improve both its New Castle and Sussex County cemeteries. The launch of a new online Veterans Service Directory is helping the commission to expand its partnerships with other federal, state, local and service organizations to assist veterans seeking assistance with employment, health and business start-up services.

The Veterans Home provides long-term care services, such as skilled nursing care, to Delaware veterans at its facility in Milford. The Home operated at an 82 percent occupancy rate in Fiscal Year 2013. It continues to provide the highest quality of care for veterans.

The International Trade and Development Group 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 and visits many countries each year to promote foreign direct investment in Delaware and exports of Delaware products and services overseas. Delaware exports of \$5.1 billion can be found in 158 countries around the world with the fastest growing exports occurring in plastics, poultry and aviation. Since Fiscal Year 2012, the group has provided direct support to Delaware small businesses seeking access to new markets overseas through the federally-funded State Trade Export Promotion program.

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ value of Delaware exports (billions)	5.2	5.3	5.4
# of agencies with two or more social media/mobile channels	35	40	45

DELAWARE COMMISSION OF VETERANS

AFFAIRS
20-01-02

MISSION

To assist veterans and their family members in obtaining benefits and working with other government agencies and civic organizations to facilitate assistive services. The commission is an advisory board appointed by the Governor to represent Delaware's veterans. The commission coordinates programs and objectives in statewide advocacy for veterans affairs. They administer policy and oversee operations of Delaware's two Veterans Cemeteries and the Veterans Home.

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KEY OBJECTIVES

- Provide assistance to veterans and their families in understanding and obtaining federal and state benefits.
- Coordinate with and advise other state agencies on matters pertaining to veterans affairs.
- Initiate, review and/or sponsor legislation pertaining to veterans affairs.
- 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 of federal and state benefits and entitlements to 78,687 Delaware veterans and their dependents.

Accomplishments

- Established a Veterans Trust Fund which will provide financial assistance or grants to honorably discharged veterans.
- Designed a monument in memoriam to Delaware's veterans of World War II.
- Provided commemorative events in recognition of Memorial Day, Veterans Day and Flag Day.
- Launched the Veterans Services Directory as an online registry of organizations that provide various services to service members, veterans and their families.
- Administered a grant to restore and retrofit 11,000 headstones at the Delaware Veterans Memorial Cemetery in Bear.

ACTIVITIES

- Provide benefits counseling and assist veterans with applications for benefits including service-connected disability claims.
- Provide interment services at the Delaware Veterans Memorial Cemeteries.
- Maintain an archive of the Certificate of Release or Discharge from Active Duty (DD-214) for Delaware residents and provide assistance in obtaining service records.
- Coordinate annual ceremonies to commemorate national holidays at the Delaware Memorial War Plaza and the Delaware Veterans Memorial Cemeteries.

- Conduct outreach services to provide informational resources to service members, veterans and their families.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of veterans served	*	14,500	14,500
# of claims processed	947	950	950
# of interments	1,024	1,247	1,247
\$ donations to Trust Fund	*	25,000	25,000

**New performance measure.*

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

MISSION

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

KEY OBJECTIVES

- Increase the percentage of residents 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.

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

- Led Delaware's eGovernment effort, which was recognized as a 2012 Public Technology Institute (PTI) Award winner for "best practices and excellence in the field of Web 2.0 and civic/social

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networking and citizen engagement in local and state government.”

- Created and launched a new online Veterans Services Directory application for the Commission of Veterans Affairs. The Directory won a 2013 Digital Government Achievement Award in the “Government to Business” category from the Center for Digital Government.
- Created a new, mobile-friendly online PIRS for the PIC. This application won the 2013 Web 2.0 Award from PTI in the “Harnessing the Power of Civic Media” category.
- Updated the State’s online Public Meeting Calendar and made it available for use by local governments as well as state agencies.
- Created a Delaware Crime Tips mobile application for the Delaware State Police. The Crime Tips application was named as a finalist in the 2013 National Association of State Chief Information Officers Recognition Awards.
- Created a Professional License Lookup mobile application for the Division of Professional Regulation. This application won an Outstanding Achievement Award from the 2013 Interactive Media Awards.
- Re-engineered the *Delaware.gov* state portal to work seamlessly across all types of web browsers.
- Drafted and published an updated set of state standards guiding the online presentation of state data and information.
- Designed and launched a comprehensive update of the Common Look and Feel (CLF) for state agency web sites that takes advantage of new technologies and will make CLF 3.0 sites fully responsive and usable on all sizes of web browsers.
- Continued to build a partnership with NIC USA to broaden Delaware’s eGovernment applications.
- Partnered with local governments to establish town websites for municipalities.
- Partnered with the Division of Corporations and the Court of Chancery to develop a web portal for international firms considering incorporation in Delaware.
- Hosts and supports the State’s blog server, which currently hosts state agency blogs, 24 local government websites, state libraries web sites and web sites for three local libraries.
- Created a Suspicious Activity Reporting mobile application for the Delaware Information Analysis Center.
- Created a Find Your Recycling Center mobile application for the Delaware Solid Waste Authority.
- Created mobile applications in support of the 2012 election, including a Find Your Polling Place mobile

application and mobile presentation of election results.

- Assisted the Governor’s Office and the Delaware Emergency Management Agency in providing timely, easy to access information during Hurricane Sandy.
- Created a Spanish language version of the Driver’s License Practice Test mobile application.
- Launched an online Temporary Tag system for use by Delaware automobile dealerships, in partnership with the Division of Motor Vehicles.

ACTIVITIES

- Continue to develop new eGovernment applications to help achieve the Governor’s goal of a more effective and efficient government.
- Grow the use of mobile and portable web content, applications and tools to enable greater interaction with Delaware government.
- Continue to roll out CLF 3.0 to additional agencies, providing website redesign services where appropriate.
- Increase the use of social media channels, such as: Facebook, Twitter, YouTube and others among state agencies.
- 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.

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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of portal visitors (average unique visitors per month)	112,000	155,000	155,000
# of new online services established	22	20	25
% of local and county governments with which e-partnerships have been established	47	60	70
% growth of new fans on State's Facebook page	10	30	30
% growth of new followers on State's Twitter page	52	60	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.
- 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 322 state officials;
- 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 361 lobbyists representing 961 organizations.

In Fiscal Year 2013, PIC interpreted 27 requests for advisory opinions and complaints against officials. This was an increase in the number of requests for advisory opinions related to outside employment. It is reflective of the number of state employees seeking to supplement their income with part-time employment.

Fiscal Year 2013 was the eighth year officials could file financial disclosure reports online or by hard copy. Out of 322 public officers, only 13 filed hard copy reports. PIC is contacting newly-elected and appointed officials when they assume office and guiding them through the online enrollment process.

On January 1, 2013, the PIRS went online. The new database was in response to legislation requiring PIC to provide the General Assembly with weekly Lobbying Activity Reports while the legislature is in session. Lobbyists must report all legislative and administrative lobbying activity within five days. Legislation is reported by bill number and administrative actions are reported by number or title. The number of organizations with registered lobbyists was 961. There were 361 active lobbyists. The Fiscal Year 2013 numbers represent updated PIRS data which purged old and inactive accounts. Removing old and outdated information will make the database easier to search and provide more accurate and timely information.

In Fiscal Year 2013, PIC continued to raise awareness about the State Code of Conduct. The commission gave 10 classes to 242 attendees on ethics. The number of attendees represents a 55 percent increase over the number of attendees in Fiscal Year 2012. In addition, PIC reached out to the Office of Management and Budget (OMB) to have them include the commission's ethics brochure on their employee orientation webpage. As state and municipal employees become more educated about the types of conflict that violate the Code of Conduct, PIC anticipates an increase in the number of requests for advisory opinions. 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.

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- Investigate and prosecute violations of 29 Del. C. c. 58.
- Provide seminars and publications to aid in compliance with 29 Del. C. c. 58.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of advisory opinions, waivers and complaints	27	45	60
# of people receiving training	242	250	300
% of opinions issued within 45 days	41	98	99
% of disclosures filed online	95	96	96

***EMPLOYMENT RELATIONS BOARDS
20-01-09***

MISSION

The Public Employee 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 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 OMB Director investigate problems or complaints arising from the implementation of the Merit System and the effect of merit policies and procedures on employees in 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.

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- 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 and MERB 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 that the OMB Director investigate problems and/or complaints arising from Merit policies and procedures.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
PERB			
% of disputes informally resolved through facilitation	40	40	45
% of cases resolved within 90 days of filing	40	45	45
% of mediation cases proceeding to binding interest arbitration	62	33	25
% of binding interest arbitration in which facilitated settlement is reached prior to decision	80	80	80
# of new cases filed	43	55	50
# of cases processed	75	80	75
% of cases electronically filed and/or processed	70	75	75
# of decisions issued	34	35	35
MERB			
% of cases resolved within 90 days of filing	15	25	30
% of cases heard within 180 days of filing	25	30	50
# of new cases filed	42	25	25
# of cases processed	77	54	50
% of cases electronically filed and/or processed	80	90	90
# of decisions issued	31	35	35

**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, sexual orientation and gender identity 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

- Protect Delawareans against violations of the State's equal accommodations and fair housing laws.
- Eliminate biases and barriers that obstruct equity and justice for women.
- Improve the status and quality of life of women in Delaware by providing leadership, advocacy and resources on standing and emerging issues important to women.
- Promote economic, social and political justice.
- Educate citizens on their rights and responsibilities under the state and federal fair housing laws.
- Enforce 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 federal fair housing cases.
- 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) and Delaware Commission for Women (DCW) in fulfillment of statutory duties and responsibilities.

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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 more than 50 years, the SHRC has served the State as the advocate, protector and enforcer of the civil and human rights of its citizens. The SHRC specifically enforces the State's Equal Accommodations and Fair Housing laws. The Division of Human Relations works with the commission on 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 certification includes an obligation to affirmatively further fair housing. 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 consider and work constructively to eliminate barriers to the full participation of women in all sectors of society. The Governor-appointed Commission for Women and Office of the Commission for Women work collaboratively to serve as a primary resource to leaders, agencies, organizations and residents on issues impacting the lives of women and the future for girls.

Accomplishments

- Delivered fair housing training workshops for public officials in each county.
- Conducted more than 25 fair housing workshops to educate housing providers, advocates and the public about state and federal fair housing laws.
- Provided basic fair housing training to more than 400 housing advocates and professionals.
- Processed 77 allegations of housing discrimination.
- Produced a series of fair housing posters illustrating the protected classes under state and federal laws.
- Processed 37 public accommodation discrimination complaints.
- Provided training on the Delaware Equal Accommodations Act.
- Worked in coordination with the U.S. Department of Justice, Community Relations Service and local advocates on an incident related to the Delaware's Marriage Equality Act.
- Participated in discussions with advocates seeking to add source of income as a protected class under that state fair housing law.

- Maintained leadership status with the National Association of Commissions for Women.
- Collaborated with Wider Opportunities for Women to advance the issue of pay equity and highlight the impact of ongoing wage disparities on women.
- Sponsored events and provided informational resources to over 3,000 women and 1,000 girls.
- Promoted awareness of heart disease as the leading cause of death for women through National Wear Red Day.
- Advocated for a strong and effective State Office of Women's Health to improve the well-being of women and families.
- Supported the Sister in Success Conference. The first day-long conference for justice-involved women. It was designed to inform, inspire, motivate and support women in preparation for reentry after incarceration.
- Collaborated with other organizations to promote civic engagement especially voter education and voter registration.
- Planned and coordinated the annual Hall of Fame of Delaware Women to honor women for their outstanding contributions to the state and nation.
- Collaborated and coordinated with the National Association of Commissions for Women on issues and initiatives of mutual interest.
- Offered free legal information seminars to over 50 people.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	526.3	583.0	587.2
ASF	6.0	6.0	6.0
TOTAL	532.3	589.0	593.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

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- 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 resources 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.
- Review, monitor and consult on legislation, policies, programs and practices relative to the impact on women.
- Publish and distribute issue-specific materials to inform women and others.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of educational seminars, training and workshops	50	50	50
# of days to close fair housing cases	102	80	80
# of days to close public accommodations cases	115	100	100
# of Hall of Fame nominations	24	40	40
# of agencies/organizations utilizing DCW resources	100	105	110
# of resources/publications disseminated	10,000	10,000	10,000

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

MISSION

To manage and preserve the records of Delaware's democracy that document the obligations and rights of residents 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 and currently staffed by 30 dedicated professionals, Archives is one of the oldest continuous public archives in the nation. They fill 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, attended school or died in Delaware, a record of these life events will eventually be housed in the Archives.

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In addition to paper documents, Archives houses almost 6,600 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.

With the ever-expanding role of social media, Archives continues to keep pace with new technologies while ensuring the State's documentary heritage is secure and properly housed. The increasing web presence has made 1,101,116 documents, photos and related materials available online. Although the common assumption is that increased web/social media presence corresponds directly with less patron visitation, Archives has raised its number of students touring the facility by 42 percent and its First Saturday presentation audience by 17 percent over last fiscal year. Archives' March Genealogical Summit was attended by more than 200 persons, the largest number of patrons ever to attend an Archives program of this type. In addition, the number of patrons conducting research on-site at the Archives has remained steady. Overall, 9,243 people visited Archives to conduct research, view exhibits and attend workshops and special events during Fiscal Year 2013. This reflects a 10 percent increase over Fiscal Year 2012.

Accomplishments

- Coordinated the Governor's Proclamation of African American History Month ceremony and the opening of the Archives exhibit "African American Houses of Worship in Delaware."
- Increased visibility of Archives by hosting the annual Governor's Heritage Award Ceremony.
- Increased the national media presence of Archives by participating in a C-SPAN endeavor to capture stories of literary and historical significance in various American cities. Archives staff were interviewed and videotaped for a segment that focused on the research library, rare book collections, the State Bible and the process undertaken to preserve/conservate books at Archives.
- Enhanced the visitor's experience by creating exhibits for the Archives building. Through the collaborative efforts of numerous individuals, high quality exhibits about the War of 1812, African American Houses of Worship in Delaware and the Caley Postcard Collection were featured during the year.

- Secured and promoted workshops and programs for Archives' First Saturday presentations with a 17 percent increase in attendance since last fiscal year.
- Expanded Archives' social media presence.
- Extended Archives' education program by working with the University of Delaware, College of Education and Human Development's grant projects. This included conducting workshops for both the Historical Literacy Project and the Freedom Project grants. In addition, Archives continued its strong association with the University of Delaware's Democracy Project.
- Increased the number of students touring the Archives by 42 percent.
- Enhanced the Archives website by constructing a new accessions page which provides e-patrons with timely information about new documents, books and photographs that are being accessioned on a quarterly basis.
- Acquired the Caley Postcard Collection, a much sought-after treasure trove containing more than 6,500 Delaware postcards. This unique donation was carried out through amicable staff negotiations with the owner and required no state funding.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	947.1	914.8	926.2
ASF	1,362.8	1,372.6	1,372.6
TOTAL	2,309.9	2,287.4	2,298.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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

- Partnering with GIC, Archives will explore the implementation of establishing an online public monetary donation portal to Archives for general or targeted donations supporting various projects.
- Create a Rich Site Subscription service for Archives' Government Services section in order to permit agency records officers and authorized personnel to receive Archives automatic notifications of updates to important policies, new

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forms, closures, surveys and other records management information.

- Initiate planning efforts for the next Archives exhibit to coincide with African American History Month 2014 with a focus on the 60th anniversary of Brown vs. Board of Education.
- Secure scholars and other knowledgeable speakers to present programs for each First Saturday of the month event.
- Coordinate the development of a new program with local high schools (Polytech, Dover High School and Caesar Rodney High School) to provide credit to students who attend First Saturday programs. The venue will present varying aspects of Delaware and national history to students while expanding the attendance numbers for the First Saturday programs.
- Expand Archives Traveling Exhibits program with a new display featuring materials from the Board of Agriculture Glass Negative collection while also exploring new facilities to temporarily house other traveling exhibits.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of digital images posted online (cumulative in millions)	1.10	1.18	1.19
# of government client interactions	18,230	18,300	18,400
# of on-site public visitor/patron interactions	9,243	9,300	9,400
# of off-site public visitor/patron interactions to Archives sponsored events	48,613	49,935	50,000
# of public e-user interactions	208,225	215,000	225,000
# of unique online visitors	131,142	132,285	132,500
# of cubic feet of agency records in off-site storage (cumulative)	19,139	20,000	23,580

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

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	11,717.5	11,257.7	11,360.5
TOTAL	11,717.5	11,257.7	11,360.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	77.0	77.0	76.5
NSF	--	--	0.5
TOTAL	77.0	77.0	77.0

**PROFESSIONAL REGULATION
20-04-01**

MISSION

To ensure the protection of the public's health, safety and well-being through administrative, fiscal 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.
- 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.

BACKGROUND AND ACCOMPLISHMENTS

Professional Regulation provides regulatory oversight for 34 boards/commissions, comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, fiscal and investigative support for 54 professions, trades and events. The division currently provides services for nearly 300 board/commission members and over 83,000 licensees. Licensure fees fund the division and the expenditures attributed to each licensing board.

Accomplishments

- Partnered with multiple public and private stakeholders to develop and implement regulatory/enforcement solutions to address prescription drug abuse and diversion issues through participation with the Prescription Drug Action committee. The process resulted in a set of recommendations to the Governor on specific strategies to prevent drug abuse. One notable resulting change was Senate Bill 59 that passed during the 147th General Assembly and will require all practitioners and dispensers to register and use the PMP database by January 1, 2014. New authority was also granted to Professional Mental Health Counselors, Chemical Dependency Counselors and the Chief Medical Examiner to access the PMP database. The new law also authorized the exchange of prescription information submitted to the PMP with other states.
- Shepherded 16 bills during the 147th General Assembly of which 10 bills passed. The new laws impact the professions of home inspections, controlled substances, including the PMP, pharmacy, psychology, geology, manufactured home installation, cosmetology and barbering, medical, real estate appraisers and plumbing and heating, ventilation, air conditioning and refrigeration. Two bills (Senate Bill 90 and Senate Bill 114) impact all Title 23 and Title 24 professions to streamline the investigative and prosecutorial process for handling unlicensed practices and implementing chaperoning of minor provisions for seven healthcare boards.
- Teamed with Delaware Interactive to develop and launch a new web-based mobile Professional License Search application. The application allows citizens to search for a licensed professional or a facility and obtain information on license status or any disciplinary actions on record. The division was recognized for this eGovernment initiative and won the Interactive Media Awards Outstanding Achievement Award for government.

- Completed the State's request for proposal process and selected a third party administrator to administer the Voluntary Treatment Option program. This program assists participants with substance use and mental health problems and monitors compliance with their treatment goals. The new program named Delaware Professionals' Health Monitoring program was implemented in October 2013.
- Engaged a marketing vendor and implemented a new logo and brand to improve the public's awareness of its services and mission to protect the public.
- Completed the Data Integrity Project funded by the National Council of State Boards of Nursing. The work included digitally imaging over 52,000 nurse license records into a document imaging system, entering 8,945 archived records into the division's licensure database and attaching disciplinary orders to each nursing discipline in the nationwide database. The project improved the integrity of data for nurse licensure in Delaware and nationally.
- Responded to 82,225 customer inquiries, of which 65,976 were responded to by the information center on initial customer contact.
- Issued 11,418 licenses to new applicants and renewed 35,077 licenses with a total licensee population of over 83,000. The regulated licensees are comprised of a diverse group of professions, trades and events, including health care, occupational and business.
- Screened 1,102 complaints, accepted 872 for investigation and completed 732 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.

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

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- 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.
- Provide oversight of the Delaware Professionals' Health Monitoring program new third party administrator to ensure licensees with substance abuse and mental health issues comply with their monitoring contracts.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Customer satisfaction index (1-5 scale)	4.23	4.50	4.50
Customer inquiries (level 1): # handled	65,976	69,069	69,069
% handled on initial contact	80	80	80
Delaware PMP: Average monthly queries	16,716	19,223	24,029
% increase	*	15	25
Hearings: # held	364	419	419
% held by hearing officers	59	60	60

*New performance measure.

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

MISSION

To regulate Delaware's investor-owned utilities by assuring they provide safe and reliable electric, gas, water, wastewater and basic telecommunications and cable services to their customers in a timely manner and at reasonable rates, which have been appropriately determined through regulatory review and approval.

To support the federal pipeline safety program, to certify renewable energy systems and to provide a regulatory environment for just and reasonable sharing of costs and benefits between consumers and the utility and, ultimately, supporting the economic development of the State.

To facilitate, where appropriate, the implementation of competitive utility markets and to do so in a manner that retains quality service at reasonable prices for all Delaware consumers.

KEY OBJECTIVES

- Ensure regulated utility services are rendered safely, reliably, cost effectively and are coordinated with the economic and environmental goals of concerned state agencies.
- Review, process and resolve utility applications, petitions, tariff filings and consumer complaints in a timely fashion consistent with statute requirements providing public notice and transparency of process.
- Review all major utilities' financial data and service level reports, ensure compliance with orders and identify significant resulting issues.
- Manage docketed cases and complaints, prepare PSC materials, testify in formal proceedings and coordinate pertinent case information with all parties.
- Maintain docket files and web/social media pages electronically providing effective public user and utility access to regulatory file information.
- Review and coordinate on proposed legislative changes and implement key regulatory policy initiatives as directed by statute.
- Maintain high satisfaction levels when PSC staff responds to complaints and inquiries made by customers of regulated utilities.

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 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, seven wastewater utilities, four cable television providers in a total of six franchise areas, two natural gas utilities, one electric distribution company, 120 electric suppliers and 195 telephone companies that provide either local exchange service or intrastate toll service or both. PSC also reviews the financial and tariff filings of these utilities.

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In response to the Electric Utility Retail Customer Supply Act of 2006, PSC continues to evaluate and review electric generation, demand response and transmission options to meet Delmarva Power and Light's electric load requirements. Central to this planning effort is Delmarva Power's Integrated Resource Plan (IRP), which 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 proceedings and actions by both the Federal Energy Regulatory Commission (FERC) and the Federal Communications Commission (FCC). These federal agency proceedings have a major impact on Delaware consumers and must be monitored for potential intervention and participation. In addition, PSC, under the U.S. Department of Transportation, has a federal grant for monitoring, inspection and safety of Delaware's natural gas and propane pipelines.

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 a participant on the Water Supply Coordinating Council (WSCC). 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

- Opened 560 dockets during Fiscal Year 2013. 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.
- Processed 259 applications for certification of 19 megawatts of renewable energy resources, including solar, wind, biomass, hydropower and landfill gas.
- Under legislation passed in July 2011, 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. PSC has continued to monitor the progress of the fuel cell installation monthly and has reviewed and approved Delmarva Power's filed tariff costs. As of June 30, 2013 there were 15.3 megawatts of installed capacity completed and construction of the manufacturing facility was well underway.

- Processed multiple rate cases during Fiscal Year 2013. PSC reached a settlement of \$22 million on a Delmarva Power electric delivery rate application in late December, only to see a new Delmarva Power application for a \$42 million increase filed in March 2013. As a result, PSC staff initiated an investigation of Delmarva Power's reliability infrastructure spending as it relates to anticipated customer rates. Additionally, PSC reached settlement on both Delmarva Power and Chesapeake Gas commodity rates.
- Coordinated with DTI to provide notice to all regulated telecommunications companies on the statutory change reducing regulatory reporting requirements of telecommunications companies, eliminating the annual assessment payments to PSC and creating a new broadband fund. PSC is modifying telecommunications regulations to reflect the amended statute.
- Reviewed and approved Delmarva Power's application in early 2013 for approval of the 2013 SREC Procurement program. The program mirrored the recommendations of the RETF and was modeled after the 2012 SREC Pilot program.
- On a regional level, PSC continues to participate 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.
- Under the U.S. Department of Transportation Pipeline Safety program, supported by a federal grant, PSC staff conducted 281 pipeline safety inspections at 114 locations 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 was also an active joint participant in three FERC proceedings, intervened and commented in another 15 cases and monitored 35 other dockets. Important on-going cases involved the Mid-Atlantic Power Pathway and Potomac-Appalachian Transmission Highline abandonment costs and excessive return on equity for recent transmission projects.

ACTIVITIES

- Review and process filed applications 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 operating certification from telecommunications

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carriers and competitive retail electric suppliers and requests for service territory expansion from water and wastewater utilities.

- Ensure the regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and laws.
- Receive, investigate and respond to consumer inquiries with special emphasis on complaints.
- Adjudicate formal complaints filed by customers against regulated utilities.
- Conduct 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 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Docket filings:			
# new dockets opened	560	520	520
% processed via e-file	*	40	95
# dockets closed	570	560	520
# active end of year	37	35	35
Major utilities:			
# of financial reports filed	132	132	132
% of reports reviewed	100	100	100
Customer complaints:			
# of complaints	712	720	720
% resolved in 15 days	88	90	90
# of energy supplier certifications	259	230	200
# of pipeline safety inspections	281	280	300

*New performance measure.

**PUBLIC ADVOCATE
20-04-03**

MISSION

DPA represents the interests of Delaware public utility residential and small commercial consumers before PSC, advocating for the lowest reasonable rates consistent with the maintenance of safe, adequate and reliable utility services. DPA appears and participates on behalf of consumers before Delaware and federal courts and federal regulatory commissions such as FERC and FCC in matters involving rates, services and practices of regulated public utilities.

KEY OBJECTIVES

- Intervenes and actively participates in proceedings before PSC in matters involving the rates paid by residential and small commercial utility consumers and the quality and adequacy of services provided by regulated utilities. Monitors rate design practices of regulated utilities to ensure there are no undue subsidies between customer classes.
- Proposes, supports, challenges and/or recommends modifications to policies, programs and initiatives that affect residential and small commercial utility consumers and the rates and services provided by regulated utilities.
- Participates on all task forces, working groups, committees and boards to which the Public Advocate has been appointed to ensure that issues affecting residential and small commercial utility consumers are recognized and understood during the decision making process.
- Jointly and individually files comments that represent the interest of Delaware utility consumers in dockets and rulemaking procedures pending before federal regulatory agencies.
- Monitors and votes at PJM stakeholder meetings, taskforces and working groups to support or oppose initiatives or market changes that have direct and material effects on Delaware electricity consumers.

BACKGROUND AND ACCOMPLISHMENTS

- In 2012, DPA was placed under review by the Joint Sunset Committee (JSC) of the General Assembly. Working from the recommendations of JSC, the DPA is pleased to report the following:
 - Legislation was enacted that: shifts the focus of DPA from representing all utility consumers to

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advocating primarily for residential and small commercial customers, allows for appointment of an acting Public Advocate in the event of retirement or resignation of the existing Public Advocate, requires the Public Advocate, upon request, to advise the Governor and/or General Assembly on utility policies and beginning in 2017, implements a four-year term for the Public Advocate. In addition, the Public Advocate is now subject to state financial disclosure laws;

- DPA is developing a list of community organizations and associations so that it may engage in more targeted outreach; and
- DPA recently redesigned its website, *publicadvocate.delaware.gov*, to make it more user-friendly and maximize the public's ability to access DPA's services. Consumers now can easily obtain documents filed in pending cases, in addition to information regarding actions they can take to better manage and control their utility bills.
- Legislation passed in the last session removed basic telephone services from PSC's regulatory jurisdiction effective July 1, 2013, except in locations where there is no alternative provider (this includes cable/voiceover internet protocol, wire-line or wireless). DPA will work closely with PSC in addressing consumers' questions and concerns that may arise from these changes or any disputes that may arise in locations where no alternative provider exists.
- As a statutorily-appointed member of the RETF, DPA has been instrumental in establishing an auction process for Delmarva Power's procurement of SRECs. After using administratively-set prices for new and smaller solar facilities in the initial auction, DPA successfully advocated for a competitive auction structure for all facilities in the second procurement, as well as a provision that allowed existing solar facilities to bid into the second auction. While the RETF has not yet concluded its analysis of the second auction, preliminary results indicate that Delmarva Power customers will be paying millions of dollars less to comply with the State's Renewable Energy Portfolio Standards.
- DPA continued its participation in reviewing Delmarva Power's Standard Offer Service supply procurements and actively participates in workshops to revise the regulations applicable to third-party suppliers, providing both written and verbal comments.
- DPA engages with other regional state consumer advocate offices and joins 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 PJM capacity market. DPA's participation in these matters is intended to secure the lowest reasonable transmission rates.

ACTIVITIES

- Reviews all utility applications and filings to determine if consumer interests require its intervention.
- Evaluates informal complaints received by PSC for issues that may warrant further investigation or action.
- In rate case dockets before PSC, DPA advocates for the lowest reasonable utility rates for residential and small commercial utility consumers, consistent with the maintenance of safe and adequate public utility service.
- Targets specific utility-related issues for investigation by, or, if appropriate, for litigation before PSC.
- Attempts to mitigate rate increases through settlements, where appropriate, to resolve contested rate proceedings.
- Participates in energy work groups, such as RETF.
- Seeks to maximize the public's ability to access DPA's services via the Internet through use of advanced network technology.
- Seeks to raise public awareness of DPA's role in utility regulation through targeted outreach.
- Participates in PJM activities, where appropriate, to represent the consumer's perspective.
- Participates in matters pending before FERC and the FCC that may affect the rates Delaware consumers pay for energy.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Community outreach events organized and attended	10	15	15
Legislative outreach (initiated by DPA)	3	6	6

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 24 percent of the State's General Fund revenue in Fiscal Year 2013. 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.

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 2013, the division successfully completed an ISO 9001 recertification audit to demonstrate outstanding performance in quality management in Delaware. This validates that its quality management system meets or exceeds 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 796,000 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 1,005,000 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 51,560 entities in Fiscal Year 2013.
- Improved efficiency by increasing the percentage of alternative entities paying annual taxes electronically in Fiscal Year 2013 by 4 percent.
- Continued efforts to reduce maintenance and overhead costs and boost efficiency through information technology consolidation.
- 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 the Governor's Office, General Assembly and Delaware State Bar

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Association in Fiscal Year 2013 on 18 changes to the State's business entity laws to attract new incorporations and clarify, confirm and simplify administrative procedures. Chief among these were:

- Authorizing the creation of Public Benefit Corporations (PBC), a new kind of socially conscious, for-profit corporation intended to operate in a responsible and sustainable manner whose directors are required to balance the pecuniary interests of the stockholders, the best interests of those materially affected by the corporation's conduct and the specific public benefit(s) identified in the PBC's charter;
 - Creating a new certificate of validation, part of a safe harbor procedure for ratifying corporate acts or transactions and stock that, due to a "failure of authorization," would otherwise be void or voidable; and
 - Deterring the practice of forming shelf corporations with no stockholders or directors with the intent of renewing or aging the entity for use several years in the future.
- Continued enforcement of 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.
 - Redesigned the division's website, *corp.delaware.gov*, to make it mobile friendly and enhance its usability on phones and tablet devices.
 - Launched a new marketing website, *corplaw.delaware.gov*, in partnership with the Court of Chancery's Rules Committee to promote the use of Delaware corporate law by domestic and international businesses. The website features detailed information on the Delaware advantage in nine different languages.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	15,060.7	21,016.5	20,766.5
TOTAL	15,060.7	21,016.5	20,766.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	107.0	112.0	112.0
NSF	--	--	--
TOTAL	107.0	112.0	112.0

**CORPORATIONS
20-05-01**

ACTIVITIES

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

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of entities domiciled (thousands)	1,005.9	1,036.1	1,067.2
\$ of net General Fund revenue (millions)	879.3	883.7	896.3
% UCC e-Corp filing	60	62	64
% of alternative entities paying electronically	55	57	59
# of web-based payments (thousands)	796.2	812.1	828.4

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 public trust for which HCA is responsible. This encompasses the expert care of landscapes, artifacts and objects, archaeological sites and the historic built environment, as well as human resources and financial assets. 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 objects and archaeological artifacts, historic structures, sites, landscapes and documents.
- **Learning Community** - Create diverse learning opportunities for people of all ages through programs, sites, exhibitions, publications, Internet presence, research collections and partnerships.
- **Promotion** - Actively promote the division's collections, sites, events and expertise, 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 43 historic properties encompassing 117 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 courthouses, government offices and nonprofit affiliate organizations.

HCA's preservation mission includes assisting applicants involved in federally assisted 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, 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

- In March 2013, President Obama proclaimed the establishment of the First State National Monument, a unit of the National Park Service (NPS), composed of five properties, including three properties that are part of HCA's New Castle campus. The NPS unit will bring greater national recognition of Delaware's early settlement and statehood history and its contributions to our nation's history. The partnership included transfer of the Sheriff's House to the NPS and the creation of easements on the New Castle County Courthouse and the Green that will further enhance preservation of these historically significant assets. HCA and NPS will engage in cooperative public programming and sharing of assets.
- HCA worked in partnership with community organizations, the City of Wilmington and Department of State to plan, coordinate and implement events related to the 375th anniversary of the arrival of early 17th century settlers to Delaware and the establishment of New Sweden in the Delaware Valley. HCA hosted special events at Buena Vista and Fort Christina National Historic Landmark that included visiting delegations of the Swedish royal family and Finland's Parliament.

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- HCA's Affiliates program included nine member organizations in Fiscal Year 2013: 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.

Stewardship

- Continued progress toward accreditation from the American Alliance of Museums (AAM) by establishing the Museum Accreditation Steering Team (MAST). Led by a core committee and supported by five subcommittees with representation from throughout the division in the areas of Facilities Management, Governance, Programming, Collections and Community Engagement, MAST bases objectives on recommendations from peer review and professional guidelines to develop or revise five core documents as an important step towards AAM accreditation.
- Conducted risk assessments at all HCA museum facilities to aid in the revision of existing disaster plans and hazard mitigation measures. Resulting recommendations will aid in preparing for potential natural and man-made threats that could compromise division facilities, collections and occupants in coming years.
- Completed capital improvement projects at HCA historic properties throughout the state, including: Americans with Disabilities Act (ADA) accessibility improvements at Hall House and New Castle Green; designs for ADA improvements at Woodburn and Cooch-Dayett Mill; repair and renovation projects at Fort Christina and Hall House; interior refurbishing of the New Castle Arsenal; exterior envelope restoration of the Sheriff's House; partial exterior restoration of the Kirk and Short buildings; landscape and accessibility improvements on the east edge of Dover Green which also included the installation of 500 pieces of plant material; construction of an accessible pedestrian trail at Buena Vista; bid package development for exterior improvements at Reith Hall and Breakwater Lighthouse; a planning study for Buena Vista stable; Phase I retro-commissioning of the Buena Vista heating, ventilation and air conditioning system; roofing inspections and treatments statewide; and other improvements, repairs and assessments at various properties around the state.

- HCA's in-house trades specialists completed more than 1,600 service requests providing carpentry and plumbing repairs, preservation treatments and special fabrications and finishes to maintain and preserve the division's historic structures. In addition, these specialists supported special events involving a visit by the Swedish King and Queen to Buena Vista and Fort Christina, a visit by the Vice President to New Castle Courthouse, the Chautauqua program at Zwaanendael Museum and coordinated pre- and post-storm assistance during Hurricane Sandy and other severe weather events.
- In collaboration with the Library of Congress and representatives from the National Recording Preservation Board, the division has begun the process of digitizing more than 3,000 rare ethnic recordings from the Eldridge Reeves Johnson Memorial Collection's holdings of Victor Black Label records from the early years of recorded sound. These recordings will be made available for free and unlimited streaming from the Library of Congress' National Jukebox website.
- HCA accessioned several items of historical and artistic value into state collections in Fiscal Year 2013. These included the donation of an oil painting of Martha Carper by David Larned, 200 WWII images taken by a Dover photographer, a collection of Spanish-American War clothing and general store ephemera from Wyoming, political memorabilia, items from Delaware businesses, hand-made quilts, a Victor talking machine and Victor/Berliner books and memorabilia, along with other important representations of Delaware's material culture.
- Enhanced Buena Vista's new walking trail with a woodland shade planting seed mix and the installation of transplanted native tree seedlings. A mixed cottage garden planting was re-introduced along the wall of the recently renovated Buena Vista pavilion that included hollyhocks and sunflowers. The reintroduction of these plant varieties acknowledges the selections of earlier site residents.

Preservation

- Published *Preserving Our Past for a Better Future*, which defines goals and strategies to guide and promote historic preservation efforts for the next five years. In developing the plan, staff sought input from stakeholders and the general public. In its approval of the plan, the NPS stated that the plan "provides compelling analysis of Delaware's historic resources, issues facing the resources, and program needs in historic preservation across your state."
- Awarded nearly all of the \$4.5 million available in state historic preservation tax credits for

improvements to 16 historic properties, which included owner-occupied, non-profit owned and income-producing properties.

- Received for review and comment 332 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 91.5 percent of these projects. The remaining cases, complex and lengthy in nature, are proceeding through stages of activity.
- Continued negotiations on Programmatic Agreements with HUD for its Community Development Block Grant programs in two counties and with the Federal Highway Administration and the Department of Transportation (DOT). Completed agreements are expected in Fiscal Year 2014.
- Initiated the process for significantly upgrading the Cultural and Historic Resource Information System, a web-based GIS application that was initially launched in 2009. Agencies and consulting firms rely on this system for project planning and research. This improvement will replace an outdated and unsupported system, broaden the digital information on historic properties that can be remotely accessed and allow customers to provide HCA with updated information online, thereby increasing efficiency. The project is directly linked to goals and strategies outlined in the new State Historic Preservation Plan.

Research

- Initiated research, conducted interviews and identified artifacts and objects for use in developing a special exhibit on Delaware's Underground Railroad that opened in Fall 2013 in the First State Heritage Park Welcome Center and Galleries in Dover.
- Continued the War of 1812 site survey with more than 200 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.

Learning Community

- Welcomed 86,978 visitors at division museums and galleries in Fiscal Year 2013. In addition, more than 25,000 people participated in programs and

activities sponsored by nonprofit organizations that lease division-owned historic properties. HCA supported First State Heritage Park in welcoming 36,589 visitors.

- Offered teacher in-service training through coordination with the Delaware Teacher Center. This year's programs concentrated on slavery and manumission, the writing and ratification of the Constitution and contrasting lifestyles of 18th century residents of the John Dickinson Plantation.
- Provided an opportunity for Buena Vista's use as an outdoor classroom for the Master Gardeners of Delaware and students from the University of Delaware's Longwood Graduate program. The Longwood graduate students produced a video providing information on the care of historic trees using Buena Vista as their subject.
- Enhanced its *HMS DeBraak* tours by adding audiovisual equipment in the ship's facility to better highlight important elements of the ship's hull during public presentations. HCA also produced a video for the *DeBraak* exhibit at the Zwaanendael Museum.
- Hosted a celebration of Delaware's Native American legacy in the Old State House museum. Entitled "The First People of the First State: A Celebration of Heritage," in September 2012, the program featured a display of Native American artifacts from state collections and demonstrations of Native American crafts and cultural traditions presented by members of the Lenape Indian Tribe of Delaware and the Nanticoke Lenni Lenape Tribe of New Jersey.
- Developed and offered a series of living history programs, music, lectures and other special activities in celebration of the 330th anniversary of the arrival of William Penn in New Castle in 1682.

Promotion and Recognition

- Published 2012 Annual Report: Building Audiences for Delaware History, which focuses on efforts to significantly increase the number of exhibits and special programs offered to Delaware residents and visitors. In Calendar Year 2012, HCA's 230 special events and exhibits more than doubled the amount of free and low-cost programming at the State's museums, helping spread the word about Delaware's unique history to people from around the country and the world.
- Hosted a tour of John Dickinson Plantation and Dover sites in September for travel writers and representatives of the Kent County and Greater Dover Convention and Visitors Bureau.
- Worked with C-SPAN on a special program featuring the City of Dover. The program, which aired in July 2013, included visits to Johnson

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Victrola Museum and John Dickinson Plantation, and involved authors who have written books about Dover and its environs.

Special Services and Volunteer Initiatives

- Provided 5,188 volunteer hours of services interpreting HCA’s museums, assisting with the Roosevelt Inlet Shipwreck artifact processing, conducting historical research, assisting with preparation of National Register nominations, processing digital research files, providing floral decorations and assistance with property maintenance, administrative tasks and special events.
- Held 310 events at Buena Vista in Fiscal Year 2013 serving 10,349 guests, a 10.5 percent increase over the previous year, generating income of \$72,788. Guests conducted business, discussed policy, participated in educational programs and enjoyed a variety of special events and celebrations.
- Made important enhancements in technology and business services at Buena Vista, including a new reservation system which enables new resources such as outdoor rooms and a pavilion to be added. The system also enables reservations to be taken for the new conference space at the Arsenal in New Castle. Video conference equipment was installed and is available for guest access. An outdoor audio and speaker system will provide additional sound system delivery to the outdoor rooms, and a new portable electric sign board will enable guests to locate their assigned rooms.
- Worked with Rehoboth Art League to complete an inventory and assessment of the organization’s collections and an approved collection policy. Provided critical support for programs related to the organization’s 75th anniversary celebration, including research for a publication, curation of a special exhibit entitled, “Heritage Artists: Birth of an Art Community” and conducting oral history interviews with members and artists recalling their experiences with the organization. Provided support for the “Memories of Jack Lewis: Memorial Celebration.”
- Provided exhibition design and fabrication assistance to the Delaware Historical Society for its exhibition showcasing the founding of the African Church in Delaware titled, “Forging Faith, Building Freedom: African American Faith Experience in Delaware 1800-1980,” and opening September 26, 2013.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,500.8	2,593.5	2,613.5
ASF	1,381.7	1,412.9	1,412.9
TOTAL	3,882.5	4,006.4	4,026.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	29.5	29.5	29.5
ASF	13.1	13.1	13.1
NSF	5.4	5.4	5.4
TOTAL	48.0	48.0	48.0

OFFICE OF THE DIRECTOR
20-06-01

ACTIVITIES

- Distribute the division’s electronic monthly newsletter and maintain the 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 collections, affiliates, research and exhibits services and expand opportunities for affiliate partnerships throughout the State.
- Research, design and fabricate exhibits relevant to Delaware history.
- Provide education standards-based programs in the division’s museums and in classrooms.
- Provide visitor services in Dover’s First State Heritage Park and at division museums in New Castle and Lewes.
- Maintain and monitor preservation easements and covenants that provide special protections for numerous historic properties.
- Coordinate the development and updating of the State Historic Preservation Plan with public input and provide leadership in implementing its recommendations.

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- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of visitors:			
conference centers	10,349	10,660	10,980
museums	86,978	89,590	92,280
First State Heritage Park	36,589	37,690	38,820
# of website visitor sessions	95,328	98,190	101,140
# of volunteer hours realized	5,188	5,290	5,400
# of hours of public assistance offered for historic preservation tax credits	115	120	125

**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.

A recent economic impact study demonstrated that the cultural sector and its related industries in Delaware employ nearly 4,000 people, ranking the arts among Delaware's top 10 employers. The positive return on investment in the arts is documented: in state and local revenue, in higher test scores for students who study the arts, and in higher quality of life in communities that engage their residents and visitors in the arts.

Accomplishments

Economic Impact

- Established the Delaware Arts Trust Fund, providing \$1.6 million to support Delaware's major arts organizations throughout the State, supporting cultural sector jobs and related economic activity, arts education programming in schools and community centers, year-round arts programming and collaborative marketing initiatives that promote Delaware as a cultural destination.
- Invested \$2.65 million (including the Delaware Arts Trust Fund) in grants to arts organizations serving local communities, \$210,000 to community-based organizations providing arts programming and \$122,500 to arts education programs serving youth. An additional \$75,000 is allocated to initiatives in underserved communities and \$85,000 is allocated to individual artist fellowships and opportunity grants.
- Continued the division's collaboration with the Mid-Atlantic Arts Foundation, resulting in a re-investment of more than \$60,000 in grants by the foundation to performing arts presenters in Delaware.
- Supported collaborative marketing initiatives among Delaware arts organizations that promote Delaware as a cultural destination and the arts as an economic driver. The goal is to increase public attendance and participation in the arts in Delaware.

Education and Advocacy

- Sponsored more than a dozen readings and public appearances by Poet Laureate JoAnn Balingit in schools and community gatherings, meeting with more than 1,000 individuals.
- Sponsored the eighth 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.

Efficiency and Sustainability

- Implemented eGranting in Fiscal Year 2013 with assistance and support from GIC, to improve grant processing efficiencies and reduce printing and mailing costs for applicants.
- Expanded communications through social media and produced three video series to promote the arts: Meet the Artist on the state YouTube site; Empowering Youth through the Arts featuring four arts education after-school programs serving underserved populations; and Content Delaware's arts series, featuring more than 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.

Public Engagement and Collaboration

- 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.

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20-00-00**

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	792.2	936.0	938.9
ASF	923.4	2,367.2	2,367.2
TOTAL	1,715.6	3,303.2	3,306.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ of state/federal financial resources for grants (thousands)	1,704.8	3,147.3	3,147.3
% of grantee organizations participating in division sponsored professional development	44	75*	50
# of unique communities served	35	35	35
# individuals served (millions)	1.05	1.10	1.15
% of arts organization grantees reporting year-end surplus	59	65	75
# of grant requests processed	252	260	275

**Includes Fall 2013 Arts Summit.*

**STATE
20-00-00**

**LIBRARIES
20-08-00**

MISSION

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

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 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 6 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 supports every public library at 100 megabytes per second, one of the fastest library networks in the nation and includes WiFi public access in each library. Videoconferencing is also being installed to support public training programs.
- Wilmington, is currently undergoing a library building project with Lewes and Delmar in the pipeline. Smyrna, Harrington and Garfield Park libraries are working on project proposals to provide increased capacity in support of public access computing and community learning opportunities.
- Library partnerships and programs support Delaware's present, past and future, as a foundation for Delawareans to achieve the Delaware Dream. Libraries facilitates collaboration among libraries, museums, and historical societies to build the digital Delaware Heritage Collection. 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. The Job Centers @ Delaware Libraries are assisting people with job skills and entrepreneurship. Public access to state government information has improved through increased collaboration with GIC. Libraries is supporting the Department of Health and Social Services in community access to the new Affordable Care Act services.
- Delaware Library Access Services for people with disabilities distributes digital players and book cartridges provided by the Library of Congress.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,468.7	3,589.8	3,593.1
ASF	3,885.9	2,466.0	2,466.0
TOTAL	7,354.6	6,055.8	6,059.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

**STATE
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- Administer Library Standards funds, a critical source of funding for public libraries.
- Administer Public Library Construction Assistance Act program, which provides up to 50 percent of the cost to build, expand or renovate public library buildings.
- Administer the Public Library Technology Assistance Act program, which provides support for upgrades and integration of new library technologies and replacement of all public access computers every three years.
- Continue expansion of the Delaware Library Catalog, integrating additional school, academic and special libraries. Support collaborative collection development including expansion of ebooks and other library electronic resources.
- Facilitate library partnerships and programs in support of the Delaware Dream.
- Administer Delaware Library Access Services for people with disabilities. The library is designated and supported by the Library of Congress.
- Administer the Job Centers @ Delaware Libraries.
- Administer Ask a Librarian reference services, including online live assistance to Delawareans 24/7.
- Administer library professional development.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of library card holders	532,512	535,000	538,000
Library square footage	530,616	556,936	588,616
# of library staff trained	778	790	800
# of library computer users	679,938	690,000	700,000
# of eBook checkouts	163,348	200,000	220,000

**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 provides long-term care skilled nursing service to our Delaware veterans and Gold Star parents. In Fiscal Year 2013, the home averaged 82 percent occupancy and continued to have an average of 20 applications per month for the available beds. In November 2012, the home opened the last 30-bed unit. The Delaware Veterans Home improved resident safety by moving the sidewalk back four feet from the curb to provide a buffer between the road and the walkway. In addition a new sidewalk was added to keep residents from using the roadway to access the pavilion.

The Veterans Home also completed the installation of an upgraded nurse call bell system and a resident tracking system, to replace previous systems that were outdated and no longer serviceable. Additionally, the home's new electronic medical records and financial system has improved data collection that has generated increased revenues over the last year.

The Delaware Veterans Home remains committed to the delivery of the very best care available to the men and women of Delaware that served our great nation.

**STATE
20-00-00**

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	11,921.2	12,274.7	12,374.7
ASF	4,715.8	5,039.2	5,210.2
TOTAL	16,637.0	17,313.9	17,584.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	145.0	145.0	145.0
ASF	83.0	83.0	82.0
NSF	--	--	--
TOTAL	228.0	228.0	227.0

***VETERANS HOME
20-09-01***

ACTIVITIES

- Continue review of the Master Plan developed in Fiscal Year 2013 to ensure the future path of the Delaware Veterans Home follows the trends in resident-directed care services.
- Develop a COOP in conjunction with DTI.
- Provide staff with diversified training opportunities to instill the value of high quality resident care and the dignity of each resident.
- Review federal, Veterans Administration and state standards to ensure compliance.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Resident and family satisfaction index (out of 5)	4	4	4
CMS Star Rating (out of 5)	2	3	4
% occupancy rate	82	90	95
# of contact hours and continuing education units granting in-service training opportunities offered	26	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 2013.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 13 banks with assets of over \$103 billion, as well as 32 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 2013, 2,201 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 two new state-chartered non-deposit trust companies.
- Collected \$103.5 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process.
- Conducted 208 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 619 financial services institutions.
- Resolved 419 written consumer complaints.
- Protected homeowners by licensing 2,201 mortgage loan originators.
- Awarded \$355,000 in Financial Literacy Education Fund grants to 19 non-profit organizations to support financial literacy programs in Delaware.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	3,415.0	4,010.7	3,810.7
TOTAL	3,415.0	4,010.7	3,810.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	36.0	36.0	36.0
NSF	--	--	--
TOTAL	36.0	36.0	36.0

**STATE
20-00-00**

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

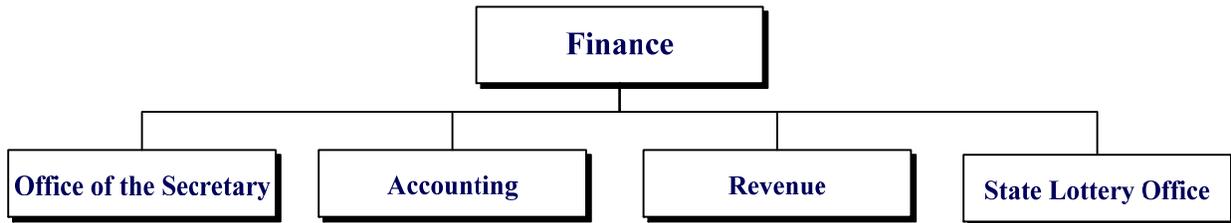
ACTIVITIES

- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of bank, trust company, licensee and escheat examinations	208	220	220
# of licensed non-depository institutions	619	620	620
# of licensed mortgage loan originators	2,201	2,350	2,350
# of written consumer complaints resolved	419	500	500
\$ bank franchise tax (millions)	103.5	103.9	109.5

FINANCE
25-00-00



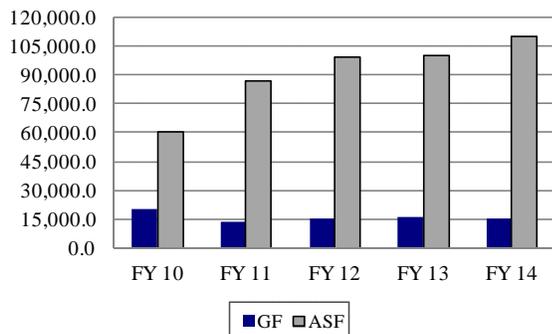
MISSION

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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	15,422.7	15,117.4	15,227.1
ASF	108,363.5	110,456.0	110,816.0
TOTAL	123,786.2	125,573.4	126,043.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	149.5	146.5	147.5
ASF	152.5	154.5	153.5
NSF	--	--	--
TOTAL	302.0	301.0	301.0

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;

- Secured a cap on abandoned property revenues to avoid budget creep and focus excess receipts from a volatile revenue source to infrastructure projects and debt reduction;
- Facilitated the transfer of the financial administration of the Drinking Water Revolving Loan Fund to the Department of Natural Resources and Environment Control;
- Modeled and helped secure the adoption of House Bill 168 designed to pay off federal advances to the Unemployment Insurance Trust Fund and return the fund to solvency; and
- Crafted critical economic development initiatives including a 30 percent reduction in the manufacturer’s gross receipts tax and making the State’s research and development credit permanent.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,325.9	2,164.0	2,078.7
ASF	61,844.2	47,549.7	47,549.7
TOTAL	65,170.1	49,713.7	49,628.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	17.0	17.0	16.0
ASF	38.0	38.0	37.0
NSF	--	--	--
TOTAL	55.0	55.0	53.0

OFFICE OF THE SECRETARY
25-01-01

ACTIVITIES

- Monitor, analyze and interpret proposed state and federal tax, revenue and spending policies and legislation.
- Provide analysis, forecasting and tracking of revenues for consideration by DEFAC.
- Manage and monitor the State’s bond sales and advise policymakers regarding the State’s overall debt, debt reduction and capital acquisition strategies.
- Provide departmental management services for information technology, personnel, financial oversight and legislative support.

FINANCE

25-00-00

- Represent the administration on numerous boards and commissions, including the Board of Pensions, Cash Management Policy Board, Diamond State Port Corporation, Delaware Civic Center and Riverfront Development Corporation.
- Administer Delaware's Volunteer Fire Service Revolving Loan Fund, including the collection and evaluation of loan applications, loan disbursement, payment reconciliation and completion of an annual financial report to the Governor.

ACCOUNTING

25-05-00

MISSION

To provide expert financial and technical accounting services for the State of Delaware, delivering central support to state organizations as well as consistent and reliable financial information to 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 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 has increased user efficiency and system functionality. The State's financial and budget-related control activities are continually evaluated to ensure the adequacy and effectiveness of policies and procedures designed to monitor and control transaction processing across state organizations. The State's financial reporting capabilities have been greatly expanded over the past three years and will be further advanced through additional offerings in the coming years.

FINANCE
25-00-00

The division works closely with the Division of Revenue, Statewide Human Resources Management, Statewide Benefits, Payroll Human Resources Statewide Technology, the Office of the State Treasurer, the Pension Office and the Department of Labor to ensure newly implemented and revised tax laws are 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 30 state organizations during Fiscal Year 2013, 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, 2012, the division issued the State's CAFR in full compliance with Governmental Accounting Standards Board reporting requirements. The division received the GFOA Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2012 marking the 18th consecutive year Delaware has been recognized by GFOA.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	5,545.2	5,774.8	5,912.7
ASF	447.5	658.3	658.3
TOTAL	5,992.7	6,433.1	6,571.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	49.5	49.5	50.5
ASF	7.5	7.5	7.5
NSF	--	--	--
TOTAL	57.0	57.0	58.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
CAFR audit report	*	Unqualified	Unqualified
# of internal control reviews completed	31	30	30
# of statewide payroll examinations	1	1	1

**Audit for Fiscal Year 2013 has not been completed.*

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 2013. The division projects it will receive 380,000 personal tax returns electronically in Fiscal Year 2014. 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 400,000 in Fiscal Year 2013, just over 87 percent of all current year personal tax returns filed in Fiscal Year 2013.

As part of the Business Systems Master Plan, the division implemented an integrated imaging system into the 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 24.1 days in Fiscal Year 2013.

FINANCE
25-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	6,551.6	7,178.6	7,235.7
ASF	4,753.0	5,389.8	5,749.8
TOTAL	11,304.6	12,568.4	12,985.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	83.0	80.0	81.0
ASF	48.0	46.0	46.0
NSF	--	--	--
TOTAL	131.0	126.0	127.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days to process Personal Income Tax refunds	24.1	21.0	18.0
% of digital personal returns	87.1	89.0	91.0
Automated call distribution telephone waiting time (seconds)	35	30	25

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 \$224.8 million in Fiscal Year 2015.
- Continue to improve customer and retailer satisfaction.

BACKGROUND AND ACCOMPLISHMENTS

With almost 7,000 games in play, video lottery net proceeds for the fiscal year totaled almost \$400 million. The multi-jurisdictional, wide-area progressive Video Lottery Game Group, consisting of Delaware (Chair), West Virginia and Rhode Island, and administered under the auspices of the Multi-State Lottery Association, continued to offer the MegaHits games, which have consistently out-performed all other video games at each of Delaware's three race tracks. In Fiscal Year 2014 Ohio will become the fourth state to join the Game Group. Fiscal Year 2013 was the third full year of table games (blackjack, roulette, craps, poker, etc.) at the tracks. The three casinos offered a combination of 117 gaming tables and 73 poker tables. Lottery and the Department of Technology and Information continue to work together to enhance Lottery's initiative of an electronic/online casino employee licensing process.

During Fiscal Year 2013, Delaware Lottery's traditional product line continued to perform well. Led by sales from the multi-state jurisdiction jackpot games Powerball and MegaMillions, as well as instant scratch-off games, traditional sales posted a 7 percent increase over Fiscal Year 2012.

FINANCE
25-00-00

During Fiscal Year 2013, Lottery was tasked with commencing the implementation of House Bill 333, The Delaware Gaming Competitiveness Act of 2012. The four main components of the act were the expansion of the Sports Lottery into retail locations, the launch of Keno in retail locations, and the authorization of both traditional and casino style online wagering. Lottery addressed the Sports Lottery expansion first in order to be operational for the beginning of the 2012/2013 pro football season. Lottery promulgated rules and regulations, licensed new sports retailers, trained the retailers and installed telecommunications solutions, all in time for pre-season wagering in mid-August at the 31 Sports Lottery retail locations that were established throughout the State. The result was a jump in handle from \$17.9 million in Fiscal Year 2012 to \$25.4 million in Fiscal Year 2013, an increase of 42 percent, with no cannibalization of the tracks.

With a retail sports lottery network up and running, Lottery began the Keno launch. Following the same process established in the expansion of the sports lottery, a network of retailers were established combining new and experienced retailers. Retailers were selected based on location and trade style, and then were licensed and trained. A new telecommunication network was set up and installed and on January 22, 2013, Keno was launched in Delaware at more than 80 retail locations.

Also in January 2013, Lottery issued an RFP for Internet gaming service providers for casino style online gaming to be conducted through the three video lottery agent's websites, with the Lottery providing the back office platform. A primary vendor was selected and work began on Delaware's and the nation's first Internet gaming solution.

House Bill 1, passed in January 2013, charged Lottery with the administrative and regulatory oversight of Charitable Gaming Organizations and their video lottery machine vendors. Lottery established a licensing application and approval process, created an accounting structure and then, with the assistance of the Division of Gaming Enforcement, conducted inspections and inventories of all applicant venues. The issuance of licenses to operate began for both vendors and organizations in late February 2013.

Delaware Lottery's marketing program continued its relationship with both the University of Delaware and Delaware State University, participating in a variety of cooperative sports programs conducted during the winter sports season. In addition, Lottery maintained its long-standing sponsorships with the Delaware State Fair and Punkin' Chunkin', as well as participating in more recent associations with such diverse events as the Wyoming

Peach Festival and Saint Anthony's Italian Festival. During Fiscal Year 2013, Lottery expanded its community-based activities to include the Nanticoke Riverfest, Middletown's Peach Festival, the Southern Delaware Street Rod Meet and the Delaware Wine and Beer Festival.

The following items demonstrate the division's accomplishments during Fiscal Year 2013:

- Delaware ranked third out of the 44 U.S. Lotteries with combined per capita annual sales of \$589 in Fiscal Year 2013;
- Delaware ranked third out of the 44 U.S. Lotteries with combined per capita profit to the State of \$257 in Fiscal Year 2013; and
- Delaware ranked fourth out of the 44 U.S. Lotteries offering both Powerball and MegaMillions with combined per capita annual sales of \$46 for those games in Fiscal Year 2013.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	41,318.8	56,858.2	56,858.2
TOTAL	41,318.8	56,858.2	56,858.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	59.0	63.0	63.0
NSF	--	--	--
TOTAL	59.0	63.0	63.0

STATE LOTTERY OFFICE
25-07-01

ACTIVITIES

- Continue to grow, expand and optimize the traditional lottery retailer network.
- Maintain regulatory oversight and control of the video and sports lottery gaming systems.
- Provide administrative and regulatory oversight of licensed Charitable Gaming Organizations.
- 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.

FINANCE
25-00-00

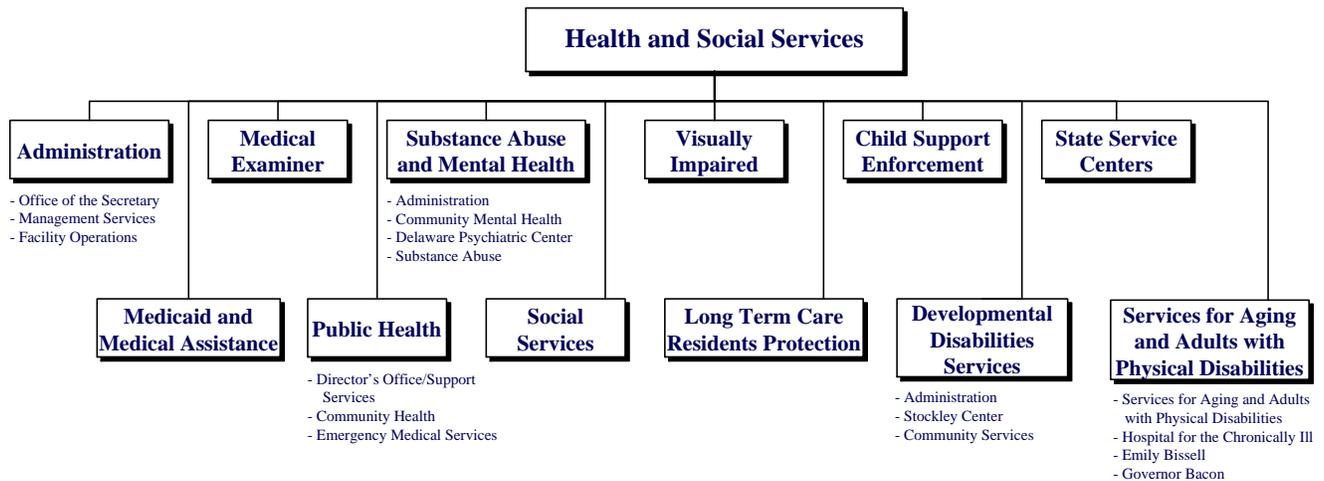
- Maximize the use of video lottery central system enhancements allowing for greater flexibility in the selection of games made available to customers.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ GF revenue collections (millions)	235.3	227.1	224.8

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 adults with disabilities 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.

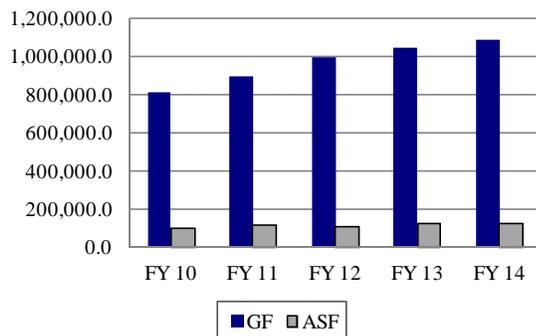
HEALTH AND SOCIAL SERVICES

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 resources, information technology 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 the department's leadership.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,043,033.2	1,089,592.7	1,122,076.9
ASF	112,586.1	125,294.8	125,617.5
TOTAL	1,155,619.3	1,214,887.5	1,247,694.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,374.7	3,365.7	3,370.7
ASF	100.3	95.1	94.8
NSF	835.9	844.1	838.4
TOTAL	4,310.9	4,304.9	4,303.9

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 entail 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

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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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	39,245.6	41,243.0	41,597.6
ASF	7,344.1	8,555.4	8,555.4
TOTAL	46,589.7	49,798.4	50,153.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	492.5	512.0	517.7
ASF	35.0	34.0	34.0
NSF	83.4	114.9	110.2
TOTAL	610.9	660.9	661.9

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of health care clinicians recruited to underserved areas with Loan Repayment program	18	16	25
# of dentistry students matriculated	3	4	5
# of medical students matriculated	28	38	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of families in the Birth to Three program receiving multi-disciplinary evaluations within 45 days	97	97	97
% of families in the Birth to Three program who perceive positive changes in their child's development	94	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of requests for service responded to within the same day	92	96	96
% of preventive maintenance activities completed per schedule	89	95	96

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 maximizing health care funds by supporting 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 220,000 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. Effective January 1, 2014, per the Affordable Care Act (ACA), adults between 101-133 percent of the Federal Poverty Level (FPL) will become eligible for Medicaid in Delaware.
- **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 FPL.
- **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 whom are also covered by Medicare Part D.

Some of the division’s recent accomplishments include:

- Launched the Electronic Health Record Provider Incentive Payment program in November 2011 providing incentive payments to 717 eligible professionals including seven eligible hospitals using 100 percent federal funds totaling \$24.2 million since its inception in Delaware;

- Completed the first year of the transition of the long-term care population to a managed long-term care delivery system;
- Cooperated with the Insurance Commissioner to implement the Delaware Health Insurance Marketplace, a federal-state partnership to offer Delawareans access to affordable health care coverage;
- Developed regulations and system modifications to implement key ACA provisions, including a rate increase for primary care providers, using the Modified Adjusted Gross Income to determine eligibility and expanding Medicaid eligibility;
- Provided Disproportionate Share Hospital payments to eligible hospitals;
- Provided increased rates to nursing facilities using the proceeds from the Nursing Facility Quality Assessment enacted by the General Assembly in June 2012; and
- Implemented a contract for a Data Warehouse/Decision Support System which will enhance DMMA’s ability to analyze data and improve its fraud and abuse detection tools.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	647,643.7	672,842.6	698,492.2
ASF	69,124.1	65,051.0	65,359.7
TOTAL	716,767.8	737,893.6	763,851.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	77.3	74.6	74.6
ASF	1.0	1.0	1.0
NSF	111.6	106.3	106.3
TOTAL	189.9	181.9	181.9

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

ACTIVITIES

- Provide health benefits to more than 220,000 eligible individuals.
- Negotiate and manage contracts with commercial managed care entities to provide both acute and long-term care services to approximately 177,800 DMMA clients as of the end of Fiscal Year 2013.
- Determine eligibility for Medicaid long-term care services under a special income category.

HEALTH AND SOCIAL SERVICES

35-00-00

- 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.
- Work jointly with the Delaware Health Care Commission and other agencies to transform the health care delivery system in Delaware.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Medicaid children receiving a dental service	46	47	48
% of prescriptions originating through use of e-prescribing technology	25	27	30

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 2013, OCME:

- Investigated 4,519 deaths statewide;
- Received 5,959 forensic evidence cases;
- Analyzed 3,518 controlled substances cases from all state law enforcement agencies;
- Analyzed 63,328 controlled substances evidence exhibits from law enforcement agencies;
- Received 200 DNA cases;
- Received 39 arson cases;
- Performed toxicology analysis on 807 DUI cases and performed 2,303 corresponding tests; and
- Performed toxicology analysis on 861 post-mortem cases and performed 2,803 corresponding tests.

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FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	5,810.4	4,886.0	4,929.3
ASF	--	--	--
TOTAL	5,810.4	4,886.0	4,929.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	49.0	49.0	49.0
ASF	--	--	--
NSF	--	--	--
TOTAL	49.0	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of working days for controlled substance turnaround	16	20	18
# 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 integrated, prevention-focused, quality and safe health care as part of reforming the health care system;
- 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

HEALTH AND SOCIAL SERVICES

35-00-00

planning services to high-risk individuals. Collaboration 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 accomplishments include:

- Made treatment coverage available as part of the comprehensive cancer control plan for Delaware;
- Achieved screening rates for colorectal and breast 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 9,000 callers and cessation counseling services to over 3,500 Delawareans through the Delaware Quitline in 2012;
- Provided emergency diabetes medical care for services, supplies and medications to 556 Delawareans this past fiscal year;
- Screened 2,401 Delawareans during community blood screenings for early detection of diabetes;
- Provided funding to assist with infrastructure improvements to public water systems;
- Implemented an electronic disease reporting system to respond more rapidly to communicable disease outbreaks including bioterrorism; and
- Assisted 215 Delawareans to successfully complete a 6-week diabetes self-management program in the past fiscal year.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	37,828.6	39,703.4	41,777.0
ASF	24,444.8	30,138.6	30,027.6
TOTAL	62,273.4	69,842.0	71,804.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	348.0	349.0	350.3
ASF	56.3	54.0	53.7
NSF	225.2	212.5	211.5
TOTAL	629.5	615.5	615.5

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.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of strategy maps developed for strategic priorities	3	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 Diabetes Self-Management program and Chronic Disease Self-Management program to empower Delawareans to manage and control chronic diseases.

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- 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.
- Coordinate 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 access to medical-legal partnership services to address social context stressors that exacerbate health conditions or attenuate the effectiveness of medical interventions.
- Provide counseling and access to family planning services to reduce unwanted, mis-timed 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of tobacco use by adult Delawareans 18 years and older	19.7	19.7	19.0
% of colorectal cancers detected at local stage*	41.2	40.0	42.0
% of breast cancers detected at local stage*	76.2	75.0	77.0
% of children adequately immunized	77.3	80.0	83.0
% of adults who are obese	27	27	27
% of high school students who are obese	12.2	12.0	12.0

**FY 2013 Actual was only available as an estimate at the date of report.*

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of paramedic responses less than eight minutes for the most serious categories of calls	63	65	65
% of AED usage prior to ALS arrival	85	87	90

HEALTH AND SOCIAL SERVICES

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SUBSTANCE ABUSE AND MENTAL HEALTH 35-06-00

MISSION

The mission of the Division of Substance Abuse and Mental Health (DSAMH) is to promote prevention and recovery from substance use, gambling, mental health 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 interagency collaboration.
- Eliminate disparities in substance use and mental health services. Provide individualized treatment, intervention and prevention services to special populations and traditionally underserved groups, including pregnant women, children and people who are deaf or hard of hearing.
- Develop the clinical knowledge and skills of the 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 services are accessible, effective, facilitate recovery and are integrated into the community.

The continuum of services that are operated or funded by DSAMH include: inpatient psychiatric and residential substance abuse services, inpatient and ambulatory detox, opiate addiction 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 and abuse prevention and supported employment services.

The State of Delaware entered into a settlement agreement with the Civil Rights Division of the U.S. Department of Justice (US DOJ) in July 2011. The overarching goal of the agreement is to provide 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 serious mental health concerns, and do so in a manner that protects their independence and sense of community. The 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.

DSAMH met the annual targets of the US DOJ Settlement Agreement in Fiscal Year 2013.

DSAMH developed and implemented a training program for mental health and trauma peers. Formal peer support certification is in the final stages of approval through the state licensing board.

Additional accomplishments include:

- Developed a training and certification for mental health screeners;
- Revised the Supervised Apartment program by separating housing management from the services, giving service providers equal opportunity to apply for housing for their clients;
- Redesigned the Involuntary Civil Commitment process with input from representatives from the mental health courts, Judiciary, mental health social workers and non-profits working in the mental health system, psychiatric hospitals and DSAMH staff; and

HEALTH AND SOCIAL SERVICES

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- Redesigned the Substance Use Disorder Service System.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	90,418.9	102,387.8	106,899.3
ASF	3,179.8	6,793.4	6,918.4
TOTAL	93,598.7	109,181.2	113,817.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	629.2	619.7	620.7
ASF	2.0	1.0	1.0
NSF	4.0	3.0	3.0
TOTAL	635.2	623.7	624.7

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 Electronic Health Record 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 system-wide.
- Ensure coordination among service systems, specifically with the Departments of Correction and Services for Children, Youth and Their Families.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of clients reporting satisfaction with access to services	79.2	85.0	86.0
% of readmissions within 180 days	21.9	11.0	10.0

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, substance use and co-occurring disorders.
- Provide supported housing services that promote independent living and community integration.
- Work with the Division of Vocational Rehabilitation to provide supported employment services that assist clients in securing and maintaining meaningful and appropriate employment.
- Expand and deploy mobile crisis intervention staff to improve effectiveness in working with hospital emergency rooms and police on reducing unnecessary psychiatric hospitalizations.
- Assess and treat persons with co-occurring mental illness and substance use, gambling and other disorders.
- Continue to support and look for ways to expand the problem-solving and mental health courts in Delaware.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of crisis apartments available	6	6	6
# of ACT teams	10	11	13
# of ICM teams	5	5	5
# of case managers providing TCM	15	18	21
# of state housing vouchers or subsidies to target population	522	550	650
# of individuals receiving supported employment services	400	700	1,100
# of individuals receiving rehabilitation services	1,500	1,500	1,500
# of individuals receiving family/peer supports	600	750	1,000

DELAWARE PSYCHIATRIC CENTER **35-06-30**

ACTIVITIES

- Provide timely and effective psychiatric assessments, individualized recovery planning and treatment services and supports.

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- Improve effective recruitment and retention initiatives to ensure qualified and adequate physician, nursing, dental care and senior management staff at DPC.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Average daily DPC census	136	116	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.
- Implement cost effective and efficient plans to establish detoxification services in Kent and Sussex Counties.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of detoxification clients who received one or more treatment services	38.4	44.0	50.0
% of Alcohol and Drug Treatment program completion rate	58.7	60.0	61.0

SOCIAL SERVICES

35-07-00

MISSION

The mission of the Division of Social Services (DSS) is to provide prompt, respectful and accurate services that promote self-sufficiency for all Delawareans.

KEY OBJECTIVES

Promote self-sufficiency

- Partner with the Delaware Economic Development Office, Departments of Transportation and Labor and contracted service providers to 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.
- Develop policies and structures that support the goals of the Office of Early Learning to provide access to high-quality early care for low-income children so that they are prepared to enter school ready to learn.
- Implement Medicaid expansion using new eligibility rules with an upgraded system for integrated eligibility.

Maximize available resources

- Continue to improve division administration, program management, operations and customer service to maximize both efficiency and service quality.
- Allocate existing staff/program resources to best achieve organizational mission.
- Identify and engage community partners to increase access for eligible residents and improve application processing.
- Increase staff diversity and cultural competency.
- Improve succession planning and employee retention strategies.

BACKGROUND AND ACCOMPLISHMENTS

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

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government and are provided to more than 200,000 Delawareans each month. The major program areas are:

- Subsidized child day care, which enables low-income children to receive quality early care with a goal to improve their long-term school outcomes;
- Financial assistance, including TANF, Emergency Assistance, Refugee Assistance and Food Benefits; and
- Eligibility for poverty-related Medicaid categories, including DHCP and the new expanded eligible group as part of ACA.

The division achieves its goals by:

- Increasing family financial independence through work supports;
- Strengthening families and encouraging personal responsibility; and
- Developing clear goals that enhance staff performance and improve client outcomes.

Some major accomplishments include:

- Improving access to benefits by enhancing online application processes;
- Receiving enhanced federal Medicaid funds to upgrade the integrated eligibility system while preparing for new rules required for Medicaid eligibility under ACA; and
- Increasing partnerships with community agencies to provide outreach and education to potentially eligible residents.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	74,935.4	81,713.6	77,676.3
ASF	1,844.1	2,347.1	2,347.1
TOTAL	76,779.5	84,060.7	80,023.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	186.7	184.8	184.8
ASF	--	--	--
NSF	194.0	191.9	191.9
TOTAL	380.7	376.7	376.7

SOCIAL SERVICES

35-07-01

ACTIVITIES

- Participate in external review of quality, outcomes and timeliness of access to services.

- Process applications for benefits and changes to benefits and periodically review benefits eligibility.
- Develop a strategic plan with smart goals so that all division staff know how to establish work priorities and conduct business to meet division goals.
- Implement regulations that support access to services within the context of the program requirements and the DSS mission and budget.
- Partner with other public agencies, community organizations and businesses to provide services to low-income families.
- Create awareness of the division's programs within the community.
- Link families with available services outside of the division's area of expertise.
- Promote an appreciation for diversity and train staff for cultural competency in the performance of their work activities.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Supplemental Nutrition Assistance Program error rate	3.5	4.0	4.5
Average hourly wage for TANF job placements (\$)	7.65	8.00	8.00
% of TANF participation rate in work training programs	38	38	38

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VISUALLY IMPAIRED

35-08-00

MISSION

The mission of the Division for the Visually Impaired (DVI) is to work in partnership with Delawareans who are blind and visually impaired in empowering them to be self-sufficient.

KEY OBJECTIVES

- Promote health and well-being 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

DVI provides services to individuals with blindness or severe visual impairment. 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 individuals with blindness and significant visual impairments that meet DVI's eligibility criteria. In Fiscal Year 2013, DVI served 934 individuals out of the 2,948 individuals with visual impairments and blindness that are currently on DVI's registry. DVI staff provides the majority of services in the most appropriate and effective environments, such as home, work or school.

DVI is organized into three primary service programs: Educational Services, Vocational Rehabilitation (VR) and Independent Living. Additionally, there are two direct employment programs: Delaware Industries for the Blind (DIB) and the Business Enterprise Program (BEP). Services are developed and provided to three

major groups of consumers: educational age (0-21), primary employment age (14-65) and older adults (66+).

Through the Education program, DVI provided services to 291 children with visual impairments and their families in Fiscal Year 2013. Certified teachers of the visually impaired provide instruction, and child youth counselors provide early intervention services at school, home and in the community.

VR services were provided to 276 individuals, and 30 individuals achieved competitive employment during Fiscal Year 2013. Since the beginning of the Federal Fiscal Year there were 81 new applicants to the VR program.

Through DVI's Instructional Material Center (IMC), 12 inmates provided Braille and one other provided large print services through the Men with a Message program. The prisoners generated approximately 14,560 pages of Braille and 18,399 large print pages through the end of July 2013. In addition, Delta Gamma, a local sorority that volunteered in 2013, helped create 60 audio books and worked on the library consolidation project. This group volunteered 42 hours in Fiscal Year 2013. Other returning volunteers have worked 339.25 hours on various tasks throughout the IMC in helping staff achieve the division's mission in the past year.

During Fiscal Year 2013, DVI provided Independent Living Services (ILS) to 423 persons. ILS services include training on: communication devices, daily living skills and low vision aids. Macular degeneration is the primary visual impairment of those being served. The majority of these consumers have at least a high school education, live in their own residences and experienced vision loss more than 10 years ago.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,060.2	3,190.1	3,215.2
ASF	467.7	1,165.4	1,165.4
TOTAL	3,527.9	4,355.5	4,380.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	33.8	33.7	33.7
ASF	3.0	2.1	2.1
NSF	22.2	21.2	21.2
TOTAL	59.0	57.0	57.0

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VISUALLY IMPAIRED SERVICES 35-08-01

ACTIVITIES

- Provide an education program to students with visual impairments through the efforts of itinerant teachers and child youth counselors and the provision of textbooks and instructional materials in accessible mediums.
- Provide independent living services to persons of all ages in the areas of adaptive training and low-tech adaptive equipment.
- 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 through BEP.
- 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 outside the State.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Target
# of Registry participants*	2,948	3,200	3,200
# of DVI customers served	934	1,018	1,018
\$ DIB gross receipts (millions)	1.42	1.60	1.60
\$ BEP gross sales including vending and cafeteria sales (millions)**	1.5	1.7	1.7
% of blind/visually impaired employees within DIB	81	75	75
# of competitive employment outcomes within VR unit	30	34	39

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

**Calculated on Federal Fiscal Year.

LONG TERM CARE RESIDENTS PROTECTION 35-09-00

MISSION

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

The division 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 in Delaware for Medicare and Medicaid.

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 6,637 reports during Fiscal Year 2013. At the end of Fiscal Year 2013, there were 182 people on the Adult Abuse Registry.

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

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Fiscal Year 2013, a total of 4,549 new applicants were fingerprinted for state and federal criminal background checks. Of those, 24 percent had some criminal history. Less than 1 percent (0.04) 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,659.2	2,412.5	2,439.3
ASF	--	--	--
TOTAL	2,659.2	2,412.5	2,439.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of survey reports issued within 10 days of exit	85	70	75
% of post-survey meetings completed	100	100	100
% of criminal background checks completed within four working days from time receipt of record	85	83	85
% of CNA training schools inspected during period of license	100	100	100

HEALTH AND SOCIAL SERVICES

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CHILD SUPPORT ENFORCEMENT

35-10-00

MISSION

The mission of the Division of Child Support Enforcement (DCSE) is 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 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

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 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 2013, DCSE collected \$94,900,030 in child support payments, which represents a 1.42 percent decrease in collections made during Fiscal Year 2012. Out of the Fiscal Year 2013 collections, DCSE returned \$5,692,064 to reimburse the state and federal governments for benefits provided to children through TANF and Foster Care programs. This represents 6 percent of Fiscal Year 2013 collections. The remaining 94 percent of Fiscal Year 2013 child support collections were 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 1,481,049 phone calls during Fiscal Year 2013, for an average of more than 4,058 calls each day. This includes calls to the AAL/VRU full Spanish version.
- **Delaware Automated Child Support Enforcement System (DACSES) Replacement Project:** Although the DACSES replacement project is a capital budget initiative, it has a significant impact on the child support operation. DCSE has spent over three years (the project launch date was June 1, 2010) working with consultants on designing, developing and implementing a new case management and accounting system. The system, customized for Delaware from a transfer system built originally for Arkansas, will replace DCSE's nearly 30-year-old DACSES mainframe system. The new system called Delaware Child Support System (DECSS) is a modern, scalable client server application. In addition to providing much more

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robust information handling and user-friendly features, DECSS will incorporate a document management and imaging system that will be the first step to allowing DCSE to achieve a paperless office environment in the not-too-distant future. DCSE converted to DECSS in early October 2013.

- **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 3,105 licenses were suspended during Fiscal Year 2013.
- **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 \$403,325 in Fiscal Year 2013.
- **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 2013, 14,894 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 2013, 13,899 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, 28,799 clients are receiving electronic payments, an increase of over 12 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 \$296,234 was collected through CSLN in Fiscal Year 2013 and a total of \$856,955 since implementation in 2007. In addition, OSCE is now matching with insurers, and Delaware is participating in this service.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,747.7	3,871.2	3,911.4
ASF	491.7	1,232.8	1,232.8
TOTAL	4,239.4	5,104.0	5,144.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	54.0	53.7	53.7
ASF	2.5	2.5	2.5
NSF	131.6	129.9	129.9
TOTAL	188.1	186.1	186.1

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of paternity establishment	77	79	80
\$ of total distributed collections (millions)	82.9	84.6	86.2
\$ of child support collection (millions)	94.9	96.8	98.7
# of states/territories with which DCSE processes electronic payments	51	51	51

HEALTH AND SOCIAL SERVICES

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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 and supports people to live healthy, safe and fulfilling lives.

KEY OBJECTIVES

- Provide support services to persons with developmental disabilities to enable them to continue to lead safe and stable lives in the community.
- Ensure that individuals have access to community-based services under the DDDS Medicaid HCBS waiver.
- Operate the Stockley Center Intermediate Care Facility for Individuals with Intellectual Disabilities (ICF/IID).
- Encourage and support self-advocacy.
- Work with the schools to provide transition services related to employment for graduates of special education programs.
- Support the choice of all individuals with an intellectual disability to work.
- Implement a robust quality improvement/quality assurance system in order to evaluate the outcomes of the service system to ensure the health and safety of the individuals supported, meet their needs, encourage community participation and maximize the efficient use of human and fiscal resources.

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.

As of June 2013, over 70 percent of the individuals served by the division live at home with their families. Of the individuals who are supported by DDDS,

approximately 98 percent live in the community; only approximately 2 percent live in an institutional setting.

A developmental disability is a lifelong condition. When an individual is determined to be eligible to receive services from the DDDS service system, they typically remain with the division throughout their lifetime. Since 2006, the number of people eligible for DDDS services has grown by over 23 percent. DDDS's challenge is to design a system of supports and services that will be flexible and responsive to meet the needs of individuals as they change over time.

Assuring that the individuals served by DDDS are healthy and safe is an expected outcome of all services. A key to this outcome is the development of a service plan that addresses individual support needs. Every individual in a community-based residential placement is assigned to a case manager who facilitates the development of an Essential Lifestyle Plan (ELP) that is person-centered and reviewed on at least a monthly basis. Individuals living at home are assigned a Family Support Specialist and a Family Support Agreement is developed with the individual and his/her family. The ELP or the agreement is periodically reviewed with the individual and his/her family to ensure that it continues to meet the needs of the individual.

Most of the community-based services offered to DDDS clients are provided under a Medicaid HCBS waiver operated by DDDS. DDDS certifies providers to provide residential, employment and day programs and clinical consultation. Medicaid eligible consumers must be offered choice among a set of qualified providers.

DDDS uses an assessment instrument called Inventory for Client and Agency Planning (ICAP) to determine the individual support needs of each client receiving community residential and day services. The ICAP is expressed as the number of hours of direct support needed by each consumer each day.

DDDS continues to comply with the *Olmstead* decision by periodically informing residents of Stockley Center and persons seeking admission to Stockley Center of their right to live in the community, if they choose, with the assistance of DDDS community-based residential services.

Significant accomplishments have been made in the following areas:

- Placed 66 individuals in need of community residential services who were in an emergency situation or at high risk between July 1, 2012, and June 30, 2013;

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- Added 163 special school graduates to employment or day services between July 1, 2012, and June 30, 2013;
- Provided 187,749 hours of respite services to 614 individuals between July 1, 2012, and June 30, 2013, a 5 percent increase in individuals served from the previous fiscal year;
- Drafted new service definitions, in collaboration with the day service providers, for pre-vocational service and supported employment for a future waiver amendment using guidance from CMS;
- Submitted an amendment to CMS for the DDDS waiver to add Group Supported Employment as a waiver service;
- 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;
- Submitted the required comprehensive Evidentiary Report to CMS regarding compliance under the DDDS waiver in preparation for the renewal of the DDDS waiver effective July 1, 2014;
- Implemented a comprehensive web-based training curriculum for Direct Support Professionals called the College of Direct Support which will replace much of the classroom training that was previously provided by the DDDS Training Unit.
- Received a grant from the National Association of State Directors of Developmental Disabilities Services to assist with startup costs associated with the division's participation in the National Core Indicators Project, which surveys individuals with disabilities to gather a standard set of performance and outcome measures that can be used to track the State's performance over time, compare results across states and establish national benchmarks; and
- Created DIVSTAT, a formalized process for collecting and analyzing data to measure quality and productivity outcomes, some of which are required under the DDDS Medicaid waiver and some of which are initiated by the division.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	64,970.3	65,402.7	68,651.1
ASF	2,905.5	5,209.1	5,209.1
TOTAL	67,875.8	70,611.8	73,860.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	563.0	550.5	548.5
ASF	--	--	--
NSF	3.0	3.0	3.0
TOTAL	566.0	553.5	551.5

ADMINISTRATION

35-11-10

ACTIVITIES

Financial and Business Operations

- Manage financial operations including: budget development and administration, contract management and Medicaid claims.
- Manage the DDDS Client Registry software application.
- Facilitate eligibility for the DDDS Medicaid HCBS waiver and administer client funds for individuals in DDDS residential programs.

Professional Services

- Recruit and manage providers of Shared Living and respite services.
- Manage the DDDS Authorized Provider certification process.
- Operate the Intake/Applicant Services unit to determine eligibility for DDDS services.

Training and Professional Development

- Develop and deliver specialized training for direct support professionals in the DDDS authorized provider network and DDDS employees who work with individuals with intellectual/developmental disabilities.
- Manage the newly acquired training for direct support professional curriculum from the College of Direct Support.

Quality Improvement

- Provide ongoing monitoring and regulatory oversight of health and safety activities and systems at Stockley Center and in the community-based services.
- Conduct annual certification reviews of the following community-based waiver services: residential, day habilitation, pre-vocational, supported employment and clinical consultative nursing and behavioral services.

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- Assist DLTCRP in the licensing of the Neighborhood Homes under the DDDS waiver.
- Conduct routine individualized Person Focused Service Reviews to evaluate whether each HCBS waiver participant is receiving the services that he/she has chosen at the amount, frequency and scope selected and to assess whether those services meet the needs of the individual.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of providers in compliance with the DDDS certification standards by type and state licensing regulations by type:			
residential provider agencies	96.4	100.0	100.0
shared living providers	97.8	100.0	100.0
day service agencies	100	100	100
clinical consultative nursing agencies	100	100	100
clinical consultative behavioral agencies	100	100	100

STOCKLEY CENTER **35-11-20**

ACTIVITIES

- Operate a 70-bed residential facility that is licensed as an Intermediate/Skilled Nursing Facility by the State and is certified as a Medicaid ICF/IID.
- Provide comprehensive health services to residents including medical, dental, nursing, psychological and other ancillary services.
- Maintain an environment that promotes the health and safety of residents.
- Provide short-term respite and rehabilitation for people receiving services from DDDS, so they can return to the community.
- Focus on the extent to which the facility meets the Medicaid ICF/IID regulations by instituting a new data collection process. ELPs now include goals and objectives and needed services to facilitate each individual's progress toward achieving their personal goals.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Plans of Care in which services facilitate progress toward individuals achieving their personal goals	40	85	95

COMMUNITY SERVICES **35-11-30**

ACTIVITIES

- Provide case management and person-centered planning for approximately 900 DDDS consumers living in the community who are enrolled in the DDDS HCBS waiver.
- Provide family support services to approximately 2,600 people who are living with their families.
- Manage a system of community-based residential, employment and day service options to support persons with intellectual and developmental disabilities, three of which are directly provided by DDDS employees: residential, day habilitation and clinical consultation.
- Provide transition services from school to work in collaboration with the schools.
- Work with stakeholders to increase educational and systems-training opportunities for consumers, families, advocates and staff.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of participants whose services were delivered in accordance with their plans of care with regard to scope, frequency and amount/ duration of those services.	90.98	95.00	97.50

HEALTH AND SOCIAL SERVICES

35-00-00

STATE SERVICE CENTERS

35-12-00

MISSION

The mission of the Division of State Service Centers is 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 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 into four sections:

- 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 2013, the division's accomplishments included:

- **Emergency Assistance:** Community resources and assistance for rent, utilities and emergency shelter was provided to 19,010 clients. An additional 10,950 clients were served through the Emergency

Assistance Fund, and 152 clients received assistance through the Needy Family Fund. The Kinship Care program assisted 242 caregiver households, Medical and Diabetes Funds assisted 491 clients, the Regional Greenhouse Gas Initiative fund assisted 80 households and the Utility Fund assisted 1,821 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 240 unduplicated families by providing 1,200 monitored exchanges, 1,313 supervised individual visitations and 1,296 group visitations.
- **Adopt-A-Family:** During the holiday season, 2,289 individuals were served by Adopt-A-Family, and an additional 4,345 households were served throughout the year. In addition, 625 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 593 beds and assisted 4,234 homeless individuals. Of those who received shelter services, 2,511 individuals successfully departed to stable housing and 9,923 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 10,608 individuals and 6,779 families where 63 percent of those served were from poor working families or receiving unemployment benefits, and 39 percent served were in severe poverty at or below 50 percent of the federal poverty rate.
- **Food and Nutrition Program:** The self-help food cooperative (HOPE program) at Catholic Charities and 38 other nonprofit agencies reporting to the Food Bank of Delaware distributed food 60,631 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, 2,408 seniors contributed 377,002 hours of volunteer service at nonprofit and governmental agencies.

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- 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 through age 21 across Delaware. The program provided 248 seniors with volunteer opportunities and contributed 216,209 hours of volunteer service to 1,488 of Delaware's children.
- AmeriCorps:** Over 70 AmeriCorps members served over 91,400 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. An additional 117,600 volunteer hours were served by volunteers in the community who were recruited and managed by AmeriCorps members.
- Volunteer Delaware:** This program served Delawareans through 567 direct volunteer referrals and 15,100 outreach contacts, provided technical assistance to 382 agencies and organized training sessions for volunteer coordinators. Additionally, 141 students received an elective school credit through the Delaware Volunteer Credit program. Volunteer Delaware and the website for volunteer referrals received 25,015 hits.
- Low-Income Home Energy Assistance Program (LIHEAP):** LIHEAP assists low-income families (up to 200 percent FPL) with home energy costs. During Fiscal Year 2013, 17,737 households received assistance with home heating costs averaging \$450. During the summer months, LIHEAP operates a cooling program that assists eligible households with electric bills and the purchase, delivery and installation of air conditioners. A total of 431 families received a room-sized, window unit air conditioner, and 6,474 households received a benefit of \$195 to help offset the cost of their summer electric bills.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	10,754.3	10,938.2	10,934.7
ASF	164.4	663.1	663.1
TOTAL	10,918.7	11,601.3	11,597.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	103.3	104.3	103.3
ASF	--	--	--
NSF	16.3	16.3	16.3
TOTAL	119.6	120.6	119.6

COMMUNITY SERVICES

35-12-30

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.
- Administer the CSBG, Emergency/Transitional Housing Site Operations, Emergency Housing Assistance Fund, LIHEAP and state funds for Community Food programs.
- Facilitate community development outreach in collaboration with the First State Community Action Agency.
- 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.
- 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

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relations and assistance with volunteer recognition programs.

- Recognize the contributions of volunteer youth and adults in annual events and through the Delaware Volunteer Credit program.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of State Service Center client visits	639,966	641,555	643,336
# of clients accessing emergency food	60,631	61,216	64,400
# of RSVP volunteers	2,408	2,000	2,000
# of RSVP volunteer hours	377,002	360,000	360,000
# of active foster grandparents	248	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 Well-Being

- Establish and advance partnerships with other state and community-based agencies to promote and support the independence, health and well-being 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 (ACL) (formerly the Administration on Aging through the Older Americans Act) and Social Services Block Grant. Additionally, DSAAPD pursues and manages research

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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 the 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. 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 that prevent re-hospitalization and institutionalization.

In Fiscal Year 2013, DSAAPD received a grant from the ACL to sustain and grow the capacity of the ADRC to serve people across disabilities and the lifespan. The ACL also awarded DSAAPD a Lifespan Respite grant. Grant funds will be used to increase the delivery and quality of respite services available to families across age and disability spectrums by expanding and coordinating existing respite systems in Delaware.

DSAAPD is working with DMMA, DDDS and DVI to implement a new program called Pathways to Employment. The program will use a Medicaid 1915(i) waiver to advance employment opportunities for people with disabilities.

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 Delawareans 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	61,958.9	61,001.6	61,553.5
ASF	2,619.9	4,138.9	4,138.9
TOTAL	64,578.8	65,140.5	65,692.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	802.4	798.9	798.9
ASF	0.5	0.5	0.5
NSF	28.1	28.6	28.6
TOTAL	831.0	828.0	828.0

SERVICES FOR AGING AND ADULTS WITH PHYSICAL DISABILITIES

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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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of all applicants diverted from state long-term care facilities	93	95	95

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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 management.
- Maintain utilities and infrastructure for other state agencies and contractors that operate on campus.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	93	94	95

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	97	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of residents assessed and appropriately given the seasonal influenza vaccine (national average 90%)	97	97	97

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
- 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 avoidance of entering or re-entering the department's mandated services.

KEY OBJECTIVES

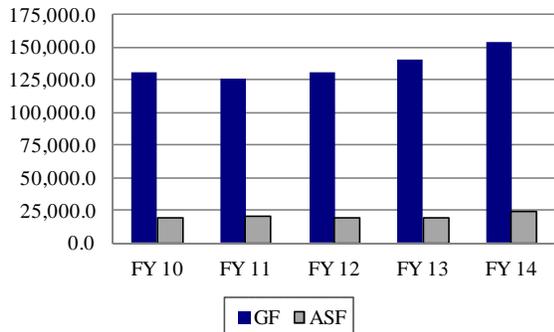
- Provide family services including: investigation of alleged abuse, neglect or dependency, out-of-home placement as necessary, in-home treatment and adoption to reduce re-abuse, timely reunification with family when appropriate, timely achievement of permanency either through adoption, guardianship or long-term foster care and child and family well-being.
- Reduce recidivism rates by providing Juvenile Justice Services including: detention, institutional care, probation and aftercare services consistent with adjudication.

- Enable children and caregivers to achieve the highest potential level of functioning and behavioral adjustment in the least restrictive environment possible by providing accessible and effective behavioral and mental health services for children including: drug and alcohol treatment, crisis services, outpatient treatment, day treatment, residential mental health treatment and inpatient psychiatric hospital treatment.
- Prevent entry or re-entry in one or more of DSCYF's core services by providing prevention and early intervention services including: training, public education and contracted services to prevent child abuse, neglect, dependency, juvenile delinquency, suicide, violence and drug and alcohol abuse among children and youth.
- 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.
- Require 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	139,204.9	153,708.0	155,049.8
ASF	20,586.6	23,714.5	20,727.1
TOTAL	159,791.5	177,422.5	175,776.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,052.8	1,054.8	1,055.7
ASF	98.1	98.1	98.1
NSF	53.1	51.1	50.2
TOTAL	1,204.0	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 the department's fiscal management.
- Provide direction in information management and support for the 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 2013, the accomplishments of Management Support Services included:

- The Cost Recovery unit exceeding the Fiscal Year 2013 cost recovery revenue goal;
- The Education unit participating in a series of professional development trainings designed to assist teachers with the alignment of instruction to Common Core State Standards;
- The Human Resource unit fully implementing random employee drug testing; and
- The Maintenance unit overseeing the installation of security systems at DSCYF buildings, and coordinating design and construction of a new multi-purpose juvenile facility.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	17,174.7	18,530.9	21,203.3
ASF	2,651.1	6,453.6	422.8
TOTAL	19,825.8	24,984.5	21,626.1

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	163.9	165.9	184.8
ASF	24.7	24.7	6.7
NSF	13.2	13.2	12.3
TOTAL	201.8	203.8	203.8

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Youth Rehabilitative Services (YRS)/Prevention and Behavioral Health Services (PBHS) contracted community-based expenditures of total contracted expenditures	49.4	54.0	54.0
% of children returned to DSCYF service within 12 months of case closure	30.3	26.0	26.0
% of children in DSCYF out-of-home care	13.9	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	10.1	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of annual revenue goal achieved	109.9	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.
- Oversee payroll activities.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of accounts payable transactions processed in First State Financials without the need for modification	98	95	95

FACILITIES MANAGEMENT **37-01-25**

ACTIVITIES

- Maintain facilities and grounds.
- Oversee facilities/construction management.
- Provide capital improvement planning and administration.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

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

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of work orders completed within established time standards	88	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 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days to fill vacancies for recruited positions (average)	34	34	30

EDUCATION SERVICES ***37-01-40***

ACTIVITIES

- 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.
- Provide rigorous instruction aligned with Common Core State Standards.
- Monitor academic progress via embedded assessment techniques and site-based multi-disciplinary teams.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of parents involved and responsive to their child's education while placed in an agency school	82	85	85
% increase of adjudicated students maintaining school or employment placement for 90 days or more after discharge	*	*	25
% of students in an agency school for six months or more, that increase their academic performance on a standardized achievement test:			
Mathematics	47	69	69
Reading	45	59	59

**New performance measure.*

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of time FACTS is available during regular working hours	99	100	100

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

PREVENTION AND BEHAVIORAL HEALTH SERVICES

37-04-00

MISSION

To develop and support a family-driven, youth-guided, trauma-informed prevention and behavioral health system of care.

KEY OBJECTIVES

- Maintain an integrated approach to treatment and services that is based on the System of Care principles, is trauma-informed and operates using evidence-based 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.
- Continuously improve our effectiveness using family, youth and other stakeholder input, outcome-driven data and collaboration with our partners.

BACKGROUND AND ACCOMPLISHMENTS

Accomplishments of PBHS include:

- Partnered with Medicaid to operate a public managed care organization for children’s behavioral health care using a professional team approach to ensure quality care;
- Continued to improve access to PBHS’s behavioral health care services for children who are eligible for Medicaid, CHIP or are uninsured;
- Disseminated and used evidence-based and research-based treatment practices in the public child behavioral healthcare system;
- Continued successful implementation of \$9 million Substance Abuse and Mental Health Services Administration (SAMHSA) grant for treatment services for young children;

- Continued successful operation of the Early Childhood Mental Health Consultation program statewide;
- Continued to manage a \$1.5 million SAMHSA grant for suicide prevention, which focuses on middle school students, school staff, parents and caregivers;
- Maintained accreditation of the division’s Crisis Stabilization, Residential Treatment facilities, Day Treatment and Outpatient Treatment services;
- Began implementation of new initiatives including, middle school Behavioral Health Consultants (BHCs) and Psychiatry initiatives, after school and summer targeted prevention programs and consolidation and expansion services at the Silver Lake Treatment Center; and
- Received a Federal System of Care Expansion Implementation grant that allocates \$1 million per year from July 1, 2013 through June 30, 2017 to create a sustainable statewide system of care for children with serious emotional disturbances, improve behavioral health outcomes and increase access to services and family involvement in a child’s treatment.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	38,403.5	45,269.2	39,935.5
ASF	13,599.8	12,484.9	18,261.3
TOTAL	52,003.3	57,754.1	58,196.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	254.0	254.0	206.0
ASF	26.5	25.5	72.5
NSF	6.0	4.0	4.0
TOTAL	286.5	283.5	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.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

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- Provide child-specific and program consultation for the department.
- Disseminate information to communities and organizations that promote children’s mental health and inform the public about Delaware’s public children’s behavioral health system.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of parents satisfied with behavioral health services	83	85	85
% timeliness for intake dispositions: emergencies - same day service	89	90	90
routine - within two working days	81	80	80

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.
- Expand preventive mental health services after school and during the summer for Delaware’s 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. Add 30 BHCs to middle schools throughout the State to expand access to behavioral health services.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of parents with children in the K-5 Early Intervention program that were satisfied with improvements in their children’s behavioral health	95	95	95
% of teachers satisfied with improvements in behavior of their students in the K-5 Early Intervention program	93	95	95

PERIODIC TREATMENT 37-04-30

ACTIVITIES

- Provide Child Priority Response, a crisis response/ intervention service that includes crisis beds for diversion from psychiatric hospitals.
- Increase access to 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of identified clients presenting in crisis, treated without hospital admissions	86	85	85
% of identified clients successfully completing intensive outpatient mental health services	64	65	65

24 HOUR TREATMENT 37-04-40

ACTIVITIES

- Provide residential mental health and substance abuse treatment services.
- Continue heightened focus on family engagement, reduction of restraints and creation of a more home-like environment.
- Provide community-based, 24-hour mental health residential treatment services and therapeutic group care.
- Provide inpatient psychiatric hospital treatment.
- Manage individual residential treatment homes.

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

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of hospital readmissions within 30 days of discharge	17	15	15
% of hospital readmissions within 180 days of discharge	28	25	25
% of inpatient hospital expenditures as total of all treatment expenditures	15	15	15

YOUTH REHABILITATIVE SERVICES
37-05-00

MISSION

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

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 (NCCDC) 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): 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:

- 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 Reform and Reinvestment Initiative: YRS was awarded a three-year federal grant to evaluate the effectiveness of new services implemented under the Community Services restructuring. The division is partnering with Georgetown University, Vanderbilt University and the Urban Institute to implement the

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

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Standardized Program Evaluation Protocol. This protocol is a rating scheme that compares an existing program to existing research evidence for intervention effectiveness and cost benefit analysis.

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 48 in Fiscal Year 2013, 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 76 in Fiscal Year 2013.

Peacework Art Therapy at NCCDC: NCCDC was chosen by Peacework to receive weekly art therapy classes. Peacework is a local non-profit organization that provides art therapy for disadvantaged children. The completed artwork is prominently displayed around the facility, and residents have the opportunity to take them home upon release from the facility.

Stevenson House Detention Center Collaboration with the Milford Food Bank: The Milford Food Bank is providing classes to Stevenson House residents on the advantages of nutrition and healthy eating habits, how to prepare balanced meals and skills for the youth to eventually become self-sufficient. The Food Bank also uses this opportunity to connect with the residents’ families for those who may need assistance.

Family Engagement Activities at All Secure Care Facilities: All Secure Care facilities continue to engage residents’ families through various scheduled events and activities such as monthly Family Nights, Mother’s Day luncheons, Men’s Mania, Fall Festivals and holiday dinners. Annual resource fairs provide a means for community providers to share their resources with residents and their families.

Trauma and Grief Therapy for Ferris Residents: Ferris School psychologists provide individual and group therapy in response to residents’ reactions to traumatic events. Treatment components include psycho-education, emotional regulation skills and promoting adaptive coping.

Opportunities to Change (OTC) Substance Abuse Program at Ferris School: OTC is a substance abuse program designed to provide Ferris residents with skills and focus on relapse prevention. The goal is to give the residents an opportunity to change their own thoughts

while learning appropriate ways to function in the community. After receiving an evaluation upon admission, those residents identified as having a diagnosable substance abuse disorder are referred to this program. Treatment is provided in a group setting.

Pet Therapy in Residential Cottages: Pet therapy is a unique method of using well-trained animals to provide therapeutic services to residents in the cottages. This therapy is known to lessen depression, encourage communication and increase socialization.

Transformative Life Skills Program at NCCDC, Ferris School and the Cottages: The Transformative Life Skills program is designed to teach the residents the principles of mindfulness, meditation and yoga. These methods provide the youth alternatives to modify behavior at any time by using breathing and meditation practices.

Narcotics Anonymous Meetings: Narcotics Anonymous meetings are held at the residential cottages and serve as an extension of substance abuse education and treatment. The group atmosphere provides help from peers and offers an ongoing support network for youth to pursue and maintain a drug-free lifestyle.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	37,245.2	39,681.7	42,273.6
ASF	1,853.0	2,074.4	--
TOTAL	39,098.2	41,756.1	42,273.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	349.0	346.0	369.0
ASF	23.0	23.0	--
NSF	4.0	4.0	4.0
TOTAL	376.0	373.0	373.0

OFFICE OF THE DIRECTOR 37-05-10

ACTIVITIES

- Ensure intra and inter-agency cooperation and coordination.
- Direct division operations and develop policy.
- Manage budget and fiscal operations.
- Monitor and evaluate division programs.
- Comply with mandates in providing core services.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

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 the 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Level IV recidivism	38	35	35
% of initial probation contacts on time	97	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of Ferris School recidivism	45	40	40

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 staff to provide quality service;
- Quality assurance activities are thorough and ongoing;
- Inter-agency 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 17,333 reports of abuse, neglect and dependency in Fiscal Year 2013, which represents an increase of 4 percent over Fiscal Year 2012. Of the reports received, 46 percent were "screen-in" for an investigation; of those accepted, 19 percent were substantiated.

SERVICES FOR CHILDREN, YOUTH AND THEIR FAMILIES

37-00-00

Protective Treatment: In Fiscal Year 2013, a total of 2,126 families and children received treatment services.

Placement: During Fiscal Year 2013, 393 children entered placement and 457 children exited placement. At the end of the fiscal year, there were 754 children in foster care, a decrease from 813 at the end of Fiscal Year 2012.

Independent Living: During Fiscal Year 2013, 94 children aged out of the foster care system. Independent Living providers provided life skills, and other trainings for 408 children in care and youth who had aged out, preparing them for adulthood.

Adoption: In Fiscal Year 2013, 104 children for whom the division held parental rights were adopted. This was an increase from 99 children adopted in Fiscal Year 2012.

Child Care Licensing: In Fiscal Year 2013, the Criminal History unit completed 7,082 criminal history record checks, and 49,534 Child Protection Registry checks; resulting in the disclosure of 3,373 arrest reports.

Accomplishments

- Implemented a new phone system for the Child Abuse Report Line, which provides analytical data to allow resource adjustments to help meet demand and give law enforcement priority access.
- Continued a comprehensive, multi-year system enhancement initiative called “Outcomes Matter.”
- Implemented Structured Decision Making® (SDM) in DFS investigations. 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 treatment services when FACTS II is completed.
- Implemented a Differential Response system through an additional service entitled Family Assessment and Intervention Response (FAIR) which offers an alternative to traditional investigations for low-risk cases involving teens. FAIR utilizes family engagement, assessment and referral to community services for low-risk cases. An internal version of FAIR is being piloted in DFS specialized adolescent units in New Castle County to address allegations of abuse where there is no physical injury.
- Implemented Team Decision Making (TDM) in regional offices. TDM is a mandatory, facilitated, point-in-time meeting convened in order to bring together the agency, family members and other supportive resources. This collaboration supports the development of a comprehensive assessment of

safety and protective factors to guide planning decisions that ensure the safety of children in the family.

- Held a statewide summit “Achieving Permanency for Children in Foster Care: Policies and Practices that Work.” The goals were to have members of the child welfare community understand the continuum of permanency that needs to exist for all children and receive introduction to several best practice approaches to improving permanency.
- Implemented the Office of Evidence-Based Practice, which ensures universal screening for all youth entering care and monitoring of psychotropic medications of all children and youth in care.
- Continued a program with Delaware State University (DSU) that allows two youths 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. The first graduate of this program received a degree in May 2013.
- Partnered with the YMCA of Delaware to allow 30 children in foster care to attend a residential summer camp.
- Complied with the Federal Administration for Children and Families 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.
- Created a partnership between the Office of Child Care Licensing and the Department of Labor to assist current and potential providers with education on employment opportunities and recruitment resources.
- Began a process to review all seven Delacare rules for child care, child placing agencies and residential care.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	46,381.5	50,226.2	51,637.4
ASF	2,482.7	2,701.6	2,043.0
TOTAL	48,864.2	52,927.8	53,680.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	285.9	288.9	295.9
ASF	23.9	24.9	18.9
NSF	29.9	29.9	29.9
TOTAL	339.7	343.7	344.7

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

OFFICE OF THE DIRECTOR
37-06-10

ACTIVITIES

- Prepare and manage the division’s budget.
- Implement service delivery programs.
- Manage quality assurance processes.
- Oversee data management and analysis.
- Coordinate professional development to ensure staff is able to provide efficient and effective services to children and youth.
- Develop policy.
- Plan and develop services based on national, state and local best practices.
- Manage regulatory functions including child care facility licensing and criminal background/Child Protection Registry checks.
- Represent the division on national and local organizations, committees and advocacy groups.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of initial investigation contacts on time	97	100	100

INTERVENTION/TREATMENT
37-06-40

ACTIVITIES

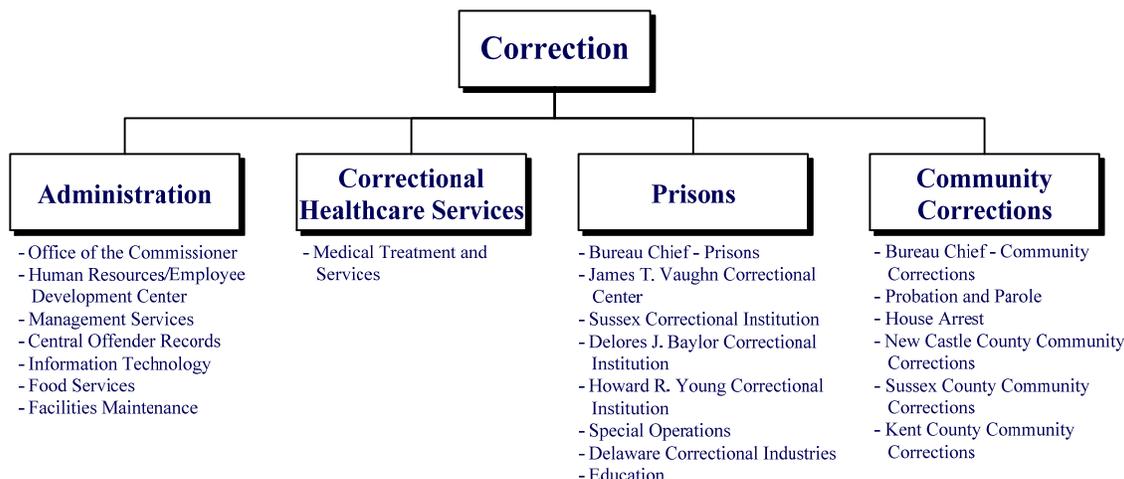
- Assure the safety of children while reducing the risk of abuse and neglect.
- Change the behaviors and conditions that cause abuse and neglect.
- Promote the most appropriate services for the safety and well-being of children, including in-home services, placement and family reunification, while providing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

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of timely initial treatment contacts	94	100	100
% absence of maltreatment within 12 months	98	95	95
% of exits to adoption in less than 24 months	41	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 2014, 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 that manages pre-trial detention through incarceration and community supervision.

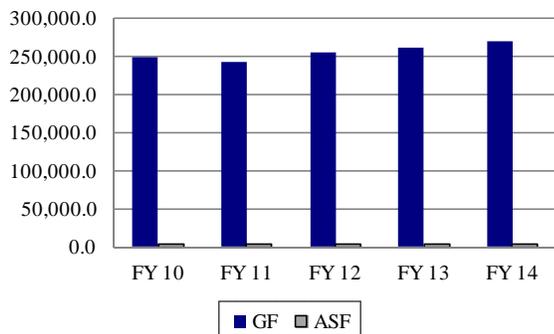
Currently, the incarcerated population (Levels IV and V) is approximately 7,085. The jail population of approximately 2,897 is divided between offenders sentenced to less than one year of incarceration (1,159 or 16.4 percent) and offenders held pending trial (1,738 or 24.5 percent). There are 4,188 offenders sentenced to more than one year, which represents 59.1 percent of the department's total incarcerated population. Approximately 15,718 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 and reduce recidivism.

CORRECTION

38-00-00

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	263,263.5	269,680.1	274,445.7
ASF	2,878.1	4,097.9	4,314.6
TOTAL	266,141.6	273,778.0	278,760.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 departmentwide 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 Internal Affairs to ensure clearance/background checks are completed and properly documented. EDC is responsible for providing and coordinating all departmentwide initial training, re-qualification, program development and assistance to facilities in the development of in-house training efforts and curricula.

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 processing offender admissions and 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 Delaware Code. Central Offender Records is tasked with providing record 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	34,407.8	32,853.9	33,920.5
ASF	--	--	--
TOTAL	34,407.8	32,853.9	33,920.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	318.0	318.0	318.0
ASF	--	--	--
NSF	--	--	--
TOTAL	318.0	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of random/periodic Internal Affairs rechecks	2,233	2,350	2,400
# of positive media stories generated	30	35	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of random drug tests of employees	1,307	2,080	2,080
# of grievances at Commissioner's level	46	45	50
# of correctional officer recruits graduating from Correctional Employee Initial Training	153	120	150
# of probation officer recruits graduating from Basic Officer Training Course	12	20	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 program.
- Process the department's bi-weekly payroll.
- Manage the department's fleet.
- Provide purchasing and contract management services to DOC personnel.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 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 days PCard reconciliations are completed and submitted to DOA	28	29	29

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 departmentwide records retention and archiving policies.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of victim notification letters generated	32,065	31,100	33,000
# of admissions processed	17,784	18,500	19,500
# of sentences calculated	36,334	38,000	39,000
# of releases processed	15,316	17,800	16,500
% of offenders released in error	.001	.001	.001

INFORMATION TECHNOLOGY **38-01-14**

ACTIVITIES

- Provide IT 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 MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of high priority help desk calls resolved within one hour	98	98	98

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.
- Order and deliver supplies from the Central Supply Warehouse.

CORRECTION 38-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offenders trained in food safety	880	900	950
# of Central Supply accident-free miles	33,604	33,700	33,800
# of offender grievances related to food service	495	200	450
# of meals prepared	8,485,547	8,484,600	8,505,400

FACILITIES MAINTENANCE 38-01-40

ACTIVITIES

- Coordinate the design of major and minor capital improvement projects with contracted architectural/engineering firms.
- Coordinate 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of work orders completed	19,949	22,000	21,000
% of work orders completed within 30 days	96.5	99.0	100.0

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. 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 Aftercare 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	53,643.9	55,393.9	55,403.2
ASF	302.2	--	341.7
TOTAL	53,946.1	55,393.9	55,744.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 departmentwide contracts.
- Monitor contractual obligations.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of intake screenings completed within two hours	88	97	95
% of patients receiving formulary medication(s) within 48 hours of provider order or per provider's order	80	95	85
% of sick calls resolved within 72 hours	70	90	90
% of chronic care patients that are seen every three months or more frequently as determined by the provider's plan	80	90	85
% of occupied beds in substance abuse programs at: Level V	95	99	95
Level IV	95	85	95
% of offenders completing Key, CREST, Aftercare continuum (without interruption)	55	50	65
% of offenders successfully graduating from Aftercare	60	50	60

CORRECTION

38-00-00

PRISONS 38-04-00

MISSION

To provide overall administrative support to prison facilities, which enforce judicial sanctions for offenders and detentioners in a safe, humane environment. The bureau also provides protection for the public with incarceration and rehabilitation programs that address societal and offender needs.

KEY OBJECTIVES

- Utilize flow down options delineated in the Sentencing Accountability Commission (SENTAC) Policy Manual maximizing Level V bed space availability.
- Utilize offender assessments, program participation and program completion as system efficiency indicators.
- Maintain 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 30, 2013, the Level V population was 5,983 offenders.

In conjunction with Senate Bill 226, the bureau has implemented the use of an objective risk and needs assessment instrument that will assist in providing treatment services that are responsive to offender's needs and characteristics.

Working collaboratively with the Department of Labor (DOL), Department of Education (DOE), DHSS and Delaware State Housing Authority (DSHA), DOC assesses offender needs and creates service and release plans for the offender population in an effort to reduce recidivism.

Structured offender work programs provide the opportunity to develop work ethic, transferrable skill sets, marketable employment experience and modest wages. In Fiscal Year 2013, the offender workforce performed a total of 1,864,189 hours in work assignments supporting community service projects, food service, maintenance, janitorial, laundry, central supply, commissary and education.

Education continues to be a priority for the bureau, with opportunities to attain a High School Diploma, General Equivalency Diploma (GED) or vocational skills 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, automotive service and culinary arts are also available at some facilities.

The Special Operations unit provides specialized security services to the Bureau of Prisons and the Bureau of 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.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	128,203.5	131,127.2	133,859.6
ASF	2,152.3	3,345.2	3,345.2
TOTAL	130,355.8	134,472.4	137,204.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,614.7	1,614.7	1,614.7
ASF	10.0	10.0	10.0
NSF	--	--	--
TOTAL	1,624.7	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.

CORRECTION

38-00-00

- Provide offender classification and program support.
- Provide strategic planning for the bureau.
- Review and update policies and procedures.
- Conduct Quality Assessment Audits.
- Review Use of Force Incidents for compliance and trending.
- Operate the Prison Arts program.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offenders classified to:			
drug treatment programs	649	650	650
work release	472	375	375
supervised custody	183	180	180
# of offenders recommended for sentence modification	29	100	50
# of security/custody level classifications	1,568	2,000	2,000
# of interstate compact cases (in-state and out-of-state)	39	40	40
# of Quality Assessment Audits completed	3	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offender work hours:			
community service	18,595	19,900	19,900
food service	284,427	303,500	303,500
maintenance	51,320	47,000	47,000
janitorial	269,185	270,200	270,200
laundry	84,549	96,500	96,500
other*	204,642	224,500	224,500
\$ cost avoidance at \$7.25 minimum wage (thousands)	6,617.2	6,971.6	6,971.6
# of escapes	0	0	0
# of Braille pages produced:			
Braille transcription	25,627	19,200	19,200
large print	49,075	45,150	45,150
thermoform	1,460	1,000	1,000
# of program participants:			
sex offender treatment	174	175	175
My Brother's Keeper	162	100	100
Greentree	153	80	80
pre-release	659	775	775
Alcoholics Anonymous	94	65	65
Alternatives to Violence	433	425	425
weekly religious activities	415	450	450
Project Aware	1,123	1,200	1,200
# of video court/teleconferences	2,872	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offender work hours:			
boot camp	8,151	7,600	8,200
food service	87,627	89,000	88,000
maintenance	3,256	5,500	3,500
janitorial	103,264	99,000	103,400
laundry	40,603	40,000	40,700
other*	237,307	242,000	237,500
\$ cost avoidance at \$7.25 minimum wage (thousands)	3,481.5	3,502.5	3,489.4
# of escapes	0	0	0
# of program participants:			
sex offender treatment	100	50	150
Key	254	150	270
Alcoholics Anonymous	235	210	250
Alternatives to Violence	150	175	200
Boot Camp	167	250	250
Greentree	109	150	125
# of video court/teleconferences	6,257	6,000	6,300

**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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offender work hours:			
food service	88,281	98,000	90,000
maintenance	5,250	6,500	6,500
janitorial	27,964	27,000	27,000
laundry	13,120	15,000	15,000
other*	5,250	12,000	12,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	1,014.0	1,149.1	1,091.1
# of escapes	0	0	0
# of program participants:			
SOAR	50	50	50
Key Village	100	100	100
Structured Care Unit	50	135	50
Trauma Healing Workshops	100	20	100
Taking a Chance on Change	20	6	20
Thinking for a Change	20	2	20
# of Trauma Informed Care workshops	1	1	1
# of video court/teleconferences	4,254	4,500	4,500

**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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offender work hours:			
food service	116,086	106,000	106,000
maintenance	18,668	15,000	15,000
janitorial	80,228	80,000	80,000
laundry	18,826	19,000	19,000
other*	97,590	105,000	105,000
\$ cost avoidance at \$7.25 minimum wage (thousands)	2,402.6	2,356.3	2,356.3
# of escapes	0	0	0
# of program participants:			
sex offender treatment	29	30	30
Key	223	140	225
6 for 1	629	100	865
Young Criminal Offenders program	29	30	30
Head Start Home	160	180	180
Inside/Out	32	30	30
Video court/teleconferences	9,048	9,500	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offenders transported	39,134	42,600	40,000
# of CERT missions	177	275	275
# of K-9 teams certified to Police Dog Level 1	28	28	28
# of emergency preparedness training exercises	255	160	160
# of security audits	52	20	40
# of detector dogs trained and operational	4	6	6
# of contraband finds by detector dogs (includes drugs and cell phones)	0	15	15

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offenders employed	186	300	250
\$ net sales (thousands)	2,105	2,900	2,300
# of completed work orders	6,042	9,000	6,500

EDUCATION

38-04-11

ACTIVITIES

- Provide academic and life skills programs.
- Provide vocational and trades apprenticeship programs.
- Provide ancillary programs.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of offenders tested to determine education needs	1,865	2,100	1,950
# of offenders enrolled in academic, vocational and life skills	2,465	2,100	2,500
# of GEDs earned	196	185	200
# of high school diplomas earned	35	55	50
# of Certificate of Educational Attainments	500	750	525
# of vocational certificates	710	325	725
# of life skills completed	331	350	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 2013, 15,613 individuals were under Probation and Parole supervision. Included in this number are 983 individuals being supervised under the Interstate Compact Agreement that reside out-of-state and 231 individuals on pre-trial status and assigned to probation supervision. Last year, Probation and Parole conducted 13,685 intakes, 13,425 discharges and 13,813 transfers between SENTAC levels. Of the cases that

were discharged, 89 percent were closed and 11 percent were revoked to Level V.

Probation and Parole utilizes classification systems that include the use of the Level of Service Inventory - Revised (LSI-R), the Domestic Violence Screening Instrument - Revised (DVSI-R) 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 is a communications center for Operation Safe Streets officers and other probation and parole officers. 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.

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NEW CASTLE COUNTY COMMUNITY CORRECTIONS

New Castle County Community Correction (NCCCC) centers are comprised of three facilities (Plummer, Community Corrections Center, Hazel D. Plant Women's Treatment Facility and Webb Community Corrections Center). NCCCC provides traditional Level IV work release to sentenced offenders, as well as Level V classified offenders who provide maintenance, lawn care, kitchen and general janitorial 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 Phases 2 and 3 of the CREST program. 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 8,300 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 weekends at Level IV. Many of these offenders are individuals who have committed minor violations or owe child support. In Fiscal Year 2013, offenders at SVOP performed over 173,000 hours of community services to over 211 state agencies and organizations throughout the State of Delaware.

Offenders at SVOP are encouraged to apply the community service hours they accumulate to the costs and fines they owe. The resulting total credited towards costs and fines for Fiscal Year 2013 was \$391,116.

Sussex Work Release Center (SWRC)

SWRC is a Level IV facility, responsible for housing male and female offenders participating in the re-entry phases of treatment in the CREST program, as well as the work release-only population.

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); treatment groups; and a partnership with DOL for onsite computer lab for résumé building and job searches.

KENT COUNTY COMMUNITY CORRECTIONS

Morris Community Corrections Center (MCCC)

MCCC is a Level IV facility, housing male offenders participating in the re-entry phases of treatment in the CREST program, as well as the work release-only population.

An offender must successfully complete the primary residential treatment (Phase 1) of the CREST program at CVOP before transferring to MCCC. Once at MCCC, offenders participate in the re-entry treatment (Phase 2) of the CREST program and the community reintegration treatment (Phase 3). The community reintegration 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 seek employment, attend outside medical appointments, re-establish family relationships, tend to outside personal

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business and participate in any mandated treatment programs. Offenders in the work release program are typically sentenced by the Court to participate in Level IV work release programs or are Level V offenders classified by the department during the last 180 days of their sentence. Accountability to facility rules and regulations, job-site checks, contact with offenders and monitoring of the offender's treatment plan are paramount to ensuring public safety.

Other treatment programming at MCCC includes the James H. Groves Adult Education program, religious study groups, sex offender groups and Alcoholics Anonymous.

Central Violation of Probation Center (CVOP)

This facility offers the primary/residential phases of treatment (Orientation and Phase 1) 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 and parole are also provided. The Employment Search program provides offenders with information, such as job interview skills, applications and résumés to successfully gain employment upon release. Other programs at CVOP include GED, religious study groups, mental health groups, sex offender group, the Victims' Impact class and Alcoholics 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 six outside work crews throughout New Castle and Kent Counties. Work crews participate in community service projects that benefit towns, churches, nonprofit organizations, American Legions, senior and recreation centers, schools and cemeteries.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	47,008.3	50,305.1	51,262.4
ASF	423.6	752.7	627.7
TOTAL	47,431.9	51,057.8	51,890.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	606.0	606.0	606.0
ASF	--	--	--
NSF	1.0	1.0	1.0
TOTAL	607.0	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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of provider compliance with contractual agreements	100	100	100
% of bureau policies reviewed	100	75	100
# of grants monitored	7	7	6

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.

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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Average caseload size:			
Level II	82	80	80
Level III	40	36	38
% of positive Safe Streets curfew checks	72	72	75
% of cases successfully discharged	75	80	75
% of offenders employed	46	50	50
% of Level I, Restitution Only cases closed	36	40	40
% of positive urine tests	27	25	25
# of LSI-Rs completed	3,415	3,400	3,400

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of cases closed not returning to prison within one year	90	94	92
# of monitoring units in service:			
standard	250	230	250
cell	80	30	90
GPS	270	210	290
Transdermal Alcohol Device	55	25	60
Voice ID	5	15	10
% of positive urine tests	14	8	12

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of successful releases	87	90	90
% of offenders employed	8	30	12
# of community service hours	15,543	23,000	24,000
\$ savings to public at \$7.25 minimum wage (thousands)	112.7	166.8	174.0
# of walk-aways	35	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.
- 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 and other case management actions.
- Provide supervision for offender community service projects.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of successful releases	84	75	85
% of offenders employed	21	40	35
# of walk-aways	27	36	32
# of community service hours	172,534	179,000	179,000
\$ savings to public at \$7.25 minimum wage (thousands)	1,250.9	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.

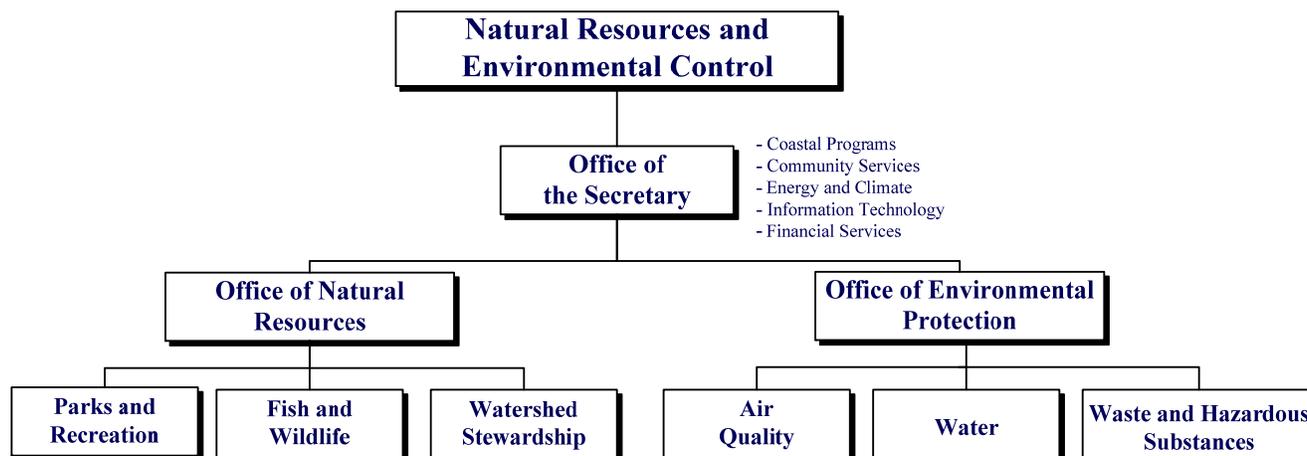
CORRECTION
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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of successful releases	79	80	83
% of offenders employed	57	40	59
# of community service hours	38,940	65,000	45,000
\$ savings to public at \$7.25 minimum wage (thousands)	282.3	471.3	326.3
# of walk-aways	25	15	9

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00



MISSION

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 of Natural Resources and Environmental Control (DNREC) 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. DNREC 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 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, 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

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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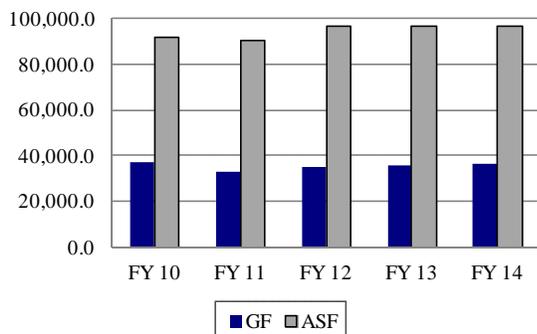
educational opportunities for youth to become environmental stewards of the future.

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, cogeneration 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	36,447.7	36,338.8	37,104.8
ASF	48,834.5	96,723.8	96,908.8
TOTAL	85,282.2	133,062.6	134,013.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	325.2	328.2	328.2
ASF	306.9	306.8	306.3
NSF	161.9	160.0	159.5
TOTAL	794.0	795.0	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 departmentwide 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	8,351.7	7,233.4	7,282.9
ASF	12,899.3	26,956.7	26,956.7
TOTAL	21,251.0	34,190.1	34,239.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	60.2	59.2	58.2
ASF	73.2	72.2	72.2
NSF	34.6	35.6	35.6
TOTAL	168.0	167.0	166.0

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.
- 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 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) and the Coastal and Estuarine Land Conservation Programs.
- 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 and other coastal issues.
- Coordinate the implementation of the State Sea Level Rise Adaptation plan.
- Implement coastal and estuarine applied research and monitoring program.
- Implement education and training programs for communities, schools, resource users and decision makers addressing coastal resource issues.
- Protect and conserve over 6,200 acres of coastal and estuarine habitat with the DNERR's designated boundaries and implement comprehensive ecological restoration plans for reserve properties.
- 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 and the Mid-Atlantic Regional Planning Body.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of coastal decision maker workshops hosted by DNERR	9	8	5
# of school children attending DNERR education programs	1,871	2,000	2,000
# of federal consistency projects reviewed	148	150	150

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 programs and address their environmental concerns.
- Coordinate all departmental activities with federal and non-governmental organizations to achieve environmental objectives within the agricultural community.
- Provide timely and appropriate response on a 24-hour basis to resident inquiries and environmental emergencies and enforce compliance for other health and safety objectives.
- Protect public health and safety by maintaining 24-hour emergency response capabilities for weapons

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of proactive operations conducted	695	800	800
# of public outreach/training sessions conducted	127	150	150
# of Clean Air Act Ombudsman assistance efforts	78	80	85

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.
- Administer the Energy Efficiency Investment Fund to help Delaware businesses make strategic investments in capital equipment and facility upgrades that will help reduce energy use, lower operating costs, support job creation and improve environmental performance.
- 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, manage and support adaptation pilot projects in 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 practitioners, local governments, industry and citizens concerning climate change planning and preparation.
- Provide environmental planning expertise and support land use that values Delaware's natural resources and enriches the long-term livability and resiliency of its communities.
- 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.
- Conduct the statewide Weatherization Assistance Program, providing energy conservation services to low income Delawareans.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of kW new renewable energy funded	624	700	700
# of GWh new energy saved	36	40	40
# of climate preparedness recommendations provided to customers/stakeholders	22	40	40

INFORMATION TECHNOLOGY

40-01-05

ACTIVITIES

- Maintain the network and provide help desk services for all department employees.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

- 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.
- Provide technical support for the five-year transition to Enterprise Content Management to provide a single system for centralizing information gathering, management and storage, as well as tools for automating work processes based on a newly received online form, scanned document or stored content.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of online transactions by the public with the department - using licensing/reporting/permitting systems	102,000	90,000	90,000
# of pages of documents converted to electronic format	1,500,000	300,000	600,000

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 Revolving Fund (WPCRF) loan recipients to make projects affordable as defined by the Clean Water Advisory Council.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ of low interest loans and grants for wastewater projects (millions)	45.87	84.00	98.10
\$ of low interest loans for eligible non-point source expanded use activities (thousands)	538	1,500	1,500
Projects funded	42	25	37
\$ of WPCRF (state-millions)	7.74	14.26	16.60
\$ of WPCRF (federal-millions)	38.67	71.24	83.00

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

OFFICE OF NATURAL RESOURCES

40-03-00

MISSION

To conserve and manage the natural resources of the State, provide safe and enjoyable recreational opportunities to Delawareans and visitors, manage and make available for public use and enjoyment the lands with which it has been entrusted, provide technical, financial and planning assistance to the public for conservation areas and improve the public's understanding and interest in the State's natural resources through information and outreach programs.

KEY OBJECTIVES

- Protect and restore an interconnected system of undeveloped lands.
- Maintain tidal fisheries management.
- Protect, restore and enhance fisheries and wildlife habitats.
- Foster partnerships with private landowners.
- Conserve biodiversity and the integrity of biological function.
- Provide wildlife-related recreational opportunities, 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.

- 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.

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Parks and Recreation has 11 field offices statewide that oversee the operation of 20,408 acres in 16 state parks, the Brandywine Zoo and Baynard Stadium. Parks and Recreation also manages 10 nature preserves (3,292 acres), 12 other sites (2,368 acres) outside of the parks and monitors 80 conservation easements, which protect an additional 4,743 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.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	20,658.0	21,430.6	22,476.0
ASF	17,346.9	26,786.3	26,971.3
TOTAL	38,004.9	48,216.9	49,447.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	194.3	197.3	199.3
ASF	98.5	97.9	96.4
NSF	56.2	55.8	55.3
TOTAL	349.0	351.0	351.0

PARKS AND RECREATION ***40-03-02***

ACTIVITIES

Administration and Support

- Responsible for budget and fiscal management, legislation, volunteer programs and internships.
- Administer the Twenty-First Century Park Endowment and the private State Park Endowment funds through the Delaware Community Foundation.
- Administer marketing, publication and information services, including research, 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% increase in park and facility revenue	0.86	1.00	1.00
# of volunteer hours	111,311	111,000	112,000

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.

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- Maximize the use of funds and protection methods to permanently protect statewide priority projects, with particular focus on the Delaware Bayshore, Nanticoke Watershed and in holdings 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of acres that meet the criteria of the Land Protection Act	762	1,000	1,000
# of new miles of multi-use trails in state parks	3.4	6.0	5.0
# of conservation easements that meet the criteria of the Land Protection Act	2	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.).

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% increase of people participating in park programs	2	2	2
# of teacher trainings to support Children in Nature initiative	15	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% increase of visitors to Brandywine Zoo	2	2	2
# of stadium field events	53	50	50
# of new park program offerings	4	1	3
# 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 restaurant/café.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% occupancy of wet slips	70	85	85
% occupancy of dry storage	99	95	100

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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 61,000 acres, manage 57 freshwater pond and marine fishing access sites and comply with management plans for 23 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, 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 the extent and probable cause of fish kills.
- Develop regulations needed to manage shellfish aquaculture in the Inland Bays in accordance with House Bill 160.
- Monitor and enforce compliance with Fisheries Management plans.
- 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, hunter education and aquatic resource education activities.
- Pursue land protection measures through fee simple acquisition, easements, and other processes to connect and enhance Delaware's wildlife habitat.
- Conduct a trout stocking program in all three counties.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of acres of actively managed wildlife habitats on public lands	8,400	8,400	8,500
# of fisheries management plans complied with	23	23	23
# of hunter education certifications	1,490	1,400	1,500
# of acres protected through easements or acquisition	219	250	250

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.

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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of open marsh water management acres treated	25	100	100
% of nuisance-free nights (June-August)	80	75	75
# of acres of degraded wetlands under the Northern Delaware Wetlands Rehabilitation program restored	152	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of boating safety presentations delivered to the public	59	57	61
# of recreational boating accidents	8	11	10

WATERSHED STEWARDSHIP

40-03-04

ACTIVITIES

Conservation Programs

- 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, the implementation of TMDLs, Pollution Control Strategies (PCS) and Watershed Implementation Plans (WIPs).
- Lead effort to develop common standards for local floodplain and drainage codes.
- Investigate private drainage concerns and recommend new Resource Conservation and Development projects to be funded through the Capital Improvement Act and Twenty-First 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.
- Administer the Buried Wood Debris Remediation program.
- Represent the department on the Nutrient Management Commission.
- Administer the Conservation Cost Share program in coordination with federal Farm Bill programs.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of tax ditch organizations assisted	103	125	100
# of Resource Conservation and Development Twenty-First Century Fund projects completed	37	35	50
# of acres treated by wetland restoration developed and constructed in marginal agricultural fields and/or adjacent to streams and tax ditches	71	75	75
# of feet of stream restoration projects developed and constructed	5,050	2,000	2,000
# of tons of sediment removed from storm water prior to discharge to waterways	395,480	500,000	300,000
# of residential parcels with buried wood debris remediated	12	25	40
# of acres of traditional cover crop planted in the Chesapeake Bay Watershed	26,560	31,530	36,500

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 to maintain a resilient coastline.
- Reduce natural hazard losses through cooperation with the Federal Emergency Management Agency and the Delaware Emergency Management Agency in natural hazard mitigation programs.
- Implement dam safety regulations and dam inspection standards, provide emergency action plans and provide assistance to private dam owners.
- 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 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of aids to navigation established and maintained in Inland Bays for boating public	180	180	185
# 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 boating facilities at state owned lakes and ponds	0	3	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	136,365	135,000	135,000

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.

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- 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.
- Coordinate Delaware's efforts to explore an effective approach to protecting the State's wetlands resources.
- Implement Marine Biotoxin Contingency plan when hazardous algae bloom-related events threaten commercial and recreational shellfish resources.
- Regulate state shellfish growing areas and certified shellfish dealers through cooperative agreements with the U.S. Food and Drug Administration and the National Shellfish Sanitation program.
- Investigate shellfish borne illnesses and outbreaks, conduct shellfish recall and develop and implement annual Vibrio Control plan.
- Establish boundaries for Delaware's shellfish growing water area classifications to ensure that the shellfish harvested are fit for human consumption.
- Deploy and maintain shellfish growing water area designation buoys and signs to inform commercial and recreational shellfish harvesters of classification boundaries in the Inland Bays.
- Develop and implement shellfish aquaculture regulations pertinent to the growing, harvest and sale of bi-valve molluscan shellfish.
- Serve as lead for fish contamination assessments and coordinate at state and inter-state levels.

- Cooperate with Delaware River Basin Commission, Pennsylvania and New Jersey in developing TMDLs for toxic pollutants for the Delaware Estuary.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of acres of watersheds with PCSs in place	989,124	1,032,295	1,032,295
# of incidences of water-borne disease (swimmer illness)	1.0	1.0	1.9
# of wetland acres assessed	32,000	38,565	18,000
% reduction of nitrogen loadings in the Chesapeake, Delaware and Inland Bays watershed	6	6	6

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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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 eight-hour ozone standard statewide by 2019 and re-designate New Castle County to attainment with respect to Fine Particle (PM2.5) Standards.
- Maintain monitoring networks to provide representative and accurate data for ambient concentrations of pollutants of concern.
- Promote effective and sustainable cleanup and reuse of Brownfields in conjunction with community land use plans.
- Increase municipal solid waste recycling to 60 percent pursuant to 7 Del. C. § 6056.

- Protect public health and safety by conducting hazardous materials emergency planning and accidental release prevention and by maintaining an effective emergency response capability.

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.

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FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	7,438.0	7,674.8	7,345.9
ASF	18,588.3	42,980.8	42,980.8
TOTAL	26,026.3	50,655.6	50,326.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	70.7	71.7	70.7
ASF	135.2	136.7	137.7
NSF	71.1	68.6	68.6
TOTAL	277.0	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 particularly relative to the new ozone and fine particles standards.

Permitting and Compliance

- 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 on a timely basis.
- Track facility submission and inspector review of Annual Compliance Certification reports and Semi-Annual Monitoring reports for all Title V facilities.
- Report all stack test results within 120 days of testing.
- Develop and implement a biannual toxics facilities inspection plan.
- Enter and track all enforcement data into the department's database and upload to the EPA compliance database.
- Conduct a full compliance evaluation of large facilities every two years, medium facilities every five years and full compliance evaluations of small facilities as needed.

- Evaluate facility compliance with regulatory and permit requirements and propose enforcement actions for non-compliance facilities.

Planning

- Develop state implementation plan revisions as required by the Clean Air Act Amendments of 1990 (CAAA).
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of exceedances of Ozone, PM, CO, NO2 and SO2 standards	13	0	0
# of ambient air samples collected	1,230	1,300	1,425
# of air samples for air toxics	236	240	293
# of actions initiated to reduce emissions into Delaware due to transport	*	6	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).

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

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- Implement the Municipal Separated Storm Sewer Systems program (MS4), including permitting several new Phase II MS4s.
- Regulate stormwater discharges from industrial facilities.
- Implement a NPDES program for aquatic pesticides pursuant to the Clean Water Act.
- Issue licenses for wastewater treatment operators.
- 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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% major individual NPDES permitted facilities inspected annually	100	100	100
% minor individual NPDES permitted facilities inspected annually	93	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 70 percent of all small systems.
- Issue large septic and spray permits in compliance with all applicable regulations.
- Issue replacement and repair permits for all known malfunctioning subsurface systems.
- Issue Underground Injection Control (UIC) permits and authorizations in compliance with all applicable regulations.
- Locate and inventory all unauthorized UIC wells, perform inspections and prevent non-compliance.
- Perform statewide compliance inspections of holding tanks.
- Implement aspects of approved PCSs for TMDL watersheds.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 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	53	75	70
> 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 that meet public health and environmental protection requirements.
- 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, Kent and Sussex Counties and municipalities to meet requirements of their respective source water protection ordinances.
- Implement the Source Water Assessment and Protection program under the federal 1996 Safe Drinking Water Act amendments (joint cooperation with the Department of Health and Social Services), 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of water allocation permits issued to reduce backlog of unpermitted projects	39	39	39
% 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	98	99	99

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

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 permits for marina construction.
- Issue Water Quality certifications for federal permits.
- Provide customer service to landowners, contractors, consultants, 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 2013 Actual	FY 2014 Budget	FY 2015 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	25	75	75
% of structures/projects authorized during a fiscal year that are field checked for compliance	50	50	75

Environmental Laboratory

- Perform biological monitoring and 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.
- Support permit compliance programs such as the NPDES program, Emergency Response program, Site Investigation and Restoration program (SIRS) and others.
- Perform microbial testing to detect and prevent human diseases through the identification of bacteria, protozoa and other organisms.
- Operate the Laboratory Information Management System to enhance quality and productivity while facilitating the timely sharing of accurate information throughout the department and federal agencies.

- Continue to implement operational performance measures that ensure data quality and cost effectiveness.
- Provide educational initiatives for teachers and children in schools, colleges and universities and use skills of senior citizens through job shadowing, internships, mentoring, tours and volunteer programs.
- Identify new market opportunities to expand laboratory capacity and analytical services through the identification and use of automated, cost-effective technologies.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Average turnaround time to complete for each test (days)	4.3	4.3	4.1

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 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 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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of acres of brownfields remediated	95	90	80
% of SIRS sites remediated	45	45	40
# of long term stewardship inspections	132	130	135
# of proposed and final remediation plans issued	35	35	40
# 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 at facilities that do not have a tank owner or a responsible party.
- Implement cost savings for sites through pay-for-performance contracting.
- Review Vapor Recovery (VR) permit applications and oversee testing of VR systems to ensure compliance with the gasoline VR regulations.
- Reduce the amount of time from identification to closure of Leaking Underground Storage Tank (LUST) sites.
- Continue implementation of risk-based corrective action closure procedures at LUST sites.
- Maintain three-year tank inspection frequency, Partnering with Delaware Technical and Community College to implement 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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of LUST sites cleaned up:			
regulated USTs	50	50	50
unregulated USTs	45	45	45
% of LUST sites remediated:			
regulated USTs	95	91	91
unregulated USTs	98	96	96
# of new UST releases identified:			
regulated USTs	50	70	70
unregulated USTs	44	40	40
# of new AST releases identified	7	20	20
% of UST facilities in compliance following inspection activities	78	80	80
# of inspections conducted at UST facilities	163	165	165
# of boiler and pressure vessel inspections at uninsured facilities	1,226	800	800

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.

NATURAL RESOURCES AND ENVIRONMENTAL CONTROL

40-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of scrap tires cleaned up (tons)	1,030	1,100	1,250
% of municipal solid waste recycled	37.4	45.0	50.0
% of facilities assessed returning to compliance within 180 days	89	100	100
# of tons of waste properly managed under permits	1,084,160	1,150,000	1,150,000
# of participants in 3R's (reduce, reuse and recycle) educational opportunities	300,000	300,000	300,000

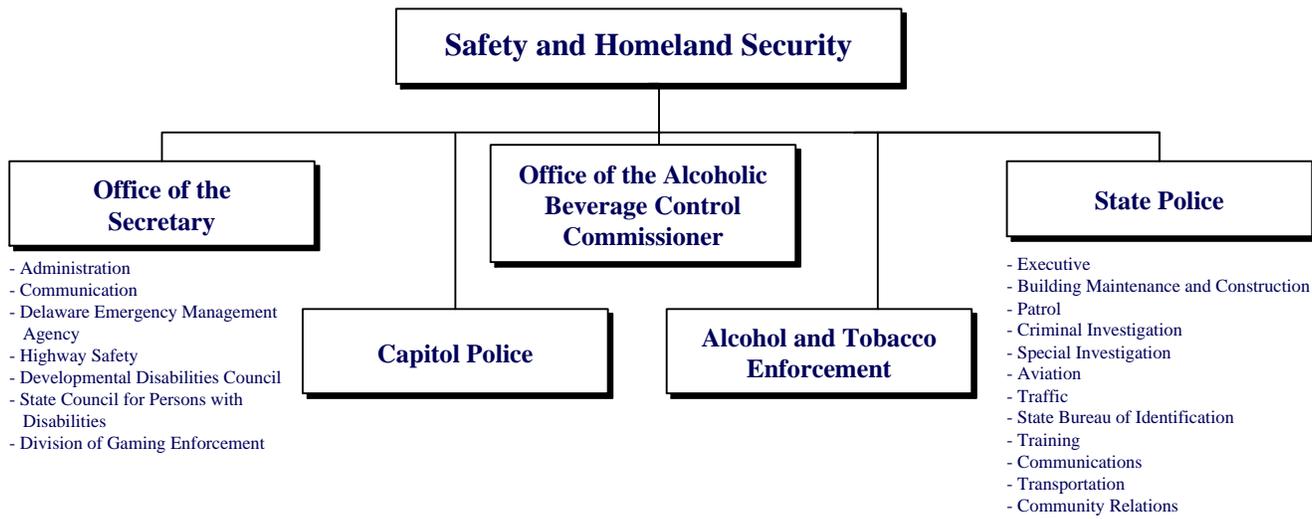
Emergency Prevention and Response

- 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 electronic 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of emergency responses to incidents	339	325	325
# of Accidental Release program inspections	30	30	35
% of EPCRA electronic reporting	99.5	99.5	99.5
# of Tier II facility reports submitted and processed	1,791	1,785	1,785
# of facilities reporting under TRI	60	63	63

SAFETY AND HOMELAND SECURITY
45-00-00



MISSION

To promote and protect the safety of people and property in Delaware.

KEY OBJECTIVES

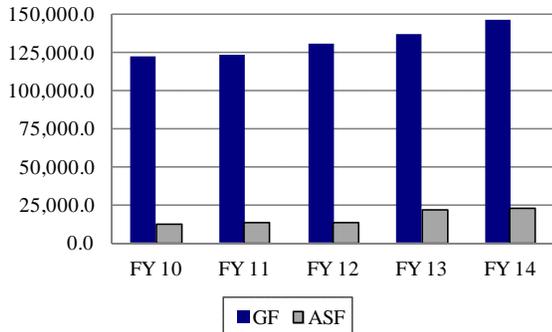
- Successful preparation for and response to natural and man-made catastrophes.
 - Ensure federal and state mandates for services are accomplished, including statewide disaster mitigation.
 - Continue to increase disaster response and recovery capabilities.
 - In conjunction with the Federal Emergency Management Agency (FEMA), assist communities in planning to become disaster resistant.
 - 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.
 - 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.

- Make the State’s highways safe.
 - 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.
 - 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.
 - Continue enforcing the State Liquor Control Act and the rules of the Alcoholic Beverage Control Commissioner and Appeals Commission.
 - Continue enforcing state and federal statutes on the prohibition of the sale of tobacco to minors.
 - Produce public educational awareness programs regarding the responsible use of alcoholic beverages and tobacco products.
- Ensure reliable and effective statewide emergency communications capability.
 - Support and maintain the statewide 800 MHz system.
 - Support and maintain the State’s conventional radio systems.

SAFETY AND HOMELAND SECURITY

45-00-00

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	140,402.9	146,376.6	125,822.8
ASF	15,060.1	22,367.3	21,860.0
TOTAL	155,463.0	168,743.9	147,682.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	990.5	1,014.2	1,017.5
ASF	87.5	83.5	84.5
NSF	77.0	79.3	79.0
TOTAL	1,155.0	1,177.0	1,181.0

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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	4,557.2	4,796.2	4,621.2
ASF	4,827.3	8,883.3	8,303.6
TOTAL	9,384.5	13,679.5	12,924.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	48.7	48.7	46.7
ASF	11.5	11.5	11.5
NSF	40.8	40.8	40.8
TOTAL	101.0	101.0	99.0

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 MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of constituent contacts responded to within three days	84	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 companies, 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 created a strategic plan which will serve as a road map for the systematic upgrade of the current 800 MHz system to ensure it continues to serve the needs of the first responder community.

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 implemented the formal approval process for in-building first responder radio coverage testing under Senate Bill 79 for new buildings constructed over 25,000 square feet.

The division completed an initial broadband needs assessment for the State related to the National Broadband Network being developed for use by public safety first responders nationwide.

SAFETY AND HOMELAND SECURITY

45-00-00

ACTIVITIES

- Repair and maintain communications equipment:
 - 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 computers;
 - 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 and approval of radio purchases.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of statewide 800 MHz portable radio coverage	98	98	98
% of statewide 800 MHz portable radio in-building coverage	97	97	97
% of statewide 700 MHz portable radio coverage	97	97	97
% of statewide 700 MHz portable radio in-building coverage	98	98	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 annual update and sustainment of the Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report (SPR).
- 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, radiological, chemical hazards, terrorism and situations pertaining to public safety.

SAFETY AND HOMELAND SECURITY

45-00-00

DEMA continues to coordinate and participate in disaster response and preparedness activities. Agency accomplishments include:

- Provided emergency management operations in response to all-hazard disaster incidents affecting Delaware;
- Coordinated and processed a Major Federal Emergency Declaration for preparation and recovery from Hurricane Sandy;
- Revised the Delaware Emergency Operations Plan (DEOP) and developed hazard-specific annexes to comply with the Incident Command Structure (ICS) format;
- Conducted required quarterly Radiological Emergency Planning (REP) exercise with state, local and utility partners;
- 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;
- Continued to foster 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 federal grants providing equipment, training and exercise and planning activities to over 10,000 emergency response personnel to improve their terrorism preparedness; and
- Updated the State Mitigation plan with current hazard specific information and data.

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.
- 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, SPR 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.
- Prepare for and conduct a federally graded REP exercise.
- Maintain the Delaware Emergency Notification System, a statewide system for rapidly notifying the public by telephone in the event of an emergency.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of completed plans within the mandated time period	2	6	6
# of comprehensive annual reviews and updates of plans during the required time period	6	9	9
% of plans and procedures exercised and evaluated	60	60	60
# of emergency management jurisdictions in which training and outreach were provided in support of plans	4	4	4

SAFETY AND HOMELAND SECURITY

45-00-00

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 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 a 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 Region 3 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, as well as manages the contracts with these 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.

OHS also coordinates initiatives designed to decrease distracted driving, increase the safety of pedestrians on Delaware roadways and reduce the number of crashes involving teen drivers.

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.
- 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.

SAFETY AND HOMELAND SECURITY

45-00-00

- Developing and coordinating public awareness and outreach activities with an emphasis on the identified priority areas.

PERFORMANCE MEASURES

	CY 2013	CY 2014	CY 2015
% of seatbelt use	92	92	93
% of alcohol-related fatalities	50	48	46
% of aggressive driving-related fatal crashes	33	32	30
% of motorcycle fatalities	14	11	10

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

- **Partners in Policymaking program:** This trademarked and nationally recognized program runs for one weekend a month for eight months. It teaches self-advocacy skills to young adults with disabilities and the parents of children with disabilities. It enables graduates to become successful advocates for themselves, their family members and the Delaware disabilities community.

- **Stop Abuse Now in Delaware project:** This project brings together people with disabilities, professionals and community members to work toward reducing all types of victimization for those with disabilities. It features peer mentors and instructors who train their peers with disabilities on how to avoid victimization and what to do if they have been victimized.
- **Legislation, Independence through Assistive Technology, Family and Education (LIFE) Conference:** This annual conference is the largest disabilities-related conference in the State. It is a multi-agency collaboration that consists of 12 workshops in four main tracks involving disabilities issues.
- **Summer Camp Administrators Training project:** This project researches the best practices nationally from inclusive summer camps that have accepted children with disabilities into their programs. From that research, a training curriculum is developed and a pilot training program will be presented to summer camps throughout New Castle County. Phase two will expand the training statewide.
- **Transition Training Modules:** This project will develop a series of transition training modules to prepare youth, young adults with disabilities and their families to successfully transition from youth to adult services in Delaware. Training will be conducted throughout the State. The modules will also be put on websites of the State's disability organizations, so youth with disabilities and their families can view them at their leisure.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of Partners in Policymaking programs	19	20	20

STATE COUNCIL FOR PERSONS WITH DISABILITIES **45-01-60**

MISSION

The mission of the State Council for Persons with Disabilities (SCPD) is to unite in one council disability advocates and state agency policy makers to ensure individuals with disabilities are empowered to become fully integrated within the community.

SAFETY AND HOMELAND SECURITY

45-00-00

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.
- Amend the current assessment form related to cognitive and behavioral deficits.
- Introduce and pass legislation to amend the personal attendant services program.
- Advocate for increased services and programs for individuals with acquired brain injuries. Implement the pilot Traumatic Brain Injury Fund and advocate for legislation which will sustain funding for the program.
- Promote passage of House Bill 196, which adds "source of income" as a protected class under the Delaware Fair Housing Act.
- 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.
- Implement the requirements of 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, healthcare and community-based services.

SCPD has been critical in the passage of the following pieces of legislation:

- House Bill 30, which mandates a statewide attendant services program;
- House Bill 447, which strengthens accessible parking laws for people with disabilities;
- House Bill 154, which makes it easier to integrate community-based housing for all persons with disabilities and eliminates provisions that are invalid under the Federal Fair Housing Act;
- Senate Bill 121, which provides opportunities for persons with disabilities in state employment;
- Senate Bill 261, which creates an exception to the Nurse Practices Act and clarifies that competent individuals should be allowed to delegate health care acts to others;
- House Bill 433, which creates a lemon law for assistive technology devices;
- House Bill 355, which ensures eligible persons may receive services from the DSAAPD even when those persons are receiving primary case management services from another state agency;
- House Bill 83, which requires accessible call buttons at gas stations to assist drivers with disabilities with refueling activities;
- House Bill 237, which requires automatic doors or accessible call buttons at newly-constructed businesses and places of public accommodation; and
- Senate Bill 285, which promotes accessibility of polling locations.

SCPD initiated the revamping of the regulations for group homes for people with mental illness and staffed two committees of the Commission on Community-Based Alternatives for Individuals with Disabilities. The council has been involved with numerous amendments to state regulations, policies, programs and other legislation that affect persons with disabilities and their families.

SCPD also houses the state ADA Coordinator position, which mediates grievances and issues regarding ADA as it pertains to state agencies. In addition, this position coordinates various training 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.

SAFETY AND HOMELAND SECURITY

45-00-00

- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of bills, regulations and policies reviewed by SCPD	135	140	140
# of bills, regulations and policies impacted by SCPD comments	42	40	40

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 support 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

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, 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. 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 it to the operation of the Delaware Lottery.
- Gather, analyze and disseminate intelligence information regarding casino-related crimes to law enforcement partners and video lottery facilities as permitted by law.
- Investigate the background, qualifications and suitability of each applicant prior to licensing by the Director of the Delaware Lottery.
- Assist the Delaware Lottery in the consideration, promulgation and application of its rules and regulations.
- Exchange information with and receive criminal history information from the Federal Bureau of Investigation for use in considering applicants for any license or registration issued by the State Lottery Office.
- Request or receive information, materials and any other data from any licensee, registrant or applicant for a license or registration.
- Notify the 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.

SAFETY AND HOMELAND SECURITY
45-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of criminal investigations investigated by DGE detectives	539	500	500
# of background investigations completed by DGE investigators	1,128	1,100	1,100
# of applicants recommended for license denial/revocation	16	20	20
# of persons recommended for Lottery Involuntary Exclusion list	8	15	15

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.
- Enhance the delivery of communications and dispatch related services within the New Castle, Kent and Sussex County Courts through the hiring of additional communications personnel and technological improvements.
- 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

Since the shooting incident at the New Castle County Courthouse in February 2013, Capitol Police has worked closely with the courts to develop new strategies to include the acquisition of additional resources to enhance court security.

The strategies addressed such issues as traffic patterns into the courthouses, deployment of police officers and the development of a domestic violence-related threat nexus to establish an early warning system of potential incidents like those preceding the shooting. The resources include identifying additional personnel needs and other tangible items such as ballistic protection, video technology and perimeter/intrusion systems to support physical security enhancements.

SAFETY AND HOMELAND SECURITY
45-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	5,461.1	6,565.9	7,356.0
ASF	148.0	113.6	186.0
TOTAL	5,609.1	6,679.5	7,542.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	75.0	91.0	94.0
ASF	--	--	1.0
NSF	--	--	--
TOTAL	75.0	91.0	95.0

CAPITOL POLICE
45-02-10

ACTIVITIES

- Protect life and property.
- Enforce state and federal laws through a concerted community policing directed methodology.
- Investigate suspicious and criminal activity.
- Make physical arrests of suspects for violations of the Delaware criminal/traffic code.
- Make physical arrests of suspects wanted by Delaware courts.
- Make physical arrests of suspects wanted by Delaware and out-of-state law enforcement agencies.
- Maintain a vigilant observation for terrorist-related activities both foreign and domestic.
- Pursue proactive and preventive crime prevention efforts.
- Implement, utilize and maintain electronic screening and surveillance equipment.
- Transport committed subjects to correctional institutions or medical treatment centers.
- Provide protective services to the Governor, the General Assembly and the Judiciary.
- Perform entrance screening for weapons and contraband at specific state facilities requiring enhanced levels of security.
- Provide workplace violence seminars and other training programs to state employees as requested.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of community policing/training seminars offered to state employees	16	15	15
# of entrants screened for weapons and contraband entering secure state facilities	1,708,766	1,792,900	1,792,900

SAFETY AND HOMELAND SECURITY
45-00-00

**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.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	481.2	507.2	507.2
ASF	32.3	83.9	83.9
TOTAL	513.5	591.1	591.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

SAFETY AND HOMELAND SECURITY

45-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of new applications prepared to be heard before the Commissioner within 30 days of application	95	97	97
# of applications reviewed	133	160	160

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

SAFETY AND HOMELAND SECURITY

45-00-00

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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,080.7	885.7	1,361.0
ASF	500.9	676.6	676.6
TOTAL	1,581.6	1,562.3	2,037.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	11.0	10.7	14.0
ASF	8.0	6.0	6.0
NSF	--	2.3	2.0
TOTAL	19.0	19.0	22.0

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.
- 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 2013 Actual	FY 2014 Budget	FY 2015 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)	98	96	96
% of complaints investigated and resolved within 30 days	97	96	96
# of servers trained to serve alcohol	8,985	8,000	8,000

SAFETY AND HOMELAND SECURITY

45-00-00

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.

- Initiated implementation of an automated Special Duty program that, when fully implemented, will reduce client costs, create a more user friendly environment for clients to schedule services, distribute trooper workload in a fair and equitable manner and address certain fatigue issues.
- Implemented a Crime Mapping System that plots crimes as they happen, allowing for quick analysis by Crime Intelligence Analysts, to allow officers to be proactive in the prevention and detection of crime trends.
- Implemented the Regional Automated Property Information Database system that tracks stolen items as they make their way into pawn shops by entering stolen items into a database so when these items are

presented to pawn shop owners, they are tagged as stolen.

- Completed Operation Pressure Point which resulted in reductions as high as 300 percent in all types of crimes for the targeted areas.
- Hired 12 new officers authorized through House Bill 143 and the Fiscal Year 2014 Operating Budget to focus on violent gangs and drug-trafficking groups.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	128,822.7	133,621.6	111,977.4
ASF	9,551.6	12,609.9	12,609.9
TOTAL	138,374.3	146,231.5	124,587.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	849.8	857.8	856.8
ASF	68.0	66.0	66.0
NSF	36.2	36.2	36.2
TOTAL	954.0	960.0	959.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of persons in recruit class	34	25	25
% of minority representation in recruit class	22	34	34

BUILDING MAINTENANCE AND CONSTRUCTION

45-06-02

ACTIVITIES

- Provide building maintenance and janitorial services.

SAFETY AND HOMELAND SECURITY

45-00-00

- Coordinate and administer construction and renovation projects.
- Develop and maintain a formal, long-range Capital Improvement plan.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of minor capital improvement projects performed in house	9	15	15
# of projects	10	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of complaints handled by patrol officers	131,370	140,000	140,000
# of drivers arrested for traffic charges	86,899	100,000	100,000
# of traffic arrests (charges)	130,540	140,000	140,000
# of DUI arrests	3,108	4,000	4,000

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of criminal cases investigated	5,927	6,500	6,500
% of cases cleared	54	75	75
# of domestic violence complaints:			
investigated	10,458	11,500	11,500
cleared by arrest	1,167	2,000	2,000
referred to victim services	1,097	1,500	1,500
# of high-tech crime cases	259	400	400

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of special investigations:			
auto theft	474	600	600
vice	57	75	75
drug unit	4,052	5,000	5,000
# of special investigation arrests:			
auto theft	47	60	60
vice	25	35	35
drug unit	2,338	3,000	3,000
\$ of drugs seized	6,900,000	5,000,000	5,000,000
\$ of cash seizures	1,800,000	2,000,000	2,000,000

AVIATION 45-06-06

ACTIVITIES

- Provide paramedical treatment.
- Provide medivac services.
- Enforce traffic laws.
- Support criminal investigative activities.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of missions	2,282	2,500	2,500
% of medivac missions	46	50	50

SAFETY AND HOMELAND SECURITY

45-00-00

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of investigated crashes	18,614	18,700	18,700
# of investigated injury-producing crashes	3,317	3,600	3,600
# of investigated property damage only crashes	15,297	15,500	15,500
# of drivers arrested in investigated crashes	11,033	12,000	12,000
# of drivers arrested in investigated injury-producing crashes	2,607	3,000	3,000
# of drivers arrested in investigated property damage only crashes	8,426	8,600	8,600
# of investigated hit-and-run crashes	2,841	3,000	3,000
# of investigated animal-related crashes	1,501	1,500	1,500
# of commercial motor vehicle summons issued	3,922	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of criminal histories requested	44,641	46,000	46,000
Average wait time for a criminal history check (weeks)	1.75	2.00	2.00

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of in-service training classes offered	81	100	100
# of students trained	1,317	1,500	1,500
# of recruits trained:			
DSP	34	25	25
non-DSP	33	35	35

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of calls for service at 911 centers	297,388	300,000	300,000
# of calls dispatched to officers	184,370	190,000	190,000
# of calls teleserved by dispatcher	113,018	115,000	115,000
# of building alarms received	19,370	25,000	25,000
# of officers for whom communications centers are responsible	845	850	850
# of technology problems addressed	6,337	7,500	7,500

TRANSPORTATION **45-06-11**

ACTIVITY

- Provide preventive maintenance and mechanical repairs for all division vehicles.

SAFETY AND HOMELAND SECURITY
45-00-00

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of vehicles requiring outside contractual repairs	10	10	10
Average repair time including rollout activities (days)	0.75	0.75	0.75

COMMUNITY RELATIONS
45-06-12

ACTIVITIES

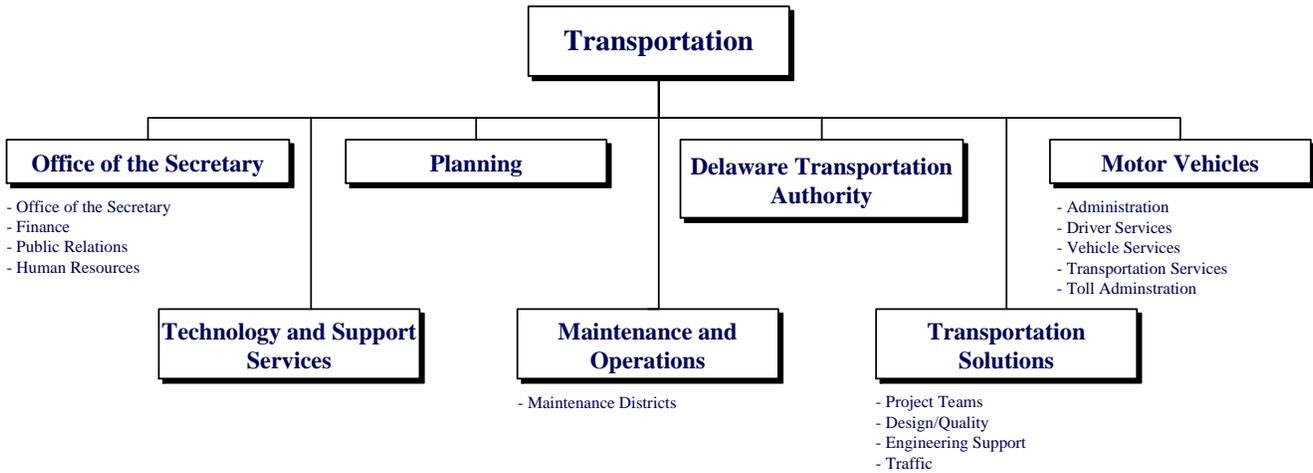
- Provide post-incident referral services enabling follow-up counseling to crime victims.
- Develop and present safety education programs for schools and other community organizations.
- Provide public information through media relations staff.
- Participate in the Strong Communities Initiative for Kent and Sussex Counties.
- Provide training for Citizens' Police Academy and a business academy.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of total victim service cases with:			
immediate response	271	300	300
interviews in person	813	900	900
interviews by phone	7,152	9,000	9,000
written correspondence	10,620	11,000	11,000
# of Citizens' Police Academy classes	1	2	2
# of citizens trained	21	40	40

TRANSPORTATION

55-00-00



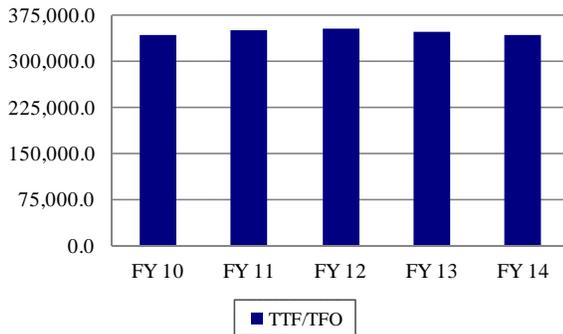
MISSION

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.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	349,853.8	342,459.5	342,169.2
TOTAL	349,853.8	342,459.5	342,169.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	1,515.0	1,504.0	1,501.0
TFC	300.0	301.0	301.0
NSF	2.0	2.0	2.0
TOTAL	1,817.0	1,807.0	1,804.0

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 on issues involving transportation and to provide leadership as the department strives to be a transparent, efficient and accountable institution in which safety, performance management, customer satisfaction and being fiscally responsible 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:

- Established a department-wide performance management program to track efficiency;

- Continued reducing outstanding debt, from a peak in 2011 of \$1.2 billion to \$929.0 million;
- Reduced the annual debt service payment by \$25.0 million, from a peak of \$134.4 million in 2012 to \$109.4 million;
- Implemented an automated, criteria-based prioritization process for creating the six-year Capital Transportation program;
- Increased recruitment efforts by attending seven career fairs and 30 outreach events, and working with the Delaware Hispanic Commission, the Forum to Advance Minorities in Engineering and the Delaware School for the Deaf;
- Established three successful intern programs through the Delaware State University Partnership Agreement: one with Aviation and two within the Geodetic section;
- Trained a total of 3,466 participants in various DOT trainings; and
- Launched the “See It Both Ways” campaign to promote bicyclist and motorist safety.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	7,548.2	7,811.6	8,569.1
TOTAL	7,548.2	7,811.6	8,569.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	78.0	77.0	78.0
TFC	--	--	--
NSF	1.0	1.0	1.0
TOTAL	79.0	78.0	79.0

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of FOIA responses within 15 days	78	90	95

TRANSPORTATION

55-00-00

FINANCE **55-01-02**

ACTIVITIES

- Provide day-to-day fiscal management.
- Develop and manage the revenue plan, 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 and controlled manner while maximizing the use of the procurement card and automated clearinghouse transactions.
- Acquire and obligate federal funds.
- Manage the Transportation Trust Fund.
- Manage debt to meet capital needs.
- Coordinate independent and internal audits.
- Perform periodic financial updates for various government agencies and the public.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Department bond rating	AA+/Aa2	AA+/Aa2	AA+/Aa2
% pay as you go revenue	79.0	87.1	100.0
Debt service coverage ratio	3.3	3.5	3.8

PUBLIC RELATIONS **55-01-03**

ACTIVITIES

- Produce and support safety information campaigns that minimize the number of fatalities and injuries on the State's 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of participants attending public workshops and hearings	1,872	1,050	2,000
% of responses to inquiries within 10 working days	90.0	95.0	95.5

HUMAN RESOURCES **55-01-04**

ACTIVITIES

- Administer state benefits for employees.
- Investigate, mediate and resolve informal and formal complaints related to discrimination.
- Partner with Statewide Human Resources Management to find creative solutions to human resource challenges.
- Develop and enhance internal training programs.
- Provide outreach at schools, universities and job fairs to encourage awareness of career opportunities with the department.
- Foster a workplace environment that embraces diversity and encourages respectful treatment of all individuals.
- Provide key training that is 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.
- Promote employment opportunities for persons with disabilities in support of the Governor's initiative.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of employees trained on Respectful Behavior in the Workplace	861	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 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 2013, Technology and Support Services:

- Executed 88 competitively bid contracts and 17 new consultant agreements;
- Certified 32 Disadvantaged Business Enterprises;
- Audited over \$280 million in project costs;
- Added new web features, including DART mobile website, DOT website for smartphones, I-95 Corridor webpage, subscription services for DART Rider Alerts, e-mail notification for project updates,

publication of public comments for online project workshops and a Performance Management website;

- Implemented kiosks in each Division of Motor Vehicles (DMV) location to handle online transactions, Twitter feeds, Heroes on the Highways program and the use of Discover and American Express cards for the purchase of online driving records and specialty license plate sales;
- Managed facilities projects, including window replacements, window heating unit decommissioning in the Dover Administration Building and replacing non-ADA compliant curb ramps on the Danner campus;
- 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 the project management process;
- Implemented technology improvements, including upgrades to Delaware Transit Corporation’s (DTC) PeopleSoft Human Resources application, hardware and software for the Traffic Sign Shop, the Pavement Management system, the Funds Allocation for Capital Transportation System and the Maximo Asset Management system; and
- Implemented new systems, including the signal control system Tactics, AASHTOWare, Indian River Inlet Bridge monitoring system and Trapeze Blockbuster to schedule and maintain fixed route and Paratransit Services.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	19,701.4	19,547.8	20,374.3
TOTAL	19,701.4	19,547.8	20,374.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	87.0	79.0	76.0
TFC	--	--	--
NSF	--	--	--
TOTAL	87.0	79.0	76.0

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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.
- Maintain a central supply section 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of help desk calls resolved within three working days	90	98	98
% of critical computer applications available	45	92	92

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.
- Coordinate with local land use agencies in the assessment of impacts of land use proposals on the transportation system.
- Support the State's efforts to discover and solve transportation problems by collecting, analyzing, summarizing and publishing transportation-related data, including customer service and satisfaction data.
- Develop the department's six-year Capital Transportation program in coordination with local Metropolitan Planning Organizations (MPO), Sussex County and other divisions.

BACKGROUND AND ACCOMPLISHMENTS

Planning works to address the mobility needs of Delaware residents and 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 recently completed an enhancement to the project prioritization process. This enhancement utilizes an analytical hierarchy process to weigh criteria in

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accordance with DOT's current mission, vision and goals to provide better transparency.

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 the issuance of 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, 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 and other statewide programs, including the Transportation Alternatives 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 geographic-based information systems and automate the Highway Performance Monitoring System process.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	5,258.4	4,977.4	5,123.2
TOTAL	5,258.4	4,977.4	5,123.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	50.0	49.0	49.0
TFC	4.0	6.0	6.0
NSF	--	--	--
TOTAL	54.0	55.0	55.0

ACTIVITIES

- Provide the public with information about the transportation system including maps, key facts and geographically-based representations of data.
- Increase the public's understanding of the Statewide Transportation plan and its purpose in building, operating and maintaining roads, bridges, bikeways, sidewalks, bus and train systems, airports and water ports over the next 20 years.

- Partner with state and local governments on transportation-related projects to enhance communities.
- Provide Sussex County with technical assistance equal to that provided to Kent and New Castle Counties through their respective MPOs.
- Manage the Transportation Alternatives program which includes Enhancement, Safe Routes to School and Byways projects.
- Measure the volume and flow of traffic through the transportation system to identify problems and work with other divisions on possible solutions.
- Partner with Delaware State Police to implement the Commercial Vehicle Size and Weight Enforcement program and Commercial Vehicle Information System.
- Conduct safety inspections of all public use airports in Delaware and identify and remove obstructions to operating safe flights.
- Develop the State's first freight plan.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of preliminary traffic impact studies reviewed within 30 days of receipt	92	90	85
% of subdivision reviews within 45 days of receipt	99	90	90
Length of bike facilities added to the network (miles)	*	0.5	1.0

**New performance measure.*

TRANSPORTATION

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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:

- Conducted 24,651 maintenance inspections on storm sewer structures and 339 stormwater best management practices for condition, functionality and water pollutant detection;
- Conducted safety training on snow plows, chain saws, electrical, fire suppression, job site safety analysis, avoiding backover and rollover incidents;
- Calculated work-related injury rates and performed data analysis to identify trends by incident category and location; and
- Continued to use bio-diesel fuel in the fleet to reduce the impact of fuel on air quality.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	54,955.7	57,521.8	57,812.8
TOTAL	54,955.7	57,521.8	57,812.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	685.0	684.0	683.0
TFC	28.0	29.0	29.0
NSF	--	--	--
TOTAL	713.0	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 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
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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 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	N/A	N/A	100
% of equipment exceeding age and/or usage parameters	11.9	18.1	15.0
% of CTF requests for estimates processed within 20 business days	86.2	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

- 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.
- Revise and update policies and training programs to help reduce the number of preventable accidents.
- Implement a preventative maintenance program for facility cameras, and upgrade bus surveillance cameras for wireless downloads and increased video capacity.
- Implement a light duty return to work program to reduce the cost of workers compensation claims.
- Implement a Transit Redesign program to improve the quality and efficiency of DTC services and provide better access to jobs, school, shopping and other destinations.

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 individuals with disabilities or elderly patrons and individuals requiring dialysis treatments and commuter rail services. DTC also coordinates the RideShare Delaware program that

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promotes carpooling and other non-single occupancy vehicle modes of transportation.

Recent accomplishments include the following:

- Implemented 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;
 - Developing standards for the amount of time to recruit and hire employees; and
 - Analyzing trends in accident rates to focus training efforts;
- Migrated DART's website to the latest version of the Common Look and Feel for state agencies provided by the Government Information Center in an effort to be responsive across all web viewing platforms;
- Installed automatic passenger counters on 22 transit buses;
- Recognized over 71 percent of eligible employees for having no preventable accidents for calendar year 2012;
- Completed the Department of Technology and Information's COOP Phase II DTC Business Impact Analysis;
- Provided New Freedom transportation services to individuals with disabilities 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;
- Established the Office of Performance Management which reviews all aspects of DTC business, leading to improved performance;
- 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 County MPO;
- Continued construction of a third track and related improvements on the Northeast Corridor south of Wilmington to expand rail capacity and improve performance of commuter and intercity train services;
- Continued design of Newark Regional Transportation Center to serve the City of Newark,

the University of Delaware Technology Campus, and regional commuters;

- Took delivery of 55 new paratransit buses and 11 Section 5310 buses; and
- Implemented changes to revenue and fare collection procedures based on American Physical Therapy Association peer review.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	206,480.1	196,176.1	193,819.6
TOTAL	206,480.1	196,176.1	193,819.6

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.
- Support rail freight service to Delaware businesses, including operation of state-owned railroad lines.
- Complete installation of new CAD/AVL software.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Statewide annual ridership (millions)	12.4	13.1	12.3
% system-wide recovery ratio	11.1	12.8	14.6
# of accidents per 100,000 miles	2.5	2.1	2.1

TRANSPORTATION

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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 2013 include:

- Advertised 83.3 percent of the projects as scheduled;
- Awarded over \$306 million in new contracts;
- Prepared construction plans, specifications and estimates for 105 contracts;
- Used 202,416 tons of recycled asphalt pavement in the hot-mix tonnage produced, saving on material costs;
- Used 182,364 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 on the N412A realignment project in Southern New Castle County; Bridge 1-366, the first Geosynthetic Reinforced Soil abutment in Delaware; SR 8 at Pearsons Corner project; and the South State Street at Sorghum Mill project;
- Continued construction of the I-95 and SR 1 Interchange project, the I-95 and U.S. 202 interchange, the SR 7 (Newtown Rd. to SR 273) Widening project and the Carter Road project;
- Started construction of a missing link of the Northern Delaware Greenway, along Talley Road north of Wilmington; the construction of the SR 1 at SR 30 Grade Separation project; and the U.S. 13 at Carpenter Bridge Road Highway Safety Improvement Program contract;
- Completed the demolition of the old Indian River Inlet Bridge;
- Continued final design and right-of-way acquisition phases on U.S. 301 Mainline project and started early action relocation of utilities;
- Adopted Revision 1 of the Delaware Manual of Uniform Traffic Control Devices;
- Started early action utility relocations along SR 26 in preparation for the SR 26, Clarksville to Assawoman Canal improvement contract;
- Received environmental approvals for the reconstruction and enhancement of the Newark Regional Transportation Center (NRTC);
- Continued to enhance real-time traffic flow information on the DOT website;
- Designed 33 and implemented 53 standalone traffic signal lighting and ITS projects, including pedestrian upgrades, asset management improvements, safety upgrades, fire signals, fiber

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- optic telecommunications lines and WTMC radio repeater sites;
- Implemented accessible pedestrian signals, based on public request, at eight signalized intersections;
- Formed interagency Pedestrian Safety Working Group;
- Performed damage inspections of 178 bridges and 37 dams within a four day period after Hurricane Sandy;
- Completed 777 scheduled bridge inspections, 180 sign structure inspections and 37 dam inspections;
- Published proposed changes to the Delaware Utility Manual Regulation in the Delaware Register;
- Held annual winter workshops to disseminate information to designers, construction inspectors, contractors and consultant personnel;
- Completed design of the U.S. 9 Safety Improvement project, U.S. 13 Seaford Intersection Improvement project and the U.S. 113 Intersections Safety Improvement project;
- Completed the Environmental Assessment for the Georgetown Segment of the U.S. 113 North/South effort; and
- Completed all the residential relocations on the West Dover Connector project.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	17,200.0	17,623.6	17,130.7
TOTAL	17,200.0	17,623.6	17,130.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	187.0	188.0	188.0
TFC	268.0	266.0	266.0
NSF	--	--	--
TOTAL	455.0	454.0	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 concepts 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of projects advertised as scheduled	83.3	90.0	90.0
% of construction projects completed on time as contracted	69.7	90.0	90.0
% of construction projects completed with less than 10 percent overruns	84.6	90.0	90.0

DESIGN/QUALITY **55-08-20**

ACTIVITIES

- Define and solve transportation problems to meet community transportation needs.
- Prepare safe, efficient and reliable bridge designs and construction plans in a context-sensitive manner to improve the quality of the State's bridge inventory.
- Manage the pavement network by evaluating and prioritizing needed improvements to the system.
- Perform systematic inspection of bridges, dams and overhead structures to prioritize repair work and maintain adequate bridge sufficiency rating.
- 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 ride ability of the State's railroad at-grade crossings.
- Ensure acceptable material quality and construction performance through inspection and verification.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of bridges rated structurally sufficient	94.5	95.0	95.0
# of curb ramps reconstructed per year to ADA standards	980	100	100
% pavements in good/fair condition (excluding subdivision streets)	97.6	85.0	85.0

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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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of environmental documents completed as scheduled	100	90	90
% of utility documents completed as scheduled	100	90	90
% of properties needed for projects that are cleared by the plans, specifications and estimates date	86	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of critical signal maintenance calls responded to and corrected in 24 hours	97	100	100

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 Manager 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 and safe operation of the State's toll roads and facilities.
- 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 divisions serving over 840,000 vehicles and over 650,000 drivers, conducting approximately 1.5 million transactions, over 63 million toll transactions, receiving almost 750,000 telephone calls and collecting over \$420 million in revenue annually.

Some of the division's recent major accomplishments include:

- Redesigned DMV website to allow easier customer access;
- Achieved an average customer service "Excellent" statewide approval rating of 93 percent;
- Hosted the American Association of Motor Vehicle Administrators (AAMVA) Region 1 Annual Conference in Dover, and began work toward hosting the 2014 AAMVA International Annual Conference in Dover;
- Passed legislation:
 - Limiting the number of dealer plates that a wholesale dealer may obtain;
 - Reducing the minimum number of dealer reassignments that must be purchased from 10 to five;
 - Granting authority to compensate members of the division's Medical Advisory Board for quarterly meeting attendance in an effort to increase participation from the Delaware medical community; and
 - Granting authority to enter in reciprocity agreements with toll agencies and motor vehicle agencies for toll interoperability and collection of tolls and penalties;
- Launched the Heroes on the Highways program allowing active duty military or recently discharged veterans to have their Commercial Driver License (CDL) road skills exam waived if they operated commercial vehicles as a part of their service in the military;
- Launched the Parent's Supervised Driving program, which provides parents and guardians of new teen drivers the information and tools they need in order to successfully guide and teach their teen how to safely operate a motor vehicle during the first six to 12 months of driving;
- Broke ground on the new Delaware City DMV facility which will replace the existing New Castle DMV facility;
- Signed a contract with TransCore to continue the management of the State's E-ZPass Customer Service Center, as well as incorporate a new DMV

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call center into their operations, at no additional cost to the division;

- Offered the Motorcycle Rider Education Safety course to over 1,700 students;
- Finalized the migration from a paper-based driver license road testing system to a state-of-the-art portable computerized tablet testing system;
- Successfully passed several federal program audits;
- Launched an internal oversight program for the division's CDL Examiners to ensure CDL road skills tests are being conducted in accordance with federal regulations;
- Began accepting electronic vehicle insurance cards, replacing the need to wait for a proof of insurance fax from the insurance company and saving 15-20 minutes of additional wait time per customer;
- Began a print on demand temporary tag system for vehicle dealers which will eliminate the need to maintain temporary tag inventory and reduces the potential for fraud by automatically linking a customer's information with the temporary tag number in the DMV database;
- Expanded the Organ Donor enrollment program by holding Organ Donor Enrollment Drives and offering Vehicle Services customers the opportunity to enroll, enabling the division to surpass its goal for registering licensed drivers to become organ donors to a rate of over 50 percent;
- Recognized by the Gift of Life Donor program for continued efforts with organ and tissue donation awareness in Delaware including the DMV's partnership with local hospitals;
- Recognized by Hola Media and the Hispanic community for continued outreach which included:
 - Serving as a member of the Delaware Hispanic Commission;
 - Offering a printed version of the CDL manual in Spanish;
 - Attending Festival Hispano, Hispanic Heritage Celebration, New Castle Farmer's Market and the Hola Media Banquet;
 - Advertising in *Hoy en Delaware*, radio advertising on Maxima 900AM and radio interviews; and
 - Interviews with Comcast newsmakers;
- Implemented the ability for a customer to change the address on their vehicle registration online using a MyDMV account;
- Enabled the acceptance of American Express and Discover credit cards for in-person, online and over-the-phone transactions;
- Ensured all dealer title work was completed in 10 days or less;

- Partnered with the U.S. Diplomatic Security Agency in detecting fraudulent identity cases and provide documentation concerning these cases;
- Implemented a DMV and Law Enforcement Partnership Committee to cultivate inter-agency collaboration in administrative and criminal investigations;
- Provided Fraud Detection and Remediation training to police agencies throughout Delaware, in order to enhance officer knowledge in how to detect fake documents; and
- Continued providing investigative assistance to state and federal police agencies by using the division's facial recognition software to help identify criminal suspects.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
TFO	38,710.0	38,801.2	39,339.5
TOTAL	38,710.0	38,801.2	39,339.5

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
TFO	428.0	427.0	427.0
TFC	--	--	--
NSF	1.0	1.0	1.0
TOTAL	429.0	428.0	428.0

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 transactions for the division.
- Conduct hearings on vehicle dealers found in violation of Title 21 of the Delaware Code.
- 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.

TRANSPORTATION

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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of time meeting DMV 20-minute wait time standard	78.5	100.0	100.0
% 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	2	5	5
% of operations staff trained in FDR	90	90	90

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 specialized endorsements and restrictions for all classes of driver licenses.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of hits to teen website	20,152	22,000	22,000
# of novice driver stickers distributed	9,725	10,000	10,000
# of outreach programs for teen and senior drivers	12	15	15

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).
- Administer Uninsured Motorist program.
- 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.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of large forum dealer training session	4	4	4
# of students enrolled in motorcycle safety classes	1,719	1,743	1,783
# of vehicle inspections	441,879	450,116	459,730
# of dealerships inspected annually	120	135	149

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.

TRANSPORTATION

55-00-00

- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of IFTA audits	62	64	64
# of IRP audits	12	41	41
# of MF/SF audits	69	37	37

TOLL ADMINISTRATION

55-11-60

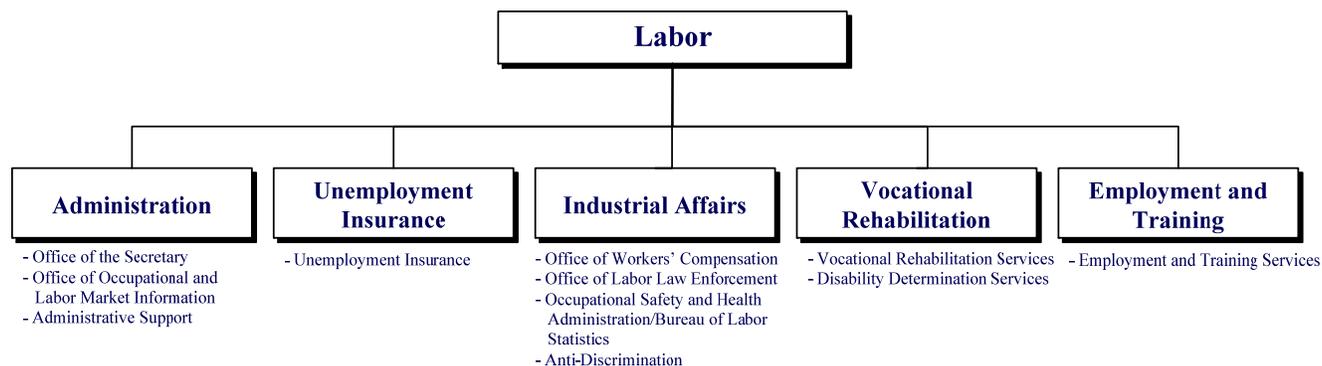
ACTIVITIES

- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of toll receipt collection and deposit accuracy	99.9	99.9	99.9
% of E-ZPass market use:			
I-95	66.0	66.5	67.0
SR 1-Dover	70.5	71.0	71.5
SR 1-Biddles	69.3	69.8	70.3
% of readable images captured for toll violation enforcement	96.4	96.7	97.0

LABOR 60-00-00



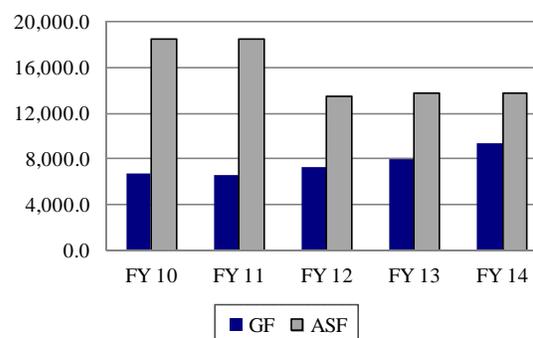
MISSION

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 and 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	7,886.0	9,303.0	10,080.2
ASF	12,274.5	13,785.8	13,785.8
TOTAL	20,160.5	23,088.8	23,866.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	41.2	41.2	41.2
ASF	91.9	91.9	92.4
NSF	345.9	345.9	345.4
TOTAL	479.0	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 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. Over the past year, the department has worked closely with the Department of Technology and Information on the Information Technology (IT) consolidation. As a result of the recently completed consolidation, the department's technology staff is now fully managed with direct reporting to the Administration unit's Information Systems Manager. This realignment will allow better staff deployment and collecting metrics on staff services to determine actual staffing needs.

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 21st edition, serves as a leading educational guide to thousands of Delaware students and job seekers.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	485.6	525.6	528.6
ASF	2,568.5	3,137.6	3,137.6
TOTAL	3,054.1	3,663.2	3,666.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	4.2	4.2	4.2
ASF	27.8	27.8	27.8
NSF	11.0	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.

LABOR

60-00-00

- Ensure effective coordination with the divisions, 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 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 direct leadership to all divisions in all IT activities, including technology leadership, mainframe operations and applications, database management, telecommunications, client/server support and the development of an annual IT plan, as a result of IT consolidation.
- 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 78 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 50,000 unemployed Delawareans collected unemployment benefits annually over the past three fiscal years on average. During this three-year period, \$357.5 million in regular state UI benefits were paid, an average of \$119.2 million per year. On a yearly basis, \$102.4 million in regular state UI benefits were paid in

LABOR 60-00-00

Fiscal Year 2013 as compared to \$125.7 million in Fiscal Year 2012 and \$129.4 million in Fiscal Year 2011.

In Fiscal Year 2010, Delaware's UI Trust Fund balance reached zero for the first time in 27 years because of the significant demand on it. As a result, Delaware was one of many states that had to borrow funds from the federal government to pay unemployment insurance benefits. Delaware's UI Trust Fund net balance as of June 30, 2013 was (\$47,969,729.82).

During the last session of the Delaware General Assembly, a major step was taken to enable the UI Trust Fund loan from the federal government to be repaid and to return the UI Trust Fund to solvency when House Bill 168 was passed. The key elements of House Bill 168 are:

- Starting with Calendar Year 2014 and each year thereafter, the taxable wage base (the maximum amount of wages upon which an employer pays UI tax for each employee) will be determined by the balance in the UI Trust Fund as of September 30 of the previous year. This system will result in a taxable wage base of \$18,500, \$16,500, \$14,500, \$12,500 or \$10,500.
- Claims establishing a benefit year beginning January 1, 2014 and thereafter, require a claimant must serve a 1-week waiting period before UI benefits can be paid. The one-week waiting period will sunset on January 2017.

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;
- Providing employers the option to register with the division online;
- 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 24/7 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;
- Implementing an automated claims adjudication system that has facilitated a decrease in processing time for nonmonetary determinations;
- Providing individuals the option to file new or reopened UI benefits claims online;
- Providing recipients of UI benefits the option to receive their weekly payment by direct deposit; and
- Providing UI recipients the option to receive their weekly payment via debit card.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	344.2	476.9	476.9
TOTAL	344.2	476.9	476.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	--	--	--
ASF	3.0	3.0	3.0
NSF	129.0	129.0	129.0
TOTAL	132.0	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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of UI claims first payments made timely	89.6	90.0	90.5
% of new employer tax accounts established timely	85.1	86.0	88.0

LABOR

60-00-00

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 and 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.

HCAP has maintained a vigorous schedule of meetings, which have resulted in significant statutory and regulatory changes aimed at medical cost containment. In addition to HCAP, Governor Markell and the General Assembly ordered the creation of a Workers' Compensation Task Force to address the increases in workers' compensation rates over the last two years. The task force recommendations were formulated into House Bill 175, which was signed into law on June 27, 2013. The Data Collection Committee, a group within the Insurance Commissioner's Office, has ramped up their activity as well and assists HCAP in identifying cost drivers based on actual medical cost data. These three groups have joined forces to affect change in the workers' compensation system. OWC actively participates in all three groups and works to incorporate the statutory and regulatory changes into policies and procedures.

Since the inception of HCPS in 2008, OWC has certified 2,219 healthcare providers and processed 2,059 requests for utilization review. There has been a slight reduction in the number of certified providers, as those who do not regularly treat injured workers have allowed their certification to lapse.

OWC has become a leader in the use of the Internet for its communications, and receives constant praise for the comprehensiveness and promptness of the electronic dissemination of pertinent information. Since August 2009, more than 240,000 stakeholders have accessed the HCPS website. OWC also uses a ListServ distribution system to send emails to subscribers on a regular basis.

LABOR

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With more than 1,200 individuals already enrolled in the email system and the inclusion of all certified providers in 2013, the agency can now reach over 3,000 email participants whenever needed.

The Wage and Hour unit processed 266 cases in Fiscal Year 2013 and collected \$86,059 in unpaid wages and benefits. Wage and Hour total judgments for Fiscal Year 2013 were \$34,205. Also, during that time frame 171 service letters were processed and the unit received 10 Clean Indoor Air complaints. In addition, the department made an effort to keep employers informed of the laws it enforces and the services it provides, by conducting an educational sweep during the months of June and July 2013. Each investigator was required to visit businesses throughout Delaware. As a result, 300 businesses were provided an educational packet.

The Prevailing Wage section handled 230 cases in Fiscal Year 2013 and collected \$328,751 in prevailing wages owed to mechanics and laborers working on state-funded construction projects. The section also conducted 301 on-site inspections in Fiscal Year 2013.

During Fiscal Year 2013, the Apprenticeship section monitored approximately 272 sponsors and their respective 811 apprentices. Journey papers were awarded to 140 individuals who completed their apprenticeship programs in Fiscal Year 2013.

The Office of Safety and Health Consultation and Statistics (OSHCS) provides free, comprehensive on-site consultations for high-risk businesses with less than 250 employees to assist in voluntary compliance with federal Occupational Safety and Health Administration (OSHA) regulations. OSHCS also assists the U.S. Bureau of Labor Statistics in collecting, analyzing and disseminating statistics on work-related injuries, illnesses and fatalities to support public and private decision making within the State of Delaware. OSHCS conducted 266 on-site consultations, during which 565 serious hazards were identified and subsequently corrected by employers. These consultations helped to protect over 16,852 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, those in the public/government sector are referred to DHSS for assistance.

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 are offered one-on-one confidential consulting sessions.

During Fiscal Year 2013, OSHCS staff provided the 10-hour Occupational Safety and Health Training Course to 60 students representing many of Delaware's trade/construction employers. After 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. Additionally, OSHCS staff provided formal trainings on Machine Guarding, Control of Hazardous Energy (Lockout/Tagout) and OSHA Recordkeeping to 55 students representing various Delaware employers.

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, gender identity and marital status.

During Fiscal Year 2013, OAD received 775 charges of discrimination. There were 87 complaints of age discrimination; 133 complaints of disability discrimination; 311 complaints arising under Title VII (race, color, national origin, religion and sex); and 213 complaints under the Delaware statutes which include Delaware Discrimination in Employment Act and the Persons with Disabilities Employment Protection Act. OAD resolved 750 complaints, including 59 negotiated settlements through OAD Mediation Program and Alternative Dispute Resolution (ADR) efforts, which resulted in \$1,143,472 wages and benefits paid by Delaware employers directly to Delaware workers.

OAD partners with the U.S. Equal Employment Opportunity Commission to coordinate investigations of complaints filed under both state and federal law.

LABOR 60-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	655.5	732.2	738.6
ASF	4,821.8	5,416.2	5,416.2
TOTAL	5,477.3	6,148.4	6,154.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	11.0	11.0	11.0
ASF	51.5	51.5	51.5
NSF	9.5	9.5	9.5
TOTAL	72.0	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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days from petition filed to hearing date	160	150	140
# of days from hearing to decision	19	17	15

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days to resolve wage and hour payment claims (not to exceed 30 calendar days)	19.5	30.0	30.0
# of days to resolve prevailing wage claims (not to exceed 90 calendar days)	57.8	90.0	90.0

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION / BUREAU OF LABOR STATISTICS 60-07-03

ACTIVITIES

- Provide free, confidential and comprehensive on-site consultations for primarily high-risk, private sector businesses with less than 250 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of safety and health consultation visits	266	250	250
# of Survey of Occupational Injuries and Illnesses (SOII)	2,883	2,800	2,800

LABOR
60-00-00

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 promote awareness and prevention of employment discrimination in the workplace.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of days to resolve discrimination claims	165	166	166

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 1,030 individuals with disabilities to achieve success in employment by providing guidance and counseling, vocational rehabilitation services and education and job training.
- Provide transition services to 825 high school seniors with disabilities and support them in employment, continued education or job training.
- Provide supported employment services to 300 individuals with chronic and persistent mental illness, which receive services through community based mental health service providers.
- 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 employment services for individuals with disabilities and assists them in securing employment. DVR also administers the Disability Determination Services (DDS), which determine eligibility for Delawareans that apply for federal Social Security disability benefits.

The DVR School to Career Transition program provides career counseling, job training and education and vocational rehabilitation services for high school seniors. DVR transition counselors meet with students at their high school during their senior year, provide career planning and develop an individual plan for employment. DVR has a productive relationship with the Department of Education (DOE) and local school districts.

DVR established the Project Search program in Delaware, which provides job skill training and education services to high school seniors at Christiana

LABOR
60-00-00

Hospital. Project Search is a collaboration with DVR, Christiana Hospital, Red Clay School District and Goodwill Industries. While completing high school, Project Search participants receive training on multiple job duties at the employer site with vocational rehabilitation support. Upon graduation, students may be hired by Christiana Care or receive job placement assistance by Goodwill Industries. DVR is developing additional Project Search locations in Kent County.

DVR, DHSS and DOE collaborate on the Early Start to Supported Employment program, beginning supported employment services for students with developmental disabilities during their junior year of high school. The Early Start program connects students with services and provides customized employment services to ensure an appropriate job fit for students with significant cognitive impairments. The goal is to facilitate a seamless transition into employment upon completion of high school.

The Independent Living program provides assessment and assistive technology goods and services that enable people with significant disabilities to continue to live independently in the community. DVR also collaborates with DHSS and Delaware Physicians Care to provide independent living services to Medicaid recipients and individuals in nursing homes, that enable them to transition back into the community. By coordinating services, 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 13,355 disability claims.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,321.7	4,379.0	4,380.1
ASF	863.6	895.6	895.6
TOTAL	4,185.3	5,274.6	5,275.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 to address their individual barriers to employment.
- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of clients rehabilitated and employed	1,025	1,040	1,050
\$ average weekly wage	356	365	375
# of transition students successfully employed	260	300	310

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of DDS cases processed	13,355	12,799	13,000
% accuracy rate from federal	98	95	95

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 74 percent of customers in a job that yields average earnings of \$13,988 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 on-the-job training and occupational skills training or intensive services leading to certification attainment and employment in high demand, high growth occupations that pay livable wages.
- Focus resources to complete the Workforce Investment Board strategic planning goals, improving services to veterans and individuals with disabilities, implementation of adult career ladders and the development of a skills bank.
- 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 64,000 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. An intelligent resume writer product has been created and implemented for the benefit of both job seekers and employers seeking employees.

DET plays a significant role in the implementation and administration of the work/retention components of the Temporary Assistance for Needy Families program. Since October 1999, over 11,152 full-time job placements and 9,799 part-time placements have occurred. The average full-time placement earned approximately \$9.29 per hour and part-time placements averaged \$8.55 per hour.

LABOR 60-00-00

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.

Three major service accomplishments occurred this year:

- Implemented an intelligent resumé product for job seekers and employers;
- Began a pilot of the WorkKeys Career Readiness Certificate in Kent County; and
- Expanded workshops for dislocated workers, adding resumé, interviewing and career planning workshops in all four American Job Centers.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3,423.2	3,666.2	4,432.9
ASF	3,676.4	3,859.5	3,859.5
TOTAL	7,099.6	7,525.7	8,292.4

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	24.0	24.0	24.0
ASF	4.0	4.0	4.5
NSF	67.0	67.0	66.5
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.

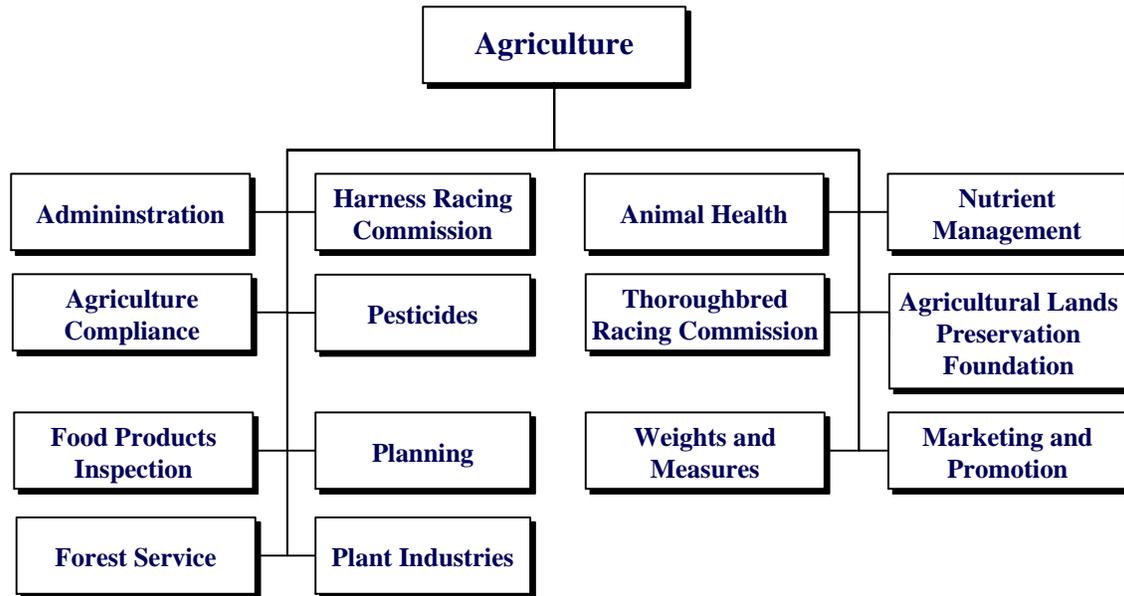
- Co-administer with the Workforce Investment Board training programs for economically disadvantaged youth/adults and dislocated workers by providing fiscal and operational management, planning, contract negotiation, monitoring, evaluation and technical assistance.
- Administer the work and case management component of welfare reform 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.
- Obtain and implement grants to address the particular needs of Delaware's unemployed and underemployed population.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of job seekers entered employment	77.5	73.8	73.8
% of job seekers employment retention	90.0	87.6	87.6
\$ amount of average earnings	14,304	14,305	14,305

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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 reducing 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 to expand the sale of Delaware's agricultural commodities and value-added products;
- Supporting Delaware's agricultural producers and producer organizations;
- Ensuring the integrity of Delaware's agricultural products through zero tolerance of quarantine pests and diseases for interstate and international certification;

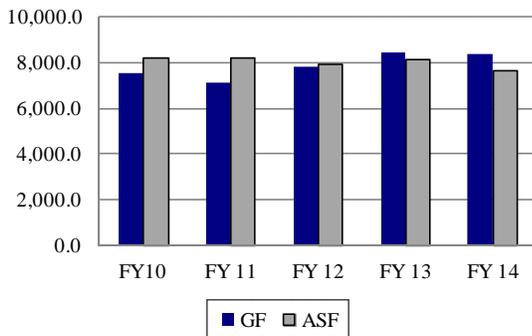
- Increasing the number and diversity of people participating in agricultural education, information and training programs;
- Developing and implementing nutrient management practices that protect ground and surface water, while maintaining a viable agricultural industry;
- Collecting data and directing policies that protect the state's natural resources and environment from adverse effects and improve water quality;
- Facilitating research by state institutions and private interests;
- Assisting land owners in controlling noxious weeds and non-native (invasive) plant species to maintain agricultural productivity and natural resource preservation;
- Continuing to streamline operations and reorganize 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;

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- Ensuring the integrity of weights and measures statewide in support of fair commerce for Delaware’s consumers;
- Ensuring the safe and appropriate use of pesticides and herbicides;
- Ensuring 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	7,524.5	8,336.8	8,399.2
ASF	5,098.8	7,614.5	7,614.5
TOTAL	12,623.3	15,951.3	16,013.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	82.8	82.8	82.8
ASF	45.0	44.0	44.0
NSF	15.2	15.2	15.2
TOTAL	143.0	142.0	142.0

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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 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, financial and computer support services. The Information and Education section 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; and
- Frozen Sweetened 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. These 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 well as providing inspection and grading services to

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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 product testing through the Pathogen Reduction program.

Delaware also works with the U.S. Department of Agriculture (USDA) in cooperative grading agreements with state departments of agriculture and other agencies. Under these federal-state agreements, the licensed graders perform work at point of origin and retail outlets grading various commodities. The Agricultural Marketing Service establishes basic grading policies and procedures, which describe quality requirements for each grade of a commodity, giving the industry a common language for selling and buying.

Forest Service

Forests, both rural and urban, are a vital state resource, providing numerous benefits to all Delawareans. Delaware's rural forests comprise approximately 30 percent (375,000 acres) of the state, approximately 85 percent of which are privately owned. Delaware's forests face many challenges, including wildfires, insects, disease, poor management techniques, non-native (invasive) species and fragmentation by development.

The mission of the Forest Service is to conserve, protect and enhance Delaware's forests through education, management and professional assistance. The Forest Conservation program helps landowners and communities improve their forest resources through education and technical assistance. The Forest Protection program strives to protect and improve forest health through monitoring, watershed protection and wildfire prevention and suppression. The Forestry Education program educates and informs residents about the importance of forests through the management of the 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 regulatory body charged with ensuring the integrity and fairness of harness racing in Delaware. DHRC has jurisdiction over all associations and licensees that participate in harness racing.

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 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 and 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 primary 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.

Plant Industries has the authority to quarantine certain products, plants and/or pests as necessary to carry out the task to prevent 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.

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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 and 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.

Animal Health responds to reports of potential disease problems from veterinarians and owners of livestock, poultry and pets. Personnel visit farms, dairies and livestock auctions to collect biological specimens for analysis and diagnosis of disease. In most instances, staff members inform the veterinarian or owner of the animal's diagnosis, control and/or treatment for the disease.

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 Delaware Animal Response program, which provides shelter for dogs and cats during a declared emergency.

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 ensures the State and the betting public receive fair percentages of the wagering dollar with periodic accounting audits.

Weights and Measures

The Weights and Measures section is responsible for the regulation of all commercial transactions involving weighing and measuring, all devices used commercially to determine weight, measure or count and the enforcement of 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, which ensures 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 program supports the MOU and carries out many programs to further the goals of improved water and soil quality, as well as ensuring the long-term vitality of the agricultural industry.

The Nutrient Management Law (3 Del. C. § 2200 et. al.) created the Delaware Nutrient Management Commission and Nutrient Management program. The program regulates activities that involve 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 a meaningful environmental stewardship recognition strategy.

Agricultural Lands Preservation Foundation

Since 1992, the Delaware Agricultural Lands Preservation Foundation has enrolled over 163,000 acres and 1,170 farms in agricultural preservation districts and district expansions in Delaware.

With expenditures to date of \$198.8 million, 754 properties totaling 111,000 acres have been permanently

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protected through the PDR program. These acres of permanently preserved agricultural land account for 20 percent of the total land in farms and 8 percent of the state's total land area. This is the highest percentage of land area preserved through agricultural PDR in the nation. Preservation partnerships have been formed with all three counties and the federal government.

Additionally, the Young Farmers program was established in Fiscal Year 2012 to help individuals enter into agriculture while also preserving farmland. This program has helped 22 young farmers purchase 2,000 acres of farmland.

Marketing and Promotion

The department is tasked with enhancing the economic viability of agriculture in Delaware. The Marketing and Promotion section develops and implements a marketing strategy for Delaware's agricultural products and services. The section also serves on various commodity boards. This aids the diversification of agriculture, enhances Delaware's agricultural product branding, recruits agricultural 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 to address 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 sales and the 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ of specialty crop grant funding	244,609	228,453	236,531

AGRICULTURE COMPLIANCE 65-01-02

ACTIVITIES

- Register agricultural products.
- Collect samples from the Delaware marketplace for laboratory analysis.
- Issue violations and withdrawal from distribution orders for non-registered products, mislabeled products and nutrient deficiencies/excessives.
- Test poultry litter for Delaware farmers to assist in compliance with state and federal laws regarding their nutrient management plans.
- Test feed, pet food and fertilizer submitted by the general public for nutrient content and contaminants.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of samples tested for pet food/animal/livestock feed:			
official	210	220	225
submitted	250	260	265
# of samples tested for fertilizer and liming materials:			
official	102	109	112
submitted	21	26	28
# of official samples tested for frozen desserts	52	60	65
# of submitted samples tested for livestock manure and poultry litter	1,058	1,100	1,150
# of pet food/animal/livestock feed products approved for registration	8,978	9,000	9,200
# of fertilizer and liming materials approved for registration	3,956	4,200	4,400

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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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of food inspected, grade verified (millions):			
Grade A poultry (lbs)	520	520	520
Grade A eggs (dozens)	5.7	5.7	5.7
fruits and vegetables (lbs)	0.4	0.4	0.4
# of retail shell egg graded inspection (approximately 450 stores):			
inspections	115	400	400
violations	5	3	3
# of food services safety training programs/interactive encounters with various groups	39	25	27
# of meat and poultry products (lbs):			
inspected (millions)	5.9	6.0	6.0
condemned (thousands)	17.2	12.0	12.0
# of compliance enforcement-trucking companies, retail stores and state agencies:			
reviews	527	580	600
product condemned (lbs)	75	75	75

FOREST SERVICE ***65-01-04***

ACTIVITIES

- Provide technical and financial assistance to landowners for activities such as reforestation, timber stand improvement, forest management plans and timber harvests to improve Delaware's forests.
- Reduce the impacts of wildfire through wildfire prevention education programs and firefighting training in wildland fire suppression techniques.
- Provide technical assistance to communities, civic associations, developers, planners and homeowners, as well as financial assistance through the

Community Forestry Grant program to improve Delaware's urban forest resources.

- 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, offer educational opportunities at the state forest education centers and provide 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of timber harvests on non-industrial privately-owned lands which follow a forest management plan	43	50	50
% of towns and cities recognized by the National Arbor Day Foundation as Tree City USA communities (57 communities)	26	40	35
% of volunteer fire companies that participate in wildfire suppression education programs (61 companies)	37	60	60
% of public and private elementary schools that participate in Forest Service educational programs (173 schools)	61	72	70

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 from each race.
- Collect out of competition testing (OCT) samples to detect the presence or use of blood doping agents.

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- License annually, fingerprint periodically and consistently review background information to ensure participants in the industry are not a risk to the integrity of the sport.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% accreditation of commission's judges	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	3,725	4,000	4,200
# of racing participants licensed	2,123	2,125	2,125
# of out of competition tests	*	1,000	1,200

*New performance measure.

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 and 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 and 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.
- Provide farmers, commercial applicators, nurseries, greenhouses, golf courses and pest control

businesses a disposal program for un-wanted, outdated or cancelled pesticides.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of sample analysis related to priority incidents	35	35	35
# of pesticide containers recycled	42,690	44,000	44,400
% of actionable inspections	36	34	32
# of pesticide applicators certified	2,951	3,000	3,150

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of zoning and subdivision proposals reviewed affecting agriculture	49	40	45

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.

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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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of certified acres inspected	9,589	7,200	7,350
% of businesses inspected for Seed Law compliance	65	65	65
% of retail nursery locations inspected	38	35	36
% of acres infested with noxious weeds treated or under a control program	70	65	70
# of registered bee colonies inspected	1,043	1,000	1,000
% of reviewed regulatory permits meeting requirements and reviewed within 10 days	100	100	100
# of key pests in statewide survey	15	16	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 suspected rabies animals, recording all pertinent information and collecting proper specimens for the accurate diagnosis of diseases.
- Collect surveillance samples and observe poultry for signs of illness to protect the health status of the poultry industry.
- Assist Delmarva broiler companies in placing healthier baby chicks in the field through the Hatchery Sanitation program.

- Ensure that effective diagnostic services are available for rapid detection of livestock and poultry diseases.
- Administer the Delaware Animal Response program, which provides shelter for dogs and cats during evacuations or disasters.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of auction visits	60	60	60
# of Avian influenza (AI) tests	4,094	4,000	4,100
# of positive AI tests	0	0	0
# of hatchery visits	60	60	60
# of Equine Infectious Anemia tests performed	1,718	1,970	1,800
# of necropsies performed (mammalian)	23	28	30
% of human exposure rabies specimens with same-day turnaround time	100	100	100

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.
- Oversee 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 from each race plus designated samples.
- Collect OCT samples to detect the presence or use of blood doping agents.
- License annually, fingerprint periodically and consistently 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.

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PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% accreditation of commission's stewards	100	100	100
% oversight of racing events	100	100	100
# of equine samples tested for prohibitive medications	1,159	1,200	1,300
# of pre-race blood gas samples collected to determine metabolic alkalosis	626	650	650
# of equine samples collected and tested for blood doping agents pursuant to OCT program	120	120	120
# of applicants licensed	4,740	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, which include 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 Serviceperson 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of consumer complaints	55	65	65
# of small/large scales: tested	4,159	4,200	4,225
rejected	284	290	295
# of truck scales: tested	231	225	220
rejected	29	30	25
# of petroleum meters: tested	9,270	9,400	9,600
rejected	1,016	1,100	1,150
# of vehicle tank meters: tested	348	360	365
rejected	23	25	28
# of moisture meters: tested	63	60	60
rejected	4	3	2
# of DSP enforcement scales: tested	13	18	24
rejected	1	2	2
# of package lots: tested	2,564	2,650	2,710
rejected	397	410	420
# of price verifications: performed	469	475	480
failed	11	20	25
# of technicians registered	246	240	236
# of licensed weighmasters	893	885	880
# of gas samples: tested	366	374	384
rejected	0	2	2

NUTRIENT MANAGEMENT *65-01-12*

ACTIVITIES

- Develop and implement incentive and market-based programs to promote alternative-use practices for excess nutrients generated in Delaware.
- 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 partnership with DNREC and pursuant to the Clean Water Act, federal regulations and MOU.
- Develop and implement demonstration projects within the farm community for best management practices.
- Audit nutrient management activities to ensure compliance and high quality services.

AGRICULTURE 65-00-00

- Respond to complaints regarding 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Poultry litter-manure relocated within Delaware for land application (tons)	22,817	25,000	25,000
Poultry litter-manure exported from Delaware for land application (tons)	20,899	25,000	25,000
Poultry litter-manure relocated to an alternative use project (tons)	18,877	40,000	40,000
% of cropland and nutrient applied land managed under a current plan developed by a certified consultant	90	90	90
Acres managed under an updated nutrient management plan	119,899	125,000	125,000
# of nutrient consultants	111	115	115
# of commercial handlers	73	75	75
# of private applicators	1,181	1,100	1,000
# of nutrient generators	533	525	520
# of nutrient management farm audits	25	50	50
# of CAFO farm audits performed	150	150	150
# of constituent complaints: received	25	40	40
resolved	25	40	40
# of CAFO permits	1	50	100

AGRICULTURAL LANDS PRESERVATION FOUNDATION 65-01-13

ACTIVITY

- Administer the Farmland Preservation program and the Young Farmer Loan program to preserve Delaware farmland.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Acres of prime farmland permanently preserved	5,855	5,000	5,000
# of new participants in the Young Farmers program	12	7	10

MARKETING AND PROMOTION 65-01-14

ACTIVITIES

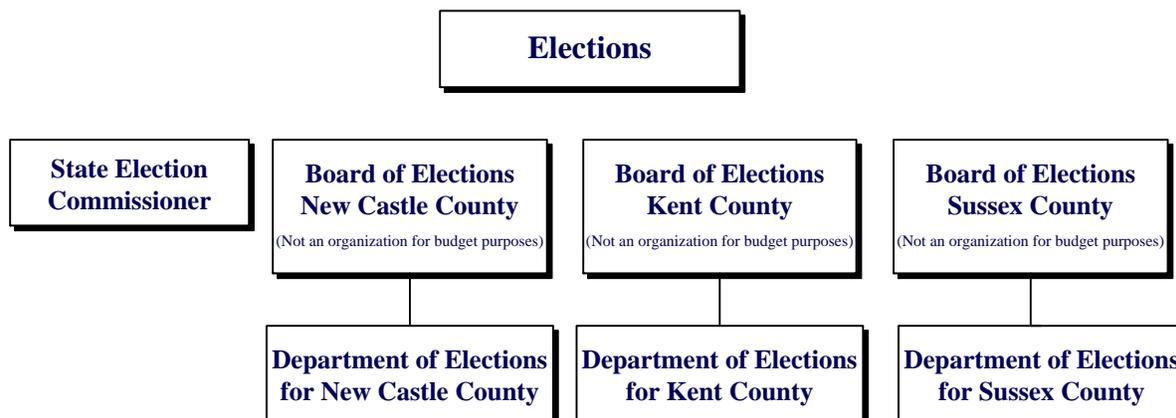
- Implement an agricultural marketing plan that channels Delaware's agricultural products to local, regional, national and international markets.
- Contact and visit wholesale purchasers and regional outlets to increase market penetration for Delaware's products.
- Increase name recognition of Delaware's agricultural products regionally and nationally.
- Direct and coordinate the activities of department buildings located at the Delaware State Fair grounds.

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
\$ of gross receipts for Delaware farmers markets (millions)	2.1	2.2	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. The department provides residents with the information access and structure needed to participate, as well as, access to fair and accurate campaign finance reports.

KEY OBJECTIVES

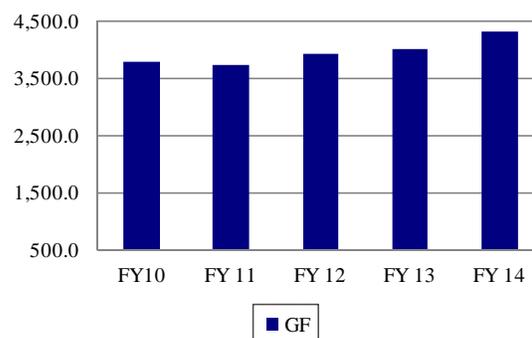
- Ensure the standard administration of Delaware election laws.
- Use technology to improve services to Delaware residents here and abroad.
- Conduct elections for Delaware residents from presidential primaries to school and municipal elections.
- Accurately track and post campaign finance reports.

BACKGROUND AND ACCOMPLISHMENTS

The department has led the nation in developing the first statewide electronic voting system. Elections have been successfully conducted on all regional levels. In addition, voting machines have audio modules, making them accessible for 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	6,459.5	4,315.2	4,349.3
ASF	1.4	--	--
TOTAL	6,460.9	4,315.2	4,349.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	42.0	42.0	42.0
ASF	--	--	--
NSF	--	--	--
TOTAL	42.0	42.0	42.0

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).

ELECTIONS

70-00-00

KEY OBJECTIVES

- Maintain a statewide voter registration system.
- Coordinate with each county to conduct all mandated elections.
- Educate and assist municipalities in the conduct of their elections.
- Accurately track and post campaign finance reports.

BACKGROUND AND ACCOMPLISHMENTS

The office provides services to all residents as required by state and federal laws to ensure uniform access to the electoral process.

Delaware has received national recognition for the Electronic Signature project, which uses technology to create a seamless, paperless connection between the Division of Motor Vehicles (DMV) and the Department of Elections. This same technology is now being utilized by the Department of Health and Social Services (DHSS) and will soon be available to the Department of Labor (DOL), making real-time, electronic submissions the norm for all agencies mandated to process voter registration.

In response to the federal mandate to provide electronic transmission of absentee ballots to military and overseas voters, staff developed its own vendor-free system that will save significant annual maintenance fees.

In accordance with House Bills 300 and 310, enacted by the 146th General Assembly, a new Campaign Finance Information Reporting System will be implemented soon. The new system will be a vast improvement over the current system.

The office participates in Student/Parent Mock Elections, in cooperation with the Departments of Technology and Information, State and Education, as well as The News Journal, the University of Delaware and the League of Women Voters.

As the Chief State Election Official, the Commissioner administers HAVA funding, which mandates federal standards for voting machines, voter registration and access for Delaware voters. These funds have been used to upgrade our voting machines, make polling places accessible and increase the use of technology in all processes.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,060.2	1,184.0	1,192.6
ASF	--	--	--
TOTAL	1,060.2	1,184.0	1,192.6

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of candidate committees	1,500	1,300	1,200
# of requests for campaign finance assistance	3,600	2,500	1,800
# 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 continued to partner 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,938.6	1,597.0	1,610.2
ASF	1.4	--	--
TOTAL	2,940.0	1,597.0	1,610.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New voters	21,908	12,000	22,000
Address changes	24,236	14,000	24,000
Name changes	7,205	5,000	7,000
Party changes	5,617	5,000	5,000

Cancelled Voter Registrations

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Deceased	3,952	3,500	4,000
Verification programs	13,321	25,000	25,000
Moved out of state	1,646	3,000	3,000
Board actions	8	20	20
Not a citizen	0	20	20

Absentee Ballots

	FY 2011 Actual	FY 2013 Actual*	FY 2015 Gov. Rec.
Total ballots issued	6,357	10,874	10,000

**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 by operating voter registration programs and conducting all elections in accordance with state and federal laws.

KEY OBJECTIVES

- Perform all duties related to conducting an election pursuant to state and federal laws.
- Provide information to the public, candidates and political parties regarding election laws, rules, regulations and registration requirements.
- Conduct all elections mandated by 14 and 15 Del. C. in an efficient, fair and impartial manner.

ELECTIONS

70-00-00

- 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. The department assisted with municipal election. 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,298.4	852.7	857.8
ASF	--	--	--
TOTAL	1,298.4	852.7	857.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New voters	7,800	7,878	8,191
Address change	7,819	7,897	8,292
Name change	2,081	3,000	3,150
Party change	1,781	1,799	1,889

Cancelled Voter Registrations

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Deceased	1,147	1,158	1,216
Verification programs	249	251	263
Moved out of state	691	697	731

Absentee Ballots

	FY 2011 Actual	FY 2013 Actual*	FY 2015 Gov. Rec.
Total voted ballots	2,788	4,478	4,500

*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 and 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 at 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 2014, 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,162.3	681.5	688.7
ASF	--	--	--
TOTAL	1,162.3	681.5	688.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
New voters	9,562	9,962	9,999
Address change	8,788	9,788	9,899
Name change	1,228	1,328	1,428
Party change	1,908	2,100	2,200

Cancelled Voter Registrations

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
Deceased	1,708	1,351	1,400
Moved out of state	2,049	2,301	2,405
Board action	38	45	55

Absentee Ballots

	FY 2011 Actual	FY 2013 Actual*	FY 2015 Gov. Rec.
Total voted ballots	4,306	7,402	7,500

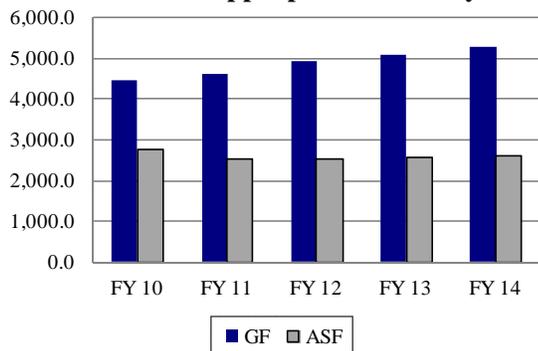
*Presidential election year.

FIRE PREVENTION COMMISSION

75-00-00



Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	4,874.6	5,294.5	5,378.6
ASF	1,892.5	2,600.5	2,600.5
TOTAL	6,767.1	7,895.0	7,979.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	47.3	48.3	48.3
ASF	27.2	27.2	27.2
NSF	0.5	0.5	0.5
TOTAL	75.0	76.0	76.0

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 the 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,434.3	2,634.2	2,684.6
ASF	1,883.1	2,539.5	2,539.5
TOTAL	4,317.4	5,173.7	5,224.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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 DIAC; Commissioner on the State Emergency Response Commission; Federal Bureau of Investigation (FBI) - Joint Terrorism Task Force, Delaware Water Supply Coordinating Council and Board of Directors for the Delaware Burn Camp.
- 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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of fires cleared by arrest or apprehension	28	29	30
# of code violations cleared by re-inspection	2,554	2,685	2,825
Average turnaround time for full plan reviews (days)	10	10	9
Fire investigation caseload per deputy	42	50	55
Plan review caseload per fire protection specialist	350	359	388
Full plan reviews/ inspections:			
New Castle County	3,022	3,400	3,700
Kent County	863	950	1,000
Sussex County	2,419	2,700	2,900

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.
- 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, fire officers, ambulance and rescue personnel, 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	2,239.4	2,397.9	2,430.8
ASF	9.4	50.0	50.0
TOTAL	2,248.8	2,447.9	2,480.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.
- 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.

FIRE PREVENTION COMMISSION

75-00-00

- 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of programs	1,110	1,500	1,500
# of students:			
fire/rescue	11,217	10,000	10,000
emergency care	10,316	10,000	10,000
industry	826	1,000	1,000
hazardous materials technician program	406	400	400
fire safety	22,020	35,000	30,000
# of fire safety programs	163	200	225

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.
- Provide a direct liaison between state government and the statewide basic life support service.
- Inspect and license basic and advanced life support ambulances and facilities.
- Investigate and provide an appeals process for complaints regarding emergency medical technicians, emergency medical service providers, fire service and public complaints.

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, State Ambulance Service regulations were adopted by the commission.

FIRE PREVENTION COMMISSION

75-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	200.9	262.4	263.2
ASF	--	11.0	11.0
TOTAL	200.9	273.4	274.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1.0	2.0	2.0
ASF	--	--	--
NSF	--	--	--
TOTAL	1.0	2.0	2.0

ACTIVITIES

- Provide the link between the fire service and executive branch of government.
- Provide a technically competent code-making body.
- Implement statewide fire-safety strategy and policy.
- Inspect and license ambulance units.
- Certify emergency medical technicians.

PERFORMANCE MEASURES

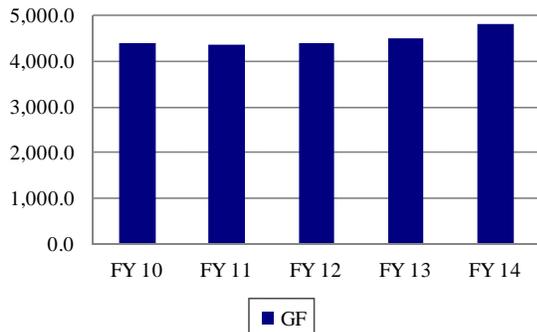
	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of hearings - public, appeal grievance	18	18	18
# of commission meetings	18	18	18
# of commission special interest functions	150	150	150
# of fire service functions	415	427	427
# of emergency service functions	67	50	50

DELAWARE NATIONAL GUARD

76-00-00

Delaware National Guard

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	4,696.9	4,793.9	4,864.2
ASF	--	--	--
TOTAL	4,696.9	4,793.9	4,864.2

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	29.0	29.0	29.0
ASF	--	--	--
NSF	80.0	85.0	85.0
TOTAL	109.0	114.0	114.0

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 1,604 soldiers in the Army National Guard and 1,107 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.

DELAWARE NATIONAL GUARD
76-00-00

The following are recent accomplishments of the Delaware National Guard.

- Responded for service around the world with the following activities:
 - Approximately 180 airmen from Airlift and Maintenance Support Groups were deployed to support Southwest Asia operations in March 2013;
 - The 153rd Military Police Company returned from a nine-month tour of duty in Afghanistan;
 - The 198th Signal Battalion was deployed to Afghanistan in August 2013; and
 - The 150th Engineering Company was deployed to Afghanistan in September 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.

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of authorized strength - Air Force units	99	100	100
% of authorized strength - Army units	99	100	100

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 or disabilities in Delaware. GACEC also serves as an advisory panel for agencies providing educational services and 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 public reports.
- Participate in program visits.
- Coordinate various research projects.

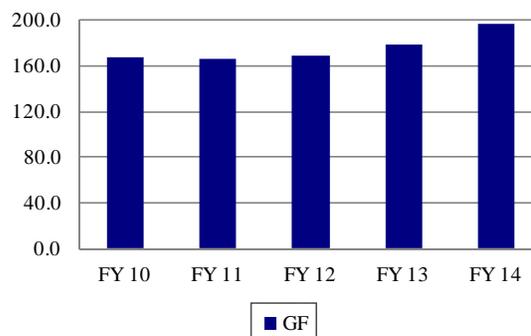
BACKGROUND AND ACCOMPLISHMENTS

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 by the 129th General Assembly 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.

In Fiscal Year 2013, GACEC actively participated in the development and passage of legislation impacting the overall development, education and general welfare of children and adults with disabilities. This included participating in the State Transition Taskforce for Emerging Adults with Disabilities and Special Health Care Needs, which was created as a result of Senate Concurrent Resolution 34 passed by the 146th General Assembly. In addition, GACEC expanded the Kids on the Block disability awareness puppet program into the Disability Education Awareness Program to meet the increased demand for awareness in schools and other child-centered settings.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	191.8	196.8	198.7
ASF	--	--	--
TOTAL	191.8	196.8	198.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	3.0	3.0	3.0
ASF	--	--	--
NSF	--	--	--
TOTAL	3.0	3.0	3.0

ADVISORY COUNCIL FOR EXCEPTIONAL CITIZENS

77-00-00

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.
- Educate the disability community and the general public regarding disability issues and the need for services.
- Review state and federal regulations and legislation.
- 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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of letters on legislation and regulations written to elected officials and agencies	2,580	2,600	2,600
# of boards, councils and committees with participation by GACEC staff and members	53	60	60
# of individuals reached via GACEC presentations, co-sponsorship of conferences, press releases and workshops by members and staff	32,500	33,000	33,000

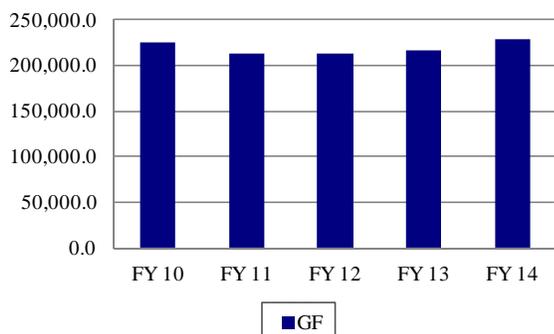
HIGHER EDUCATION

90-00-00



*Organization for budgeting and accounting purposes only.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	224,362.8	227,606.2	229,948.3
ASF	1,037.9	--	--
TOTAL	225,400.7	227,606.2	229,948.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	741.0	785.0	785.0
ASF	36.0	--	--
NSF	313.0	335.0	354.0
TOTAL	1,090.0	1,120.0	1,139.0

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 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 and space-grant institution.

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.

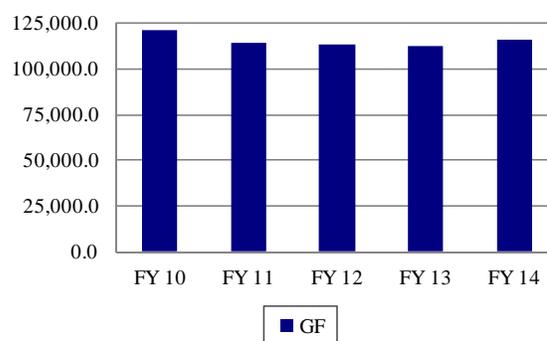
Many academic and administrative initiatives are currently being implemented to meet the university’s strategic milestones, including:

- 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 Gov. Rec.
GF	115,421.9	115,946.3	117,043.7
ASF	--	--	--
TOTAL	115,421.9	115,946.3	117,043.7

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of matriculated students:			
undergraduate*	17,484	17,797	17,969
graduate	3,654	3,679	3,685
% of full-time resident students:			
undergraduate*	39	41	40
graduate	23	23	25
% of full-time minority students:			
undergraduate*	21	23	25
graduate	46	49	50
Average SAT scores for entering freshman	1804	1784	1800
% of student retention freshman to sophomore	92	92	93
% of students graduating within six years	77	78	80
% of graduates employed or in graduate school	96	95	96

*Includes Associate in Arts program.

HIGHER EDUCATION

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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 role earth science information plays in addressing 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:

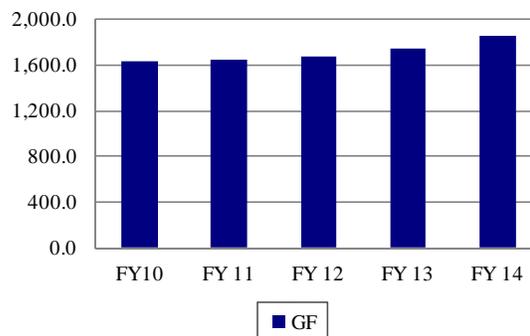
- Maintaining programs for geologic, hydrologic and topographic mapping of the State of Delaware;
- Continuing systematic investigation of the geology of the State;
- Identifying potential water supplies, energy sources and construction materials;
- Identifying, understanding and preparing to deal effectively with all reasonable projections of geologic hazards, including droughts, flooding, sea-level rise, erosion, earthquakes and sinkholes;
- Compiling data from mapping programs into reliable, accessible databases;
- Providing online mapping tools that provide for data manipulation from 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 a DGS Report of Investigations: No. 78, Subsurface Geology of the area between Wrangle Hill and Delaware City, Delaware.
- Added approximately 5,000 new sites and records to the web-based mapping tool, Delaware Geologic Information Resource (DGIR), to provide access to geologic, aquifer, water table maps, well data and other features that are available to state agencies, local governments, businesses and the public for use in permit applications, site evaluations and planning decisions.
- DGS staff, in cooperation with the State Climatologist, advised Delaware emergency management personnel of flood and weather conditions during major storms and staffed the emergency center during events.
- Added continuous data loggers to 28 new and existing wells in the Delaware groundwater monitoring network, which has allowed for the collection of over 560,000 individual water level and 100,000 temperature measurements.
- Successfully installed equipment to upgrade real-time data transfer equipment for seven tidal stations operating in the Delaware Bay.
- Served as the lead agency for a cooperative effort with the U.S. Geological Survey to obtain high-resolution LiDAR data for the entire State of Delaware.

Five-Year Appropriation History



HIGHER EDUCATION 90-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	1,778.4	1,838.4	1,856.1
ASF	--	--	--
TOTAL	1,778.4	1,838.4	1,856.1

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 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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of geologic mapping square miles (cumulative)	2,145	2,235	2,300
# of DGS well records in database	31,666	32,240	33,640
# of water level records in database	4,598,730	6,898,095	8,718,000
# of stream gages	11	11	11
# of tide gages	7	7	7
# of website page views (annual) based on Google Analytics	201,369	207,750	213,800

DELAWARE STATE UNIVERSITY 90-03-00

MISSION

Delaware State University (DSU) is a public, comprehensive, 1890 land-grant institution that offers access and opportunity to diverse populations from Delaware, the nation and the world. Building on its heritage as a historically black college, the university purposefully integrates the highest standards of excellence in teaching, research and service in its baccalaureate, masters and doctoral programs. The university's commitment to advance science, technology and liberal arts produces capable and productive leaders who contribute to the sustainability and economic development of the global community.

KEY OBJECTIVES

- Use enrollment management best practices to increase overall enrollment to 5,000 students.
- Increase retention and graduation rates by at least 2 percent annually for the next five years.
- Produce and place graduates in the workplace and/or in graduate and professional programs to become productive leaders in an increasingly global community.
- Recruit and retain outstanding and engaged faculty.
- Increase research productivity in grants, scholarly publications, creative activities, innovation and patents by 50 percent in five years and to assist faculty, staff and students in all aspects of their research endeavors.

BACKGROUND AND ACCOMPLISHMENTS

Over the last year, the university has had a number of significant accomplishments, including:

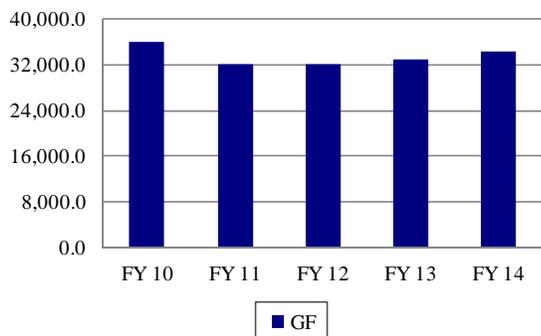
- For the third consecutive year, DSU broke its total enrollment record in the fall of 2012 with a student population of 4,425;
- DSU awarded a school-record 16 doctoral degrees during the December 2012 and May 2013 Commencements;
- DSU student-athletes led the way academically in the Mid-Eastern Athletic Conference All-Academic Team with 125 student-athletes with at least a 3.0 grade point average, surpassing all other conference schools for the third consecutive year;

HIGHER EDUCATION

90-00-00

- DSU finalized a 15-year lease agreement to take over the former Sheraton Hotel in Dover for additional student residential space; and
- DSU moved into a new facility in New Castle County with more space, allowing expansion of academic offerings in that county.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	33,442.9	34,327.8	34,612.5
ASF	--	--	--
TOTAL	33,442.9	34,327.8	34,612.5

ACTIVITIES

- Continue the priorities of DSU's new Strategic Plan that was adopted by DSU's Board of Trustees in September 2013.
- Construct the new Optical Science Center for Applied Research building that broke ground in October 2012.
- Support the continued work of the College of Mathematics, Natural Sciences and Technology on NASA's ChemCam Team, which previously included analysis of data sent back from Mars as part of the Curiosity Rover space mission.
- Hold the annual Inspired Day of Service, in which more than 200 students participate in community service projects in all three counties of the State.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of students enrolled in credit courses	4,425	4,558	4,558
# of graduates	670	690	690
% of student retention - freshman to sophomore	60	66	66
% of six year graduation rate	33	37	37
# of minority grads in scientific fields	77	79	79
# of grads who enter graduate and professional schools	97	100	100
% of faculty with terminal degree	91	91	91
\$ of competitive grants awarded (millions)	27.8	30.6	30.6

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.

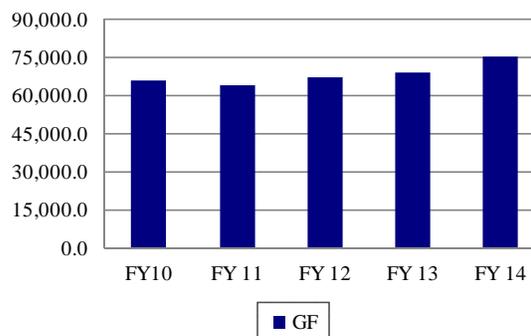
Numerous degree programs are offered, including the Associate in Applied Science degree, which is granted upon successful completion of specific curriculum requirements. In addition, diploma and certificate programs are offered in a variety of technical areas at each campus.

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



HIGHER EDUCATION

90-00-00

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	73,435.8	75,201.1	76,159.0
ASF	1,037.9	--	--
TOTAL	74,473.7	75,201.1	76,159.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	741.0	785.0	785.0
ASF	36.0	--	--
NSF	313.0	335.0	354.0
TOTAL	1,090.0	1,120.0	1,139.0

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of students enrolled in academic programs	20,366	20,570	20,570
# of Associate in Arts students	975	985	985
% minority students	40	39	39
% in-state students	96	96	96
# of Associate degrees awarded	1,601	1,617	1,617
# of diplomas awarded	218	220	220
# of certificates awarded	241	243	243
# of non-credit awards	5,487	5,542	5,542
% continuing education	62	64	64
% employed in Delaware	83	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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	7,001.0	13,571.7	10,915.3
ASF	--	--	--
TOTAL	7,001.0	13,571.7	10,915.3

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	49.0	49.0	49.0
ASF	--	--	--
NSF	40.0	35.0	42.0
TOTAL	89.0	84.0	91.0

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.

HIGHER EDUCATION

90-00-00

- Offer specialized professional and industrial training courses and workshops to local businesses and industry leaders.
- Administer library and audio-visual services.

Student Services

- Host community outreach, student recruitment and high school information programs.
- 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 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 operational functions, including security, food service, grounds-keeping, maintenance, custodial activities and the bookstore.

OWENS CAMPUS

90-04-02

	FUNDING		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	20,337.1	18,515.3	19,823.3
ASF	243.4	--	--
TOTAL	20,580.5	18,515.3	19,823.3

	POSITIONS		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	202.0	218.0	218.0
ASF	14.0	--	--
NSF	65.0	70.0	75.0
TOTAL	281.0	288.0	293.0

WILMINGTON CAMPUS

90-04-04

	FUNDING		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	14,008.2	13,801.9	14,310.2
ASF	392.8	--	--
TOTAL	14,401.0	13,801.9	14,310.2

	POSITIONS		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	160.0	162.0	162.0
ASF	--	--	--
NSF	59.0	67.0	69.0
TOTAL	219.0	229.0	231.0

STANTON CAMPUS

90-04-05

	FUNDING		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	18,571.3	16,959.8	18,148.1
ASF	159.9	--	--
TOTAL	18,731.2	16,959.8	18,148.1

	POSITIONS		
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	193.0	204.0	204.0
ASF	9.0	--	--
NSF	64.0	71.0	74.0
TOTAL	266.0	275.0	278.0

HIGHER EDUCATION

90-00-00

TERRY CAMPUS 90-04-06

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	13,518.2	12,352.4	12,962.1
ASF	241.8	--	--
TOTAL	13,760.0	12,352.4	12,962.1

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	137.0	152.0	152.0
ASF	13.0	--	--
NSF	85.0	92.0	94.0
TOTAL	235.0	244.0	246.0

DELAWARE INSTITUTE OF VETERINARY MEDICAL EDUCATION 90-07-01

MISSION

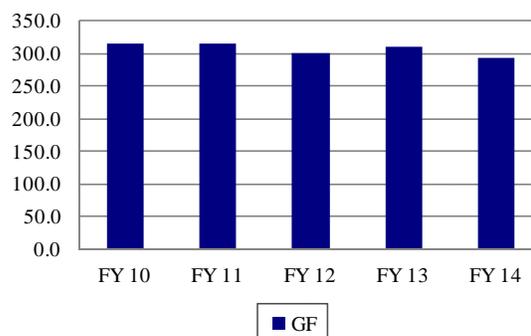
To initiate, encourage and promote:

- 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 2014, the Delaware Institute of Veterinary Medical Education (DIVME) provided support for five students at the University of Georgia and five students at Oklahoma State University. Total DIVME enrollment was 10 students.

Five-Year Appropriation History



FUNDING

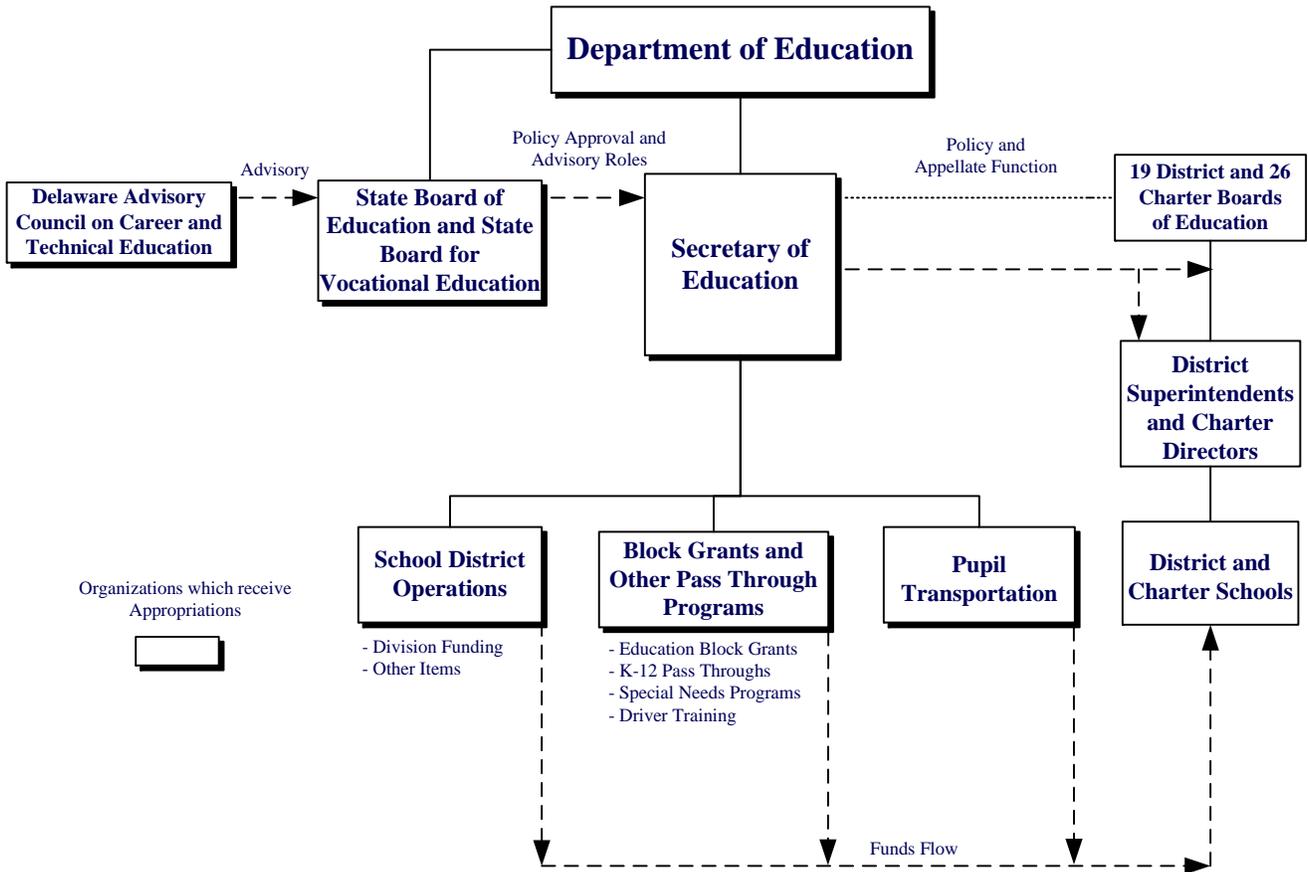
	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	283.8	292.6	277.0
ASF	--	--	--
TOTAL	283.8	292.6	277.0

PERFORMANCE MEASURE

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of students supported in veterinary medical schools	11	10	10

EDUCATION

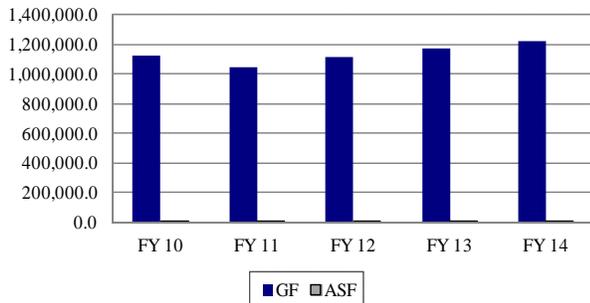
95-00-00



MISSION

To promote the highest quality education for every Delaware student by providing visionary leadership and superior service.

Five-Year Appropriation History



FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	70,367.0	1,217,757.5	1,269,669.1
ASF	2,699.9	5,106.6	5,006.6
TOTAL	73,066.9	1,222,864.1	1,274,675.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	13,806.2	13,916.2	14,137.7
ASF	10.0	12.0	12.0
NSF	57.5	57.5	56.0
TOTAL	13,873.7	13,985.7	14,205.7

EDUCATION

95-00-00

DEPARTMENT OF EDUCATION

95-01-00

KEY OBJECTIVES

The Department of Education (DOE) continues 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 continues to 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 standards and align grade-level expectations to guide curriculum.
- 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 interagency data coordination with memoranda of understanding and expansion of the statewide longitudinal data system.

Great Teachers and Leaders

Improve teacher, specialist and school leadership effectiveness through recruitment, selection, evaluation and professional learning and retention practices.

- Implement and monitor the Delaware Performance Appraisal System (DPAS) II for overall quality and fidelity of implementation, including training and credentialing of all new administrators.
- Integrate and implement the student growth component as a determining factor into summative performance evaluation ratings as part of DPAS II, including the ongoing refinement of student growth measures with stakeholder groups for all grades, subjects and positions.
- Align DOE and local education agency practices with the continuous improvement and refinement of regulatory and non-regulatory guidance that amends DPAS II based on educator engagement and data.
- Provide job-embedded training for school leaders through school leadership development services focusing on time management, instructional leadership, educator evaluation and building instructional/teacher-leadership teams.
- Select top-performing teachers and school leaders through the Delaware Talent Cooperative.

Ensure the equitable distribution of highly-effective teachers and school leaders through pre-service preparation, recruitment, selection, placement, induction and retention practices.

- Establish and expand partnerships with alternate routes to educator certification programs and continue to support the development of teachers in Science, Technology, Engineering and Mathematics.
- Administer educator licensure and certification, investigations, highly qualified teacher program, educator preparation program approvals and Title IIA plan requirements in conjunction with the regulations of the Professional Standards Board.
- Oversee the State's educator mentoring and induction program(s) in conjunction with the regulations of the Professional Standards Board.
- Conduct bi-annual teaching and learning conditions surveys to assess and improve school environments.
- Develop a statewide recruitment campaign and central hiring website to attract top-performing educators to the State and improve hiring practices.

EDUCATION

95-00-00

Analyze educator 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 trends.
- Develop a coherent professional development model that links trainings to specific skill and role expectations and to the statewide evaluation system.
- Establish standards for professional development and create processes for certifying quality 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	31,156.9	38,523.7	53,778.0
ASF	1,153.3	2,532.0	2,432.0
TOTAL	32,310.2	41,055.7	56,210.0

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	134.5	134.5	149.0
ASF	5.0	5.0	5.0
NSF	57.5	57.5	56.0
TOTAL	197.0	197.0	210.0

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, school-based employees, parents and community members.

The Office of the Secretary also includes the Accountability Resources workgroup, which carries out the following activities:

- Develop and refine a balanced student assessment system, which includes using computer-adaptive assessments, performance tasks, interim assessments and a formative digital library to measure student progress;
- Develop and deliver the State Assessment System and the Alternative Assessment System for students with the most significant intellectual disabilities, and analyze and report student, school and state test results;
- Establish requirements for assessment inclusion for students with disabilities or limited English proficiency; and
- Oversee the administration of the National Assessment of Educational Progress.

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 support for science kits.
- Provide support services for students with special needs, including children with disabilities, English language learners and migrant children.
- Implement early childhood initiatives, with the Office of Early Learning, to support quality early care and education programs for all children ages infancy to kindergarten entry, including certification, professional development and data systems for early childhood education providers and Early Childhood Council activities.
- Provide oversight and technical assistance to Career and Technical Education courses in middle and high schools.

EDUCATION

95-00-00

- Ensure higher education is accessible and affordable for Delaware students by providing resources to help with preparation, the application process and financial assistance.
- Increase awareness of the benefits of higher education, support early academic and financial preparation for higher education and facilitate families saving for college.
- Administer state, federal and private student financial aid programs and assist with the development of private scholarship programs.
- Collaborate with other state agencies to design and implement programs to meet the needs of the State's employment shortage areas.

Education Supports and Innovative Practices

- Provide oversight and management of adult education, including: prison education, Adult Basic Education, Groves High School, Even Start family literacy programs and 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, driver education and instructional technology.
- Provide oversight to the Delaware Interscholastic Athletics Association, which promotes the educational significance of interscholastic athletics and player health and safety through regulatory oversight of member schools.
- Implement, support and report student, school and district accountability requirements and federal mandates.
- Provide support for operations, including health and counseling services, homeless assistance, food and nutrition services, school climate, health documentation and school support services.
- Conduct professional development activities to assist educators with using technology in curriculum and instruction.
- Operate the Partners in Technology program to refurbish donated computers/peripherals and place them in schools.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
% of classes taught by highly-qualified teachers statewide	95.7	98.0	98.0
% of students at or above proficiency in:			
English Language Arts	70.0	73.0	76.0
Mathematics	70.2	73.2	76.1
# of DPAS-II implementations:			
districts	19	19	19
charter schools	21	21	26
# participating in administrative mentoring	63	70	75
% of Career and Technical Education (CTE) concentrator students graduating	97.8	88.5	88.5
# of recipients:			
Scholarship Incentive Program	966	1,074	1,074
Student Excellence Equals Degree	2,872	2,800	2,800
Inspire	426	625	625
# of private business and trade school certification renewals	103	117	120
# of veterans affair and on the job training apprenticeship renewals	51	60	62
# of refurbished computers placed in schools	2,687	2,000	2,000

**EDUCATION
95-00-00**

**SCHOOL DISTRICT OPERATIONS
95-02-00**

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	113.7	998,765.4	1,043,494.9
ASF	--	--	--
TOTAL	113.7	998,765.4	1,043,494.9

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	13,602.0	13,712.0	13,932.0
ASF	--	--	--
NSF	--	--	--
TOTAL	13,602.0	13,712.0	13,932.0

DIVISION FUNDING
95-02-01

ACTIVITY

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

ACTIVITY

This budget unit contains funding for: General Contingency; School Improvement; Delmar Tuition; Technology Block Grant; Skills, Knowledge and Responsibility Pay Supplements; Educational Sustainment; Dual Enrollment/Dual Credit; and Other Items. These funds provide additional supports for district and charter operations.

**BLOCK GRANTS AND OTHER PASS
THROUGH PROGRAMS
95-03-00**

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	21,207.2	83,541.9	86,061.1
ASF	1,546.6	2,574.6	2,574.6
TOTAL	22,753.8	86,116.5	88,635.7

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	53.7	53.7	53.7
ASF	5.0	7.0	7.0
NSF	--	--	--
TOTAL	58.7	60.7	60.7

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, professional and curriculum development, professional mentoring and Reading Cadre.
- Academic Excellence block grant provides districts one unit for each 250 pupils. Districts may use these funds for a variety of purposes.

EDUCATION

95-00-00

K-12 PASS THROUGH PROGRAMS

95-03-15

ACTIVITIES

- Children's Beach House offers environmental education programs for students with moderate disabilities and who are gifted, 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.
- On-line 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 provides 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 the 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.
- Center for Economic Education develops and supports quality economics, personal finance and entrepreneurship programming for Delaware's K-12 teachers and students.
- Speech Pathology supports the development of a Master's degree program in speech-language pathology at the University of Delaware.
- Gay Straight Alliance supports an Anti-Bullying/Gay-Straight Alliance summit.

SPECIAL NEEDS PROGRAMS

95-03-20

ACTIVITIES

- Early Childhood Assistance provides early childhood educational services to eligible 4-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. Oversight is managed by the Interagency Collaborative Team as authorized in 14 Del. C. § 3124.
- 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 the school.
- 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

EDUCATION
95-00-00

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.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of federal gun-free violations (students)	3	3	3
# of reporting School Crimes Law violations (students)	584	550	525
# of expulsions	125	120	115
Prison education enrollment by institution:			
James T. Vaughn Correctional Center	1,037	1,058	1,080
Sussex Correctional Institution	515	526	530
Delores J. Baylor Women's Correctional Institution	475	460	470
Howard R. Young Correctional Institution	438	393	400
# of inmates participating in the following prison education services:			
Adult Basic Education/GED	1,002	1,030	1,053
Groves High School	190	194	198
Life Skills	407	469	478
Vocational	718	401	409

DRIVER TRAINING
95-03-30

ACTIVITY

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 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of students completing the Driver Education program:			
public	8,935	9,650	10,620
non-public	1,151	1,380	1,380
summer	873	960	960

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 2012-2013 school year, approximately 108,000 students (excluding non-public schools) were transported over 23 million miles on 1,778 school buses. There were 170 school bus-related accidents in 2012-2013. In addition, over 4,600 school bus contract addendums were processed.

FUNDING

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	5,422.5	85,399.1	86,007.3
ASF	--	--	--
TOTAL	5,422.5	85,399.1	86,007.3

TRANSPORTATION
95-04-01

ACTIVITY

Provide transportation to and from school.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of public school pupils transported	108,000	109,500	110,500
# of school bus accidents related to school bus driver	196	140	140

EDUCATION 95-00-00

DELAWARE ADVISORY COUNCIL ON CAREER AND TECHNICAL EDUCATION 95-06-00

MISSION

To strengthen and enhance the 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 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 2013 ACTUAL	FY 2014 BUDGET	FY 2015 GOV. REC.
GF	259.1	326.3	327.8
ASF	--	--	--
TOTAL	259.1	326.3	327.8

POSITIONS

	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2015 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.

EDUCATION
95-00-00

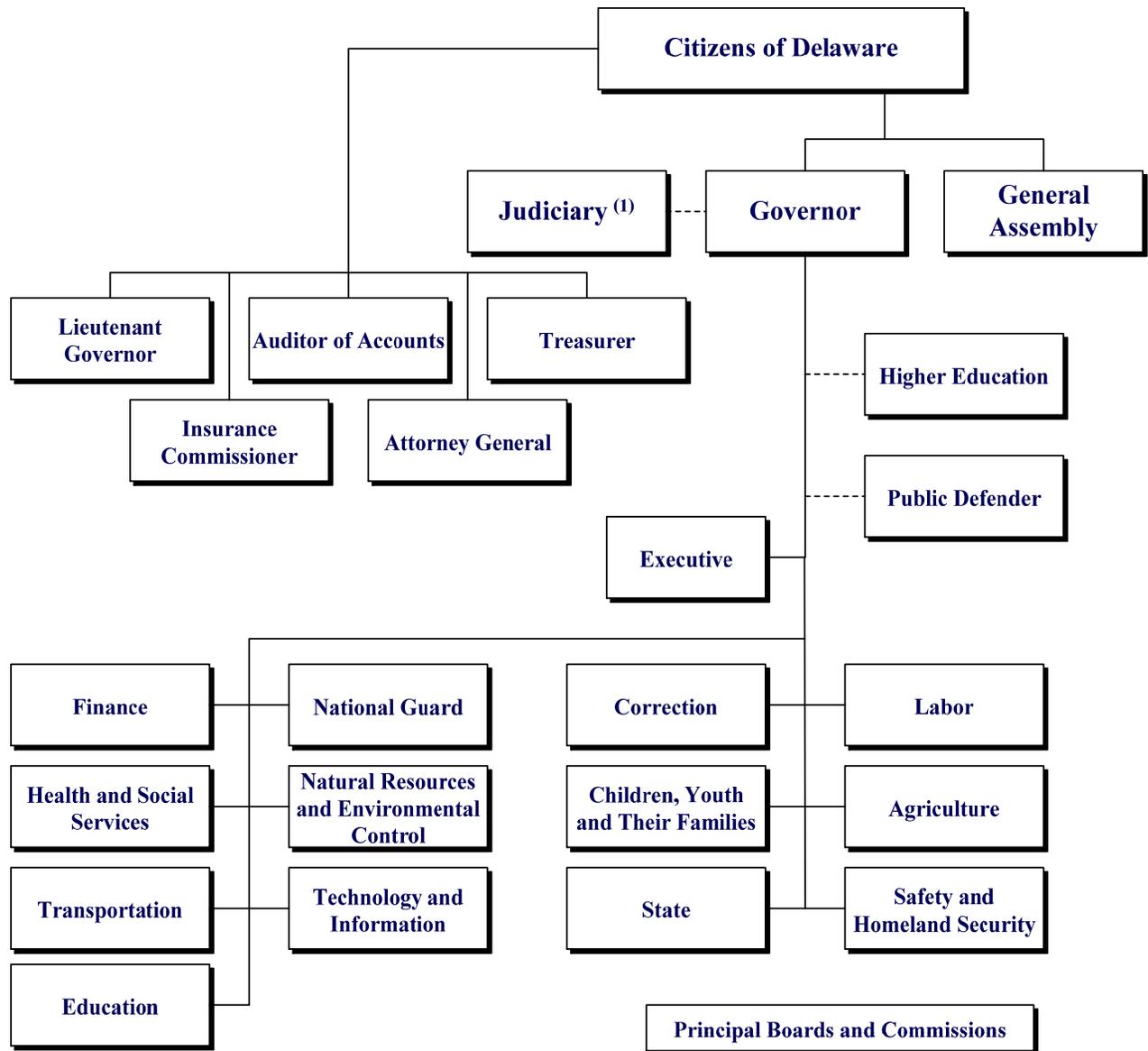
- Recognize outstanding contributions of private and public sector individuals, businesses, organizations and students through a statewide awards program.

PERFORMANCE MEASURES

	FY 2013 Actual	FY 2014 Budget	FY 2015 Gov. Rec.
# of on-site CTE program reviews/monitoring visits	42	45	45
# of participants in DACCTE sponsored workshops/conferences	2,095*	575	595
# of career-related publications and newsletters disseminated	51,230	51,300	41,000

**Includes statewide student conferences.*

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 2013, as well as the estimated revenue and available appropriations for Fiscal Year 2014. The last column on the right reflects the estimated revenue and the recommended appropriations for Fiscal Year 2015. Also indicated is the condition of the cash account of the GF that may prevail at the ending of Fiscal Year 2014 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 2014 Appropriations column of Exhibit A. It identifies the estimated expenditures for Fiscal Year 2014 classified by department and source of appropriations.

Schedule A-2 is a supporting statement of the Fiscal Year 2014 Budget Act column of Schedule A-1. It identifies the Fiscal Year 2014 GF appropriations by department and major category of expenditure. It also identifies authorized positions for both GF and Special Funds.

Schedule A-3 is a supporting statement of the expenditure section of Exhibit A. It identifies the Fiscal Year 2015 recommended GF appropriations by department and major category of expenditure. It also identifies authorized positions for both GF and Special Funds.

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 2012 and 2013.

Schedule B-1 is a supporting statement of the GF expenditures section of Exhibit B, assembled by department and category for Fiscal Year 2013. 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 2013.

Exhibit C is a summarized statement of capital improvement fund expenditures by department for Fiscal Year 2013. 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

	2013 Actual	2014 Estimated	2015 Estimated
REVENUES			
Personal Income Taxes	1,318,900.0	1,372,700.0	1,434,400.0
Corporation Income Taxes	205,700.0	239,000.0	198,200.0
Franchise Taxes	605,600.0	608,600.0	602,500.0
Business and Occupational Gross Receipts Taxes	226,300.0	232,000.0	236,600.0
Hospital Board and Treatment	59,700.0	47,500.0	47,900.0
Dividends and Interest	6,300.0	7,600.0	9,500.0
Public Utility Taxes	44,500.0	47,000.0	47,000.0
Cigarette Taxes	115,200.0	112,500.0	109,800.0
Estate Taxes	5,300.0	12,000.0	12,000.0
Realty Transfer Taxes	42,300.0	63,000.0	61,000.0
Insurance Taxes	53,900.0	54,300.0	56,600.0
Abandoned Property	566,500.0	514,000.0	514,000.0
Limited Partnerships and Limited Liability Companies	179,900.0	190,300.0	199,900.0
Business Entity Fees	89,800.0	94,300.0	97,100.0
Bank Franchise Taxes	103,500.0	102,700.0	109,500.0
Uniform Commercial Code	16,900.0	17,400.0	17,800.0
Lottery Sales	235,300.0	224,100.0	224,800.0
Other Revenue by Departments	89,600.0	92,400.0	98,700.0
TOTAL REVENUES	3,965,200.0	4,031,400.0	4,077,300.0
LESS: Revenue Refunds	(235,400.0)	(301,600.0)	(302,500.0)
SUBTOTAL	3,729,800.0 ²	3,729,800.0	3,774,800.0
Revenue Adjustments			103,900.0 ¹
NET REVENUES	3,729,800.0	3,729,800.0	3,878,700.0
EXPENDITURES			
Legislative	13,286.0	20,858.0	15,800.7
Judicial	91,402.9	97,637.2	95,073.8
Executive	134,491.8	270,208.2	157,779.3
Technology and Information	41,300.0	41,763.3	38,867.7
Other Elective	170,890.8	187,364.1	179,407.0
Legal	52,629.1	54,975.1	55,180.3
State	23,888.6	26,585.4	24,986.5
Finance	20,358.0	43,346.8	15,227.1
Health and Social Services	1,061,885.1	1,176,811.8	1,122,076.9
Services for Children, Youth and Their Families	141,894.6	159,104.4	155,049.8
Correction	264,989.2	288,160.0	274,445.7
Natural Resources and Environmental Control	44,602.0	57,693.7	37,104.8
Safety and Homeland Security	144,288.1	155,144.7	125,822.8
Transportation	-	2,550.0	-
Labor	7,886.2	9,312.2	10,080.2
Agriculture	7,624.7	9,126.3	8,399.2
Elections	6,459.8	4,793.2	4,349.3
Fire Prevention Commission	5,017.3	5,654.7	5,378.6
Delaware National Guard	4,762.3	5,201.1	4,864.2
Advisory Council for Exceptional Citizens	191.8	204.7	198.7
TOTAL - DEPARTMENTS	2,237,848.3	2,616,494.9	2,330,092.6

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

	2013 Actual	2014 Estimated	2015 Estimated
Higher Education	226,714.6	232,570.7	229,948.3
Education	<u>1,193,977.5</u>	<u>1,251,197.7</u>	<u>1,269,669.1</u>
TOTAL - EDUCATION	<u>1,420,692.1</u>	<u>1,483,768.4</u>	<u>1,499,617.4</u>
SUBTOTAL	3,658,540.3 ²	4,100,263.3 ²	3,829,710.0
PLUS: Estimated Grants-in-Aid	-	-	45,200.0
Estimated Governor Bond Bill	-	-	37,649.5
Estimated Supplemental	-	-	-
Estimated Continuing and Encumbered Balances	<u>-</u>	<u>-</u>	<u>255,700.0</u>
TOTAL EXPENDITURES	<u>3,658,540.3</u>	<u>4,100,263.3</u>	<u>4,168,259.5</u>
LESS: Anticipated Reversions	-	(50,000.0)	(10,000.0)
Continuing and Encumbered Balances	<u>-</u>	<u>(255,700.0)</u>	<u>(200,000.0)</u>
TOTAL - ORDINARY EXPENDITURES	<u>3,658,540.3</u>	<u>3,794,563.3</u>	<u>3,958,259.5</u>
OPERATING BALANCE	71,259.7	(64,763.3)	(79,559.5)
PLUS: Beginning Cash Balance	<u>564,600.0</u>	<u>635,859.7</u>	<u>571,096.4</u>
CUMULATIVE CASH BALANCE	635,859.7	571,096.4	491,536.9
LESS: Continuing and Encumbered Balances, Current Year	(276,500.0)	(255,700.0)	(200,000.0)
Reserve	<u>(198,900.0)</u>	<u>(201,700.0)</u>	<u>(209,100.0)</u>
UNENCUMBERED CASH BALANCE	<u>160,459.7</u>	<u>113,696.4</u>	<u>82,436.9</u>
<u>APPROPRIATION LIMIT (In Millions)</u>			
Cumulative Cash Balance (Prior Year)	564.6	635.8	571.1
LESS: Continuing and Encumbered Balances	(301.1)	(276.5)	(255.7)
Reserve	<u>(186.4)</u>	<u>(198.9)</u>	<u>(201.7)</u>
Unencumbered Cash Balance	77.1 ²	160.4	113.7
PLUS: Net Fiscal Year Revenue	<u>3,729.8</u>	<u>3,729.8</u>	<u>3,878.7</u>
TOTAL (100% LIMIT)	3,806.9	3,890.2	3,992.4
X 98% Limit	<u>x .98</u>	<u>x .98</u>	<u>x .98</u>
TOTAL APPROPRIATION LIMIT	<u>3,730.8</u>	<u>3,812.4</u>	<u>3,912.6</u>

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

Abandoned Property	40,000.0
Realty Transfer Taxes	16,000.0
Public Utility Tax	1,600.0
Tax Policy	<u>46,300.0</u>
Total	<u><u>103,900.0</u></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, 2014
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	15,701.3	-	5,156.7	-	20,858.0
Judicial	94,063.9	-	2,253.3	1,320.0	97,637.2
Executive	139,799.4	32,003.4	95,942.6	2,462.8	270,208.2
Technology and Information	38,611.0	-	-	3,152.3	41,763.3
Other Elective	162,373.4	23,165.6	1,140.6	684.5	187,364.1
Legal	54,366.5	-	464.0	144.6	54,975.1
State	24,817.9	295.0	980.3	492.2	26,585.4
Finance	15,117.4	13,720.5	13,246.6	1,262.3	43,346.8
Health and Social Services	1,089,592.7	18,085.9	59,794.4	9,338.8	1,176,811.8
Services for Children, Youth and Their Families	153,708.0	-	2,967.9	2,428.5	159,104.4
Correction	269,680.1	-	12,765.2	5,714.7	288,160.0
Natural Resources and Environmental Control	36,338.8	12,160.1	8,544.0	650.8	57,693.7
Safety and Homeland Security	146,376.6	3,612.1	1,464.4	3,691.6	155,144.7
Transportation	-	2,550.0	-	-	2,550.0
Labor	9,303.0	-	-	9.2	9,312.2
Agriculture	8,336.8	-	180.0	609.5	9,126.3
Elections	4,315.2	-	456.5	21.5	4,793.2
Fire Prevention Commission	5,294.5	52.5	283.1	24.6	5,654.7
Delaware National Guard	4,793.9	-	25.8	381.4	5,201.1
Advisory Council for Exceptional Citizens	196.8	-	-	7.9	204.7
Higher Education	227,606.2	-	4,951.7	12.8	232,570.7
Education	1,217,757.5	-	30,292.9	3,147.3	1,251,197.7
TOTAL APPROPRIATIONS	3,718,150.9 ¹	105,645.0 ^{2,3}	240,910.1 ³	35,557.3	4,100,263.3 ³
LESS: Estimated Reversions for Fiscal Year 2014					(50,000.0)
Estimated Continuing and Encumbered Balances for Fiscal Year 2014					(255,700.0)
TOTAL ESTIMATED EXPENDITURES					3,794,563.3

Fiscal Year 2014 Statutory References:¹ Volume 79, Chapter 78 (HB 200) Budget Appropriation Bill.² Volume 79, Chapter 80 (HB 215) Grants-in-Aid; Chapter 79 (SB 145) 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, 2014**

Department	Special Fund Positions	General Fund Positions	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Apprs.
Legislative	-	87.0	11,917.9	120.4	1,653.9	-	280.9	77.0	-	1,651.2	15,701.3
Judicial	125.8	1,121.5	84,200.9	207.4	4,065.2	120.7	981.3	301.7	-	4,186.7	94,063.9
Executive	218.3	320.5	65,626.0	36.0	15,766.0	5,907.7	1,559.9	60.3	-	50,843.5 ¹	139,799.4
Technology and Information	31.5	213.5	23,130.8	18.4	1,506.4	652.6	190.5	10.3	-	13,102.0	38,611.0
Other Elective	102.5	38.5	3,651.9	2.4	836.4	-	18.6	11.9	157,285.4	566.8	162,373.4
Legal	112.2	444.8	45,680.7	13.5	3,954.7	55.8	122.2	84.8	-	4,454.8	54,366.5
State	370.0	244.0	16,272.2	36.2	1,970.3	919.0	1,014.1	124.0	-	4,482.1	24,817.9
Finance	154.5	146.5	11,766.1	9.0	1,498.0	8.4	110.4	96.2	-	1,629.3	15,117.4
Health and Social Services	939.2	3,365.7	202,722.0	13.3	65,006.3	6,396.1	9,041.2	437.3	-	805,976.5 ²	1,089,592.7
Services for Children, Youth and Their Families	149.2	1,054.8	72,219.4	18.9	40,321.3	1,093.0	1,964.9	44.2	-	38,046.3	153,708.0
Correction	11.0	2,550.7	182,286.6	28.1	11,016.0	8,632.7	11,739.0	125.8	-	55,851.9 ³	269,680.1
Natural Resources and Environmental Control	466.8	328.2	27,741.2	11.8	3,495.9	1,652.0	851.0	21.9	-	2,565.0	36,338.8
Safety and Homeland Security	162.8	1,014.2	108,286.6	3.9	6,419.6	75.0	5,260.4	23.9	-	26,307.2 ⁴	146,376.6
Transportation	1,807.0	-	-	-	-	-	-	-	-	-	-
Labor	437.8	41.2	2,613.0	3.9	4,409.7	18.4	113.3	-	-	2,144.7	9,303.0
Agriculture	59.2	82.8	6,133.8	6.3	502.1	18.7	118.2	21.0	-	1,536.7	8,336.8
Elections	-	42.0	3,195.7	9.2	634.3	50.8	33.3	2.8	-	389.1	4,315.2
Fire Prevention Commission	27.7	48.3	4,240.8	14.5	513.2	279.3	26.5	35.0	-	185.2	5,294.5
Delaware National Guard	85.0	29.0	3,020.3	10.0	464.7	846.7	140.0	-	-	312.2	4,793.9
Advisory Council for Exceptional Citizens	-	3.0	171.3	6.5	13.4	-	5.6	-	-	-	196.8
TOTAL - DEPARTMENTS	5,260.5	11,176.2	874,877.2	569.7	164,047.4	26,726.9	33,571.3	1,478.1	157,285.4	1,014,231.2	2,272,787.2
Higher Education	335.0	785.0	71,440.0	-	392.8	2,195.9	-	-	-	153,577.5 ⁵	227,606.2
Education	69.5	13,916.2	823,691.4	17.3	660.0	23,889.7	41.7	33.2	-	369,424.2 ⁶	1,217,757.5
TOTAL - EDUCATION	404.5	14,701.2	895,131.4	17.3	1,052.8	26,085.6	41.7	33.2	-	523,001.7	1,445,363.7
GRAND TOTAL	5,665.0	25,877.4	1,770,008.6	587.0	165,100.2	52,812.5	33,613.0	1,511.3	157,285.4	1,537,232.9	3,718,150.9

Explanation of Schedule A-2 "Other" Items:

¹ Contingency - Prior Years' Obligations	450.0										
Contingency - Self Insurance	6,250.0										
Contingency - Legal Fees	3,071.0										
Elder Tax Relief	18,724.6										
Health Insurance - Retirees in Closed State Police Plan	3,748.0										
Housing Development Fund	4,070.0										
One-Time	683.3										
Agency Aide	372.9										
Other Grants	117.2										
Civil Indigent Services	600.0										
DE Small Business Development Center	133.7										
Sequester Contingency	3,200.0										
Child Care Contingency	5,000.0										
State Rental Assistance Program	3,000.0										
² Medicaid and similar assistance programs			752,783.2								
³ Medical Services			47,640.1								
Drug and Alcohol Treatment Services			6,605.4								
⁴ Pension - 20-year State Police Retirees			23,064.0								
⁵ University of Delaware											115,946.3
Delaware Geological Survey											1,838.4
Delaware State University											32,131.9
Delaware Technical and Community College											3,368.3
Delaware Institute of Veterinary Medical Education											292.6
⁶ Division II Units/All Other Costs											28,896.8
Educator Accountability											2,400.0
Delmar Tuition											536.7
School Improvement Funds											2,500.0
Scholarships and Grants											3,142.8
Pupil Transportation											83,550.5
Division III - Equalization											82,211.8
Adult Education and Work Force Training Grant											8,849.5
Academic Excellence Block Grant											34,258.2
Prof. Accountability and Instructional Advancement Fund											3,671.0
Unique Alternatives											8,872.0
Related Services for the Handicapped											2,870.7
Student Discipline Program											5,335.2
DCAS											6,050.1
Early Childhood Assistance											6,149.3
Full Day Kindergarten											21,529.9
General Contingency											7,905.2
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, 2015**

Department	Special Fund Positions	General Fund Positions	Personnel		Contractual Services	Supplies and Materials		Capital Outlay	Debt Service	Other	Total Apprs.
			Costs	Travel		Energy					
Legislative	-	87.0	12,017.3	120.4	1,653.9	-	280.9	77.0	-	1,651.2	15,800.7
Judicial	126.8	1,120.5	85,175.1	203.4	4,104.9	120.7	981.3	301.7	-	4,186.7	95,073.8
Executive	215.4	322.6	59,262.6	32.8	15,921.7	5,907.7	1,559.9	60.3	-	75,034.3 ¹	157,779.3
Technology and Information	40.5	208.5	23,381.3	17.7	1,512.6	652.6	191.2	10.3	-	13,102.0	38,867.7
Other Elective	102.5	38.5	3,681.2	2.4	840.7	-	18.6	11.9	174,285.4	566.8	179,407.0
Legal	113.2	445.8	46,228.5	13.5	4,220.7	55.8	122.2	84.8	-	4,454.8	55,180.3
State	370.0	244.0	16,440.8	41.2	1,966.3	919.0	1,013.1	124.0	-	4,482.1	24,986.5
Finance	153.5	147.5	11,875.8	9.0	1,498.0	8.4	110.4	96.2	-	1,629.3	15,227.1
Health and Social Services	933.2	3,370.7	205,454.0	13.3	64,100.8	6,396.1	9,042.4	437.3	-	836,633.0 ²	1,122,076.9
Services for Children, Youth and Their Families	148.3	1,055.7	73,011.2	71.1	40,242.5	1,093.0	1,990.6	77.2	-	38,564.2	155,049.8
Correction	11.0	2,550.7	186,365.6	46.1	10,966.0	8,632.7	12,457.0	125.8	-	55,852.5 ³	274,445.7
Natural Resources and Environmental Control	465.8	328.2	28,329.3	11.8	3,545.8	1,652.0	904.0	21.9	-	2,640.0	37,104.8
Safety and Homeland Security	163.5	1,017.5	110,877.1	4.4	6,443.6	75.0	5,331.1	23.4	-	3,068.2	125,822.8
Transportation	1,804.0	-	-	-	-	-	-	-	-	-	-
Labor	437.8	41.2	2,292.8	3.9	4,507.1	18.4	113.3	-	-	3,144.7	10,080.2
Agriculture	59.2	82.8	6,202.2	6.3	496.1	18.7	118.2	21.0	-	1,536.7	8,399.2
Elections	-	42.0	3,229.8	9.2	634.3	50.8	33.3	2.8	-	389.1	4,349.3
Fire Prevention Commission	27.7	48.3	4,279.9	14.5	558.2	279.3	26.5	35.0	-	185.2	5,378.6
Delaware National Guard	85.0	29.0	3,042.7	10.0	506.7	846.7	140.0	-	-	318.1	4,864.2
Advisory Council for Exceptional Citizens	-	3.0	173.2	6.5	13.4	-	5.6	-	-	-	198.7
TOTAL - DEPARTMENTS	5,257.4	11,183.5	881,320.4	637.5	163,733.3	26,726.9	34,439.6	1,510.6	174,285.4	1,047,438.9	2,330,092.6
Higher Education	354.0	785.0	72,397.9	-	392.8	2,195.9	-	-	-	154,961.7 ⁴	229,948.3
Education	68.0	14,137.7	882,232.5	17.3	660.0	24,388.8	41.7	33.2	-	362,295.6 ⁵	1,269,669.1
TOTAL - EDUCATION	422.0	14,922.7	954,630.4	17.3	1,052.8	26,584.7	41.7	33.2	-	517,257.3	1,499,617.4
GRAND TOTAL	5,679.4	26,106.2	1,835,950.8	654.8	164,786.1	53,311.6	34,481.3	1,543.8	174,285.4	1,564,696.2	3,829,710.0

Explanation of Schedule A-3 "Other" Items:

¹ Contingency - Prior Years' Obligations	450.0	⁴ University of Delaware	117,043.7
Contingency - Self Insurance	6,250.0	Delaware Geological Survey	1,856.1
Contingency - Legal Fees	3,071.0	Delaware State University	32,416.6
Elder Tax Relief	18,724.6	Delaware Technical and Community College	3,368.3
DE Small Business Development Center	133.7	Delaware Institute of Veterinary Medical Education	277.0
Health Insurance - Retirees in Closed State Police Plan	3,653.0		
Housing Development Fund	4,070.0	⁵ Division II Units/All Other Costs	29,502.5
Child Care Contingency	5,000.0	Educator Accountability	2,400.0
Agency Aide	372.9	Delmar Tuition	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	86,007.3
State Rental Assistance Program	3,000.0	Division III - Equalization	87,627.7
Substance Use Disorder Services	2,000.0	Adult Education and Work Force Training Grant	8,849.5
Pension - 20-year State Police Retirees	23,851.8	Academic Excellence Block Grant	36,669.6
		Prof. Accountability and Instructional Advancement Fund	3,671.0
² Medicaid, TANF and similar assistance programs	779,139.5	Unique Alternatives	8,872.0
		Related Services for the Handicapped	2,870.7
³ Medical Services	47,640.1	Student Discipline Program	5,335.2
Drug and Alcohol Treatment Services	6,605.4	DCAS	6,050.1
		Early Childhood Assistance	6,149.3
		General Contingency	8,992.3
		Educational Sustainment Fund	27,425.1
		SEED Scholarship	4,594.0

All Funds - General and Special Funds
Comparative Consolidated Statement of Revenues and Expenditures
Fiscal Years Ended June 30, 2013 and 2012

	General Fund Actual 2013	General Fund Actual 2012	Special Funds Actual 2013	Special Funds Actual 2012	Total Funds Actual 2013	Total Funds Actual 2012
REVENUES						
Taxes	3,498,042.5	3,125,144.5	815,709.1	879,361.2	4,313,751.6	4,004,505.7
Licenses	19,507.7	12,272.1	8,635.0	6,660.9	28,142.7	18,933.0
Fees	132,806.7	126,699.5	473,611.1	458,459.1	606,417.8	585,158.6
Permits	(4.5)	134.3	3,119.3	2,581.2	3,114.8	2,715.5
Fines	5,407.9	5,698.1	13,143.1	12,891.1	18,551.0	18,589.2
Rentals and Sales	295,074.7	334,319.7	120,398.3	95,810.4	415,473.0	430,130.1
Federal Grants	-	-	1,788,677.3	1,791,868.2	1,788,677.3	1,791,868.2
Government Contributions	-	-	629,343.9	599,558.4	629,343.9	599,558.4
Earnings and Interest	6,295.5	10,647.6	-	-	6,295.5	10,647.6
State Government/Department Revenues	8,020.5	8,936.8	1,113,931.6	1,043,258.8	1,121,952.1	1,052,195.6
TOTAL REVENUES	3,965,150.9	3,623,852.5	4,966,568.7	4,890,449.3	8,931,719.7	8,514,301.9
LESS: Revenue Refunds	(235,400.3)	(264,557.1)	-	-	(235,400.3)	(264,557.1)
NET REVENUES	3,729,750.6	3,359,295.4	4,966,568.7	4,890,449.3	8,696,319.4	8,249,744.8
EXPENDITURES						
Legislative	13,286.0	13,149.0	-	-	13,286.0	13,149.0
Judicial	91,402.9	95,255.9	60,825.6	42,755.6	152,228.5	138,011.5
Executive	134,491.8	144,678.1	1,121,177.3	1,070,930.4	1,255,669.1	1,215,608.5
Technology and Information	41,300.0	35,461.6	30,123.7	24,567.8	71,423.7	60,029.4
Other Elective	170,890.8	168,666.1	146,748.6	132,521.9	317,639.4	301,188.0
Legal	52,629.1	49,637.9	12,984.7	14,189.1	65,613.8	63,827.0
State	23,888.7	28,037.1	78,766.9	73,590.5	102,655.6	101,627.6
Finance	20,358.0	18,939.7	112,685.2	126,362.9	133,043.2	145,302.6
Health and Social Services	1,061,885.1	1,055,133.4	1,295,107.9	1,179,825.0	2,356,993.0	2,234,958.4
Services for Children, Youth and Their Families	141,894.6	134,493.2	44,047.1	40,841.2	185,941.7	175,334.4
Correction	264,989.2	262,307.0	7,136.6	6,926.7	272,125.8	269,233.7
Natural Resources and Environmental Control	44,602.0	41,765.6	121,105.9	127,096.4	165,707.9	168,862.0
Safety and Homeland Security	144,288.1	137,524.1	58,370.7	50,094.5	202,658.8	187,618.6
Transportation	-	-	796,442.1	793,747.7	796,442.1	793,747.7
Labor	7,886.2	7,238.9	80,807.8	86,651.7	88,694.0	93,890.6
Agriculture	7,624.7	7,861.3	58,302.7	77,281.6	65,927.4	85,142.9
Elections	6,459.8	4,324.8	1,872.8	2,846.3	8,332.6	7,171.1
Fire Prevention Commission	5,017.3	5,044.2	2,852.6	2,902.4	7,869.9	7,946.6
Delaware National Guard	4,762.3	4,209.6	13,937.3	12,915.1	18,699.6	17,124.7
Advisory Council for Exceptional Citizens	191.8	190.8	31.9	22.2	223.7	213.0
Higher Education	226,714.6	222,655.7	190,843.1	176,712.7	417,557.7	399,368.4
Education	1,193,977.5	1,155,824.4	1,033,407.7	1,042,262.6	2,227,385.2	2,198,087.0
TOTAL EXPENDITURES	3,658,540.3	3,592,398.4	5,267,578.2	5,085,044.0	8,926,118.5	8,677,442.4
Revenues over Expenditures	71,210.3	(233,103.0)	(301,009.5)	(194,594.7)	(229,799.1)	(427,697.6)
Cash Balance - Beginning of Period	564,669.0	797,772.0	1,478,929.2	1,398,761.7	2,043,598.3	2,196,533.7
PLUS: Bond Sale Proceeds	-	-	247,401.7	257,390.6	247,401.7	257,390.6
Net Change in Payroll Withholdings Payable	-	-	5,372.7	17,371.6	5,372.7	17,371.6
CASH BALANCE - END OF PERIOD	635,879.3	564,669.0	1,430,694.1	1,478,929.2	2,066,573.4	2,043,598.3

General Fund - Statement of Expenditures and Reversions
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2013

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures	Reversions
Legislative	10,954.9	144.9	1,868.5		283.4	34.1		0.4	13,286.0	1.8
Judicial	81,048.7	258.0	8,685.3	106.0	1,071.5	233.5			91,402.9	45.5
Executive	27,599.8	29.6	99,472.7	4,987.7	2,199.6	202.4			134,491.8	39,588.7
Technology and Information	23,379.3	18.4	17,159.2	481.4	248.0	13.7			41,300.0	26.2
Other Elective	2,697.3	3.0	23,351.8		25.4	6.9	144,806.5		170,890.8	111.4
Legal	44,113.6	196.3	7,823.6	49.6	193.1	252.7			52,629.1	54.1
State	15,704.8	153.8	5,867.6	802.1	1,107.8	252.6			23,888.7	197.6
Finance	10,664.6	9.4	8,137.8	7.7	277.8	1,260.6			20,358.0	332.8
Health and Social Services	200,312.0	27.3	846,054.6	5,229.9	9,901.6	359.6			1,061,885.1	4,563.3
Services for Children, Youth and Their Families	75,283.3	24.0	63,451.9	774.4	2,042.7	318.2			141,894.6	720.1
Correction	179,363.8	56.4	64,142.4	6,865.5	13,489.4	1,071.8			264,989.2	2,019.2
Natural Resources and Environmental Control	27,966.4	7.7	13,071.6	1,557.7	1,398.2	600.5			44,602.0	180.0
Safety and Homeland Security	123,406.7	8.5	7,423.1	75.0	6,500.9	6,258.5		615.4	144,288.1	232.2
Transportation										
Labor	2,467.7	3.8	5,282.7	8.4	123.5				7,886.2	1.1
Agriculture	5,442.7	6.9	2,033.6	18.8	102.7	20.0			7,624.7	43.5
Elections	3,417.4	12.6	2,844.2	48.3	125.9	11.4			6,459.8	108.2
Fire Prevention Commission	4,079.4	14.4	459.2	199.3	87.2	177.8			5,017.3	142.7
Delaware National Guard	3,271.3	3.0	688.8	620.3	149.3	29.8			4,762.3	57.9
Advisory Council for Exceptional Citizens	170.3	4.9	10.5		6.0				191.8	0.1
TOTAL - DEPARTMENTS	841,344.0	982.9	1,177,829.1	21,832.1	39,334.0	11,104.1	144,806.5	615.8	2,237,848.4	48,426.4
Higher Education	98,242.1	0.2	125,295.9	1,931.3	84.3	1,160.7			226,714.6	36.3
Education	996,968.5	780.4	140,230.7	24,410.8	24,298.6	7,287.2		1.3	1,193,977.5	2,044.7
TOTAL - EDUCATION	1,095,210.6	780.6	265,526.6	26,342.1	24,382.9	8,447.9		1.3	1,420,692.1	2,081.0
GRAND TOTAL	1,936,554.6	1,763.5	1,443,355.7	48,174.2	63,716.9	19,552.0	144,806.5	617.1	3,658,540.3	50,507.6

Special Fund - Statement of Expenditures
Assembled by Department and Major Categories
Fiscal Year Ended June 30, 2013

Department	Personnel Costs	Travel	Contractual Services	Energy	Supplies and Materials	Capital Outlay	Debt Service	Other	Total Expenditures
Judicial	7,193.7	105.8	20,570.4		743.1	442.7		31,770.0	60,825.6
Executive	555,745.0	51.2	377,938.1	420.1	4,833.7	5,309.8		176,879.4	1,121,177.3
Technology and Information	1,138.3	80.2	28,567.0		100.5	237.7			30,123.7
Other Elective	6,462.8	95.4	60,382.2		82.5	92.2	79,378.7	254.7	146,748.6
Legal	4,273.2	113.8	5,900.8	0.1	159.2	282.2		2,255.3	12,984.7
State	24,550.9	382.1	36,991.1	32.8	1,111.3	2,078.1		13,620.5	78,766.9
Finance	9,954.4	111.2	101,949.7		261.8	105.3		302.8	112,685.2
Health and Social Services	59,489.7	361.8	1,202,384.3	812.2	30,282.1	1,558.9		218.8	1,295,107.9
Services for Children, Youth and Their Families	8,716.9	88.5	34,289.1	17.0	894.8	41.0			44,047.1
Correction	826.7	14.1	2,626.3	13.3	3,304.9	351.3			7,136.6
Natural Resources and Environmental Control	30,621.9	252.6	73,683.5	110.8	7,300.1	9,082.6		54.5	121,105.9
Safety and Homeland Security	18,370.2	404.4	26,309.3	49.1	4,193.8	6,784.3		2,259.7	58,370.7
Transportation	109,776.0	172.8	310,458.5	4,464.3	17,920.3	227,684.3	123,476.3	2,489.5	796,442.1
Labor	25,358.8	174.0	53,315.5	20.8	1,519.3	367.6		51.7	80,807.8
Agriculture	4,881.3	104.9	50,583.7	12.0	306.1	2,067.7		346.9	58,302.7
Elections	208.0	26.3	1,362.1	18.1	204.2	54.1			1,872.8
Fire Prevention Commission	1,777.8	17.9	516.8		464.0	75.4		0.7	2,852.6
Delaware National Guard	5,989.5	15.8	5,109.5	765.6	409.6	1,641.8		5.4	13,937.3
Advisory Council for Exceptional Citizens		1.4	27.5		2.9				31.9
TOTAL - DEPARTMENTS	875,335.1	2,574.2	2,392,965.4	6,736.2	74,094.2	258,257.0	202,855.0	230,509.9	4,043,327.4
Higher Education	80,992.4	413.6	90,556.4	2,378.8	5,706.6	9,191.9		1,603.4	190,843.1
Education	477,023.8	2,110.8	328,775.3	6,262.7	82,181.1	72,258.8	64,753.6	41.7	1,033,407.7
TOTAL - EDUCATION	558,016.2	2,524.4	419,331.7	8,641.5	87,887.7	81,450.7	64,753.6	1,645.1	1,224,250.8
GRAND TOTAL	1,433,351.3	5,098.6	2,812,297.2	15,377.7	161,981.9	339,707.7	267,608.6	232,155.0	5,267,578.2

Capital Improvement Fund Expenditures
Summarized by Department, Higher Education and Department of Education
Fiscal Year Ended June 30, 2013

Expenditures	
DEPARTMENTS	
Executive	\$ 42,499.3
Other Elective	3.0
State	10,069.5
Finance	15.1
Health and Social Services	11,514.2
Services Children, Youth and Their Families	2,648.2
Correction	1,109.0
Natural Resources and Environmental Control	3,503.5
Safety and Homeland Security	25.4
Transportation	212,393.7
National Guard	<u>47.5</u>
TOTAL - DEPARTMENTS	<u>283,828.4</u>
HIGHER EDUCATION	
University of Delaware	7,008.7
Delaware State University	2,221.1
Delaware Technical and Community College	<u>3,138.6</u>
TOTAL - HIGHER EDUCATION	<u>12,368.4</u>
DEPARTMENT OF EDUCATION	
Caesar Rodney	2,698.8
Capital	39,459.1
Lake Forest	391.7
Laurel	12,552.8
Cape Henlopen	698.3
Milford	1,325.3
Seaford	8,141.4
Smyrna	5,255.4
Appoquinimink	13,531.4
Brandywine	1,280.8
Red Clay	2,134.7
Christina	3,080.5
Colonial	2,060.3
Woodbridge	22,258.0
Indian River	254.5
Delmar	62.8
New Castle County VoTech	15,419.6
Polytech	8,223.4
Sussex VoTech	1,486.5
Delaware College Preparatory Academy	20.6
Prestige Academy	22.5
Las Americas ASPIRA Academy	20.1
The Charter School of Wilmington	72.3
Positive Outcomes Charter School	2.0
Reach Academy for Girls	19.8
Campus Community School	30.8
Maurice J. Moyer Academy	14.3
Thomas A. Edison Charter School	13.0
Sussex Academy of Arts and Sciences	3.5
Delaware Military Academy	41.7
Kuumba Academy Charter School	16.6
Pencader Business and Finance	37.8
Odyssey Charter	37.3
Providence Creek Academy Charter School	51.3
MOT Charter School	50.5
Newark Charter School	<u>100.2</u>
TOTAL - DEPARTMENT OF EDUCATION	<u>140,869.6</u>
TOTAL - CAPITAL IMPROVEMENT FUND EXPENDITURES	<u>\$ 437,066.4</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 Funds (NSF) positions.

Bond and Capital Improvements Act (Bond Bill) - 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 within the Office of Management and Budget (OMB) in the Appropriations Act 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 new programs/services, a planned expansion or improvement of current programs.

Epilogue - The section of the Budget Act that provides instructions or guidance on positions, reporting requirements and the allocation of revenue and 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 - The Governor's recommendations presented to the General Assembly in late January.

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 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. 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 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 and volume adjustments, structural changes, enhancements and 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 Change - Change in the methods of service delivery or the organizational location of programs or services.

Technology Fund - Funds appropriated in the Bond and Capital Improvements Act 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.

TFC - Trust Fund Capital.

TFO - Trust Fund Operating.

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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