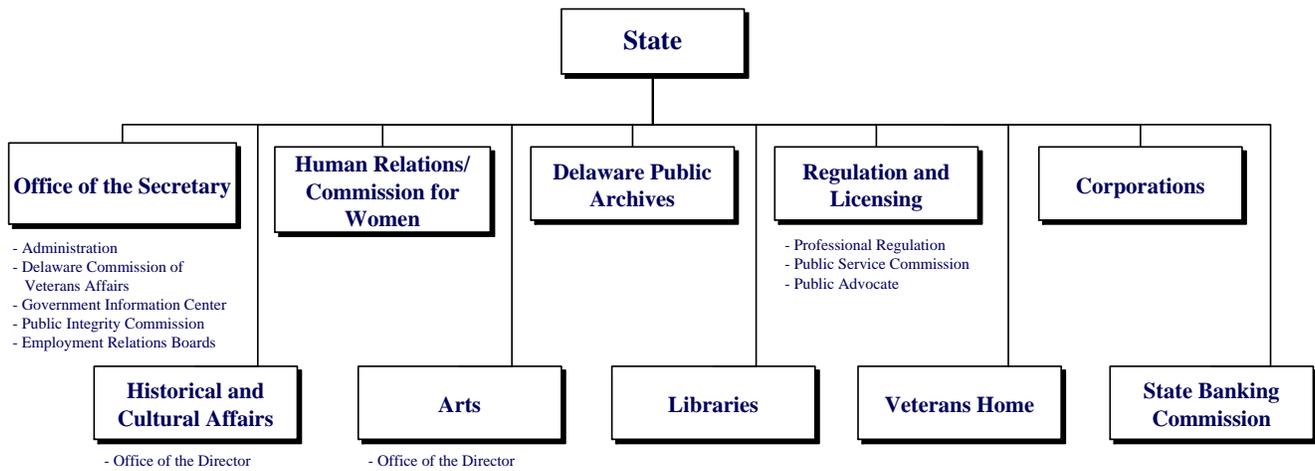


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MISSION

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

KEY OBJECTIVES

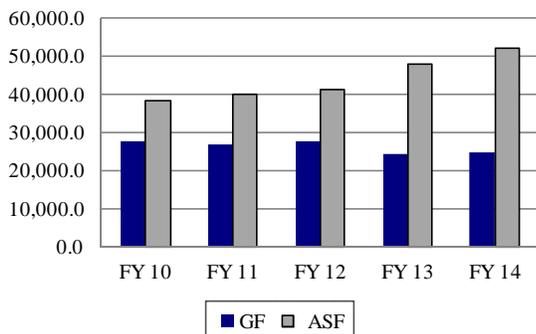
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest. Assist Delaware businesses and institutions with their efforts to increase international trade and develop complementary products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

- Improve public access to arts and history and improve the quality and increase the use of historic, recreational and cultural assets that make Delaware an attractive place to live, work and visit. Partner with and promote the activities of private arts organizations, museums and historic societies to make Delaware’s rich history and culture more accessible to the public.
- Improve educational opportunities for Delaware’s children through programs offered or funded through Archives, Division of Arts (Arts), Division of 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.

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- 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.

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- 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.

- 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.*

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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.

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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