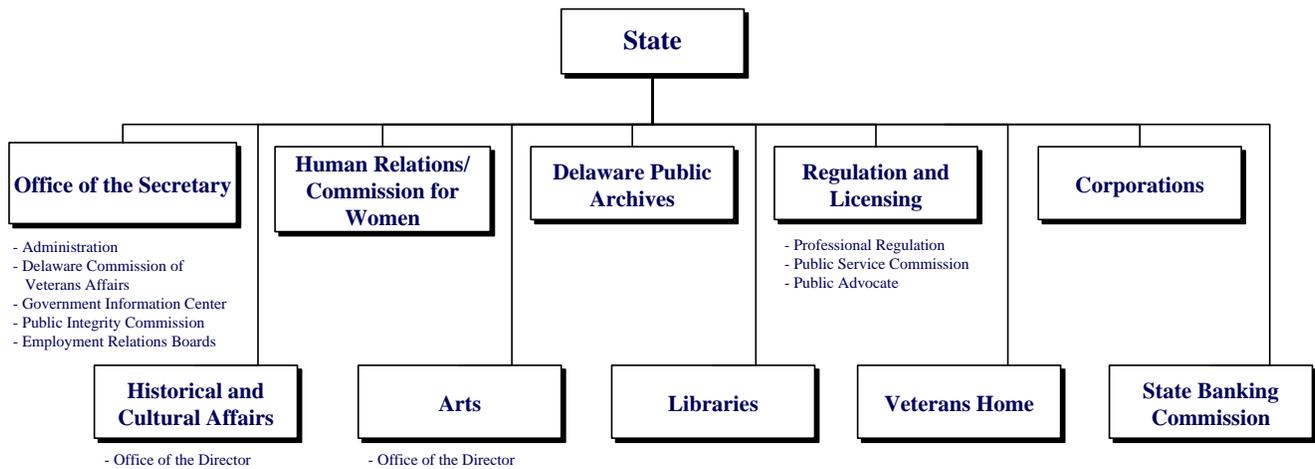


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**MISSION**

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**

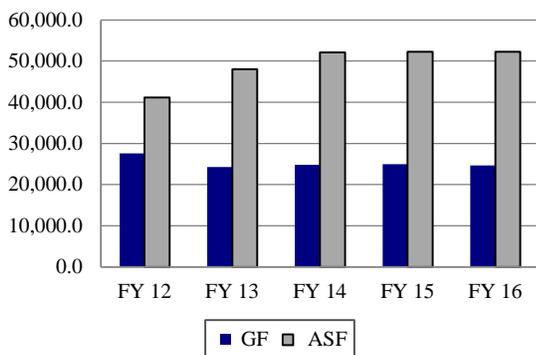
- Promote economic growth by marketing Delaware as an attractive location for incorporation, financial services and for international businesses to locate operations and invest.
- Assist Delaware businesses and institutions increase international exports and develop complementary products and services that leverage the State’s existing reputation as a leading corporate and financial services center.
- 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).
- Make Delaware an attractive place to live, work and visit by improving public access to arts and history; and improving the quality and use of historic, recreational and cultural assets.
- Partner with and promote the activities of private arts organizations, museums and historic societies.
- 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 (DVH) 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; 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.

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- Promote the economic, social, educational, personal and professional growth of Delaware women.
- Ensure the timely and fair administration of rules, regulations and laws overseen by the department.
- Work with regulated businesses and utility consumers to foster utility regulatory policies and rate structures that align with state and federal initiatives on reliability, cost-competitiveness, 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 regarding financial services, utility services, government ethics laws, employment laws, etc. to consumers and state employees.
- 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 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	23,685.0	24,654.8	25,214.8
ASF	52,893.2	52,252.6	54,017.6
<b>TOTAL</b>	<b>76,578.2</b>	<b>76,907.4</b>	<b>79,232.4</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	244.0	242.0	242.0
ASF	353.1	349.1	348.1
NSF	16.9	16.9	16.9
<b>TOTAL</b>	<b>614.0</b>	<b>608.0</b>	<b>607.0</b>

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

**FUNDING**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	3,764.4	3,905.0	3,968.5
ASF	5,929.2	3,545.0	4,010.0
<b>TOTAL</b>	<b>9,693.6</b>	<b>7,450.0</b>	<b>7,978.5</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	39.5	39.5	39.5
ASF	12.5	13.5	13.5
NSF	--	--	--
<b>TOTAL</b>	<b>52.0</b>	<b>53.0</b>	<b>53.0</b>

**ADMINISTRATION  
20-01-01**

**MISSION**

To provide leadership, support and centralized services to the divisions to meet the overall objectives of the department and promote job creation and revenue growth by assisting Delaware businesses and institutions with efforts to increase exports and promote foreign direct investment in Delaware.

**KEY OBJECTIVES**

- Build domestic and international brand awareness and recognition of Delaware's position as the Corporate Capital of the World and the Business Gateway to the United States.
- Provide leadership in an effort 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 Corporate and International Development Office, provide export/import assistance to Delaware businesses, promote export growth and work to attract and retain jobs associated with international businesses.
- Administer the Unclaimed Property Voluntary Disclosure Agreement (VDA) program.

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- 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

Department of State is led by the Secretary of State, who leads a diverse organization comprised of various boards, divisions and commissions 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 as the Chairman of the Diamond State Port Corporation and serves on the board of the 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 a record \$1.1 billion of net General Fund revenue in Fiscal Year 2015. 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 Government Information Center (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 two million digital archival images available to the public through the end of Fiscal Year 2015. Libraries fosters education and recreational enjoyment. Last year, Delaware public libraries served almost four million visitors and circulated more than six 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 and Inspiration Spaces at libraries in each county providing job seekers with access to critical job search, resume writing, computer skills training and supports micro-business development.

GIC promotes easy and organized access to online information and e-government services. GIC works with multiple stakeholders including state agencies, local government entities, legislators, judicial agencies and the public. GIC developed and launched an award-winning website designed to help business start-ups in Delaware and continues to promote increased utilization of social media.

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 197,000 visitors in Fiscal Year 2015.

Arts supports creative expressions that inspire current generations and serve as lasting monuments to a free and democratic society. The Delaware Arts Trust Fund stabilizes the finances of the State's largest arts organizations. This ensures their ability to continue to contribute to the State's economic vitality and fund 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 (DPR), Delaware Public Service Commission (PSC) and the Division of the Public Advocate (DPA), the department provides regulatory, licensing, investigative and consumer services to protect the public's health, safety and economic welfare. DPR has streamlined the intake and processing of licensing applications. Average turnaround for all license types from receipt to approval is less than 30 days and now averages five to seven days for those licenses not requiring board approval.

DPR's Office of Controlled Substances continued implementation of the Delaware Prescription Monitoring Program (PMP) designed to assist practitioners in preventing patient doctor shopping by providing a patient

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prescription history report. Registered practitioners and dispensers query the PMP database an average of 40,000 times per month.

PSC currently regulates, registers and/or licenses the activities of more than 350 energy, telecommunications, water and wastewater service providers and franchisees. In Fiscal Year 2015, PSC staff handled more than 630 docketed cases and processed 462 applications for certification of 254 megawatts of renewable energy resources, including solar, wind, biomass, hydropower and landfill gas.

DPA represents the interests of utility customers, reviews every docketed case received by the PSC and formally intervenes in all major cases. Through the efforts of DPA, utility rates are lower than what might have otherwise been allowed, ensuring improvements in the oversight of utility practices.

Through Employment Relations Boards and the Public Integrity Commission (PIC), the department administers state laws governing employment relations and ethics. These divisions continue to expand and enhance their websites to improve access to statutes, regulations and online services.

Delaware Commission of Veterans' Affairs (DCVA) serves Delaware veterans through its administrative offices and the veterans' memorial cemeteries. The commission continues to play a vital role in developing rules and regulations surrounding the administration of admitting new patients to DVH. 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.

DVH provides long-term care services, such as skilled nursing care, to Delaware veterans at its facility in Milford. DVH operated at a 90 percent occupancy rate in Fiscal Year 2015. It continues to provide the highest quality of care for veterans.

The Corporate and International 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 group 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 more than \$5 billion can be found in more than 150 countries around the world with the fastest growing

exports occurring in plastics, poultry and aviation. The group also provides direct support to Delaware small businesses seeking access to new markets overseas through the State Trade Export Promotion program.

**ACTIVITIES**

- Provide centralized services to operating divisions, including financial, human resource, 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 MEASURE**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of Voluntary Disclosure Agreements closed	151	250	125

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***DELAWARE COMMISSION OF VETERANS  
AFFAIRS  
20-01-02***

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**MISSION**

To assist service members, veterans and their families in obtaining information and benefits, as well as provide a network for advocacy and the sharing of information and resources. 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. They administer policy and oversee operations of Delaware's two Veterans Cemeteries and DVH.

**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 Delaware's two Veterans Cemeteries, ensuring dignified repose and military honors for veteran interment services.

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**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 78,099 Delaware veterans and their dependents.

Accomplishments from Fiscal Year 2015 include:

- Delivered financial assistance through the Veterans Trust Fund to prevent homelessness and assistance with reintegration;
- Participated in the Governor’s initiative to End Veteran Homelessness and collaborated with federal and state agencies to secure housing for veterans;
- Provided commemorative events in recognition of Memorial Day, Veterans Day and Flag Day;
- Increased the number of service organizations that participated in the Delaware Joining Forces online registry, which identifies organizations that assist veterans; and
- Coordinated the inaugural Freedom 5K run/walk with event proceeds supporting the Delaware Veteran’s Trust Fund.

**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.
- 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**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of media subscribers	3,513	7,500	5,000
# of claims processed	788	1,400	900
# of interments	1,221	1,200	1,400
\$ donations to Trust Fund	69,410	40,000	30,000

**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, e-government applications and social media channels.
- Establish e-partnerships with all local and county governments.
- Facilitate the creation of state agency websites that provide convenience for users and 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 providing residents with free and equal access to state, local and federal government information. GIC works with state agencies, legislators, judicial agencies, local governments, the public and others to improve the delivery of government services and information through Delaware's portal and other channels.

Accomplishments from Fiscal Year 2015 include:

- Expanded the comprehensive redesign of the State of Delaware web portal (*delaware.gov*);
- Improved the hosting environment and management of the state web portal to provide added protections against hardware and software failure and recovery processes for outages;
- Completed migration of a suite of eGovernment applications from a private sector partner’s servers to Department of Technology and Information (DTI) servers and closed out the contract between the State and that vendor, transferring management of the applications to DTI, under the direction of GIC;
- Assisted the Delaware Judiciary in a complete redesign of all court websites and updates of all Court-related online applications;
- Continued to work with state agencies to migrate their websites to the new, fully responsive, “common look and feel” website design;
- Created and published a fully responsive website that helps entrepreneurs begin businesses in Delaware by guiding them to needed licenses and

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permits and providing guidance on the processes required to start a business (*firststeps.delaware.gov*);

- Migrated all of the local government websites hosted by GIC to new, fully responsive sites that work across all web-browsing devices;
- Managed and supported The Delaware Public Meeting Calendar (*calendar.delaware.gov*), to help state agencies post information about public meetings; and
- Managed and supported the State’s central news server (*news.delaware.gov*), helping state agency staff publish and share news releases.

**ACTIVITIES**

- Manage, grow and promote the internet portal, *Delaware.gov*.
- Provide common information-sharing tools for state agencies, including a statewide Public Meeting Calendar, news release portal and eBook publication assistance.
- Develop and publish a new standard for website design and begin the process of migrating state agency websites to that design.
- Advise and train state agency staff on the use of modern online communication tools, including social media, website publishing tools and citizen communication tools.
- Increase the use of social media channels, such as Facebook, Twitter, YouTube and others among state agencies.
- Partner with DTI to increase the use of mobile and portable web content, applications and tools.
- Establish e-partnerships with local governments to ease access to government information and reduce costs by leveraging existing online services.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of portal visitors (average unique visitors per month)	89,000	160,000	150,000
% of local and county governments with which e-partnerships have been established	70	80	85
# of Facebook page visitors (average unique visitors per month)	6,600	6,800	7,000
% annual growth of followers on State’s Twitter page	73	60	75

***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**

- Broaden awareness of PIC’s mission and goals amongst state and local government employees by expanding training opportunities and reaching out to underserved agencies.
- Maintain a 45-day or better response time for issuing written decisions.
- Enhance enforcement of the criminal penalties for violations of the Code of Conduct.

**BACKGROUND AND ACCOMPLISHMENTS**

PIC interprets:

- Ethics law for more than 58,000 state employees, officials, boards, commissions, appointees and for 50 local governments;
- Financial disclosure law for more than 300 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 345 lobbyists representing approximately 980 organizations.

In Fiscal Year 2015, PIC was successful in having several key pieces of legislation enacted. In July 2014, Governor Markell signed House Bill 304 and House Bill 306 into law. House Bill 304 mandates electronic filing of financial disclosure reports. Prior to the law’s enactment, Freedom Of Information Act requests for financial disclosure data would have to be manually supplemented to include financial disclosure reports filed by paper. House Bill 306 establishes a fee, between \$25 to \$100, for lobbyists who fail to file their quarterly expense reports in a timely manner. Since the fees establishment, PIC has seen an improvement in

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compliance of over 80 percent. PIC expects the late filing fee will continue to dramatically influence lobbyist compliance with statutory filing deadlines. Fees collected by PIC will supplement the cost of administering the lobbyist provisions in the Code of Conduct.

In Fiscal Year 2015, PIC continued to provide free training seminars to 323 government employees and officials in order to raise awareness about the State Code of Conduct. To further supplement its training effort, PIC, with the assistance of the Office of Management and Budget (OMB), developed an online ethics training module, which reviews the Code of Conduct, through the Learning Management System.

**ACTIVITIES**

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

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of advisory opinions, waivers and complaints	30	65	70
# of people receiving training	323	175	225
% of opinions issued within 45 days	63	85	87

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

**MISSION**

The Public Employment Relations Board (PERB) provides timely, competent and trustworthy support for the collective bargaining process to promote harmonious and cooperative labor management relationships between public employers and their employees. PERB also protects the public by assuring the operations and functions of governmental entities are not interrupted by labor strife. The Merit Employee Relations Board (MERB) resolves employee complaints by restoring any position, benefit or right denied as a consequence of a

misapplication of 29 Del. C. c. 59, Delaware Merit System of Personnel Administration and the rules adopted pursuant thereto.

**KEY OBJECTIVES**

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

**BACKGROUND AND ACCOMPLISHMENTS**

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

PERB administers the Public School Employment Relations Act, the Police Officers and Firefighters Employment Relations Act and the Public Employment Relations Act.

PERB's case load is a function of the public sector labor management environment. This environment is impacted by changing economic conditions; projected fiscal deficits; job cut backs, layoffs 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, resulting in an average settlement rate of 85 percent of negotiation impasses in which binding interest arbitration is requested over 11 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 resource 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 OMB Director is required to submit proposed Merit Rule changes to the statewide Labor Management Committee for review and comment prior to submission to the board.

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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.

Agency staff has administered the responsibilities of two agencies since 2009, controlling costs and effectively standardizing the processing of employment disputes. Procedures for expediting cases to hearing and streamlining the hearing process has eliminated MERB's 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.
- Facilitate the resolution of negotiation impasses through mediation, facilitation and binding interest arbitration.
- Administer the binding grievance arbitration panel for public school grievance procedures.
- 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**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
<b>PERB</b>			
% of disputes informally resolved through facilitation	40	45	45
% of cases resolved within 90 days of filing	30	45	40
% of mediation cases proceeding to binding interest arbitration	50	45	66
% of binding interest arbitration in which facilitated settlement is reached prior to decision	60	65	70
# of new cases filed	43	50	50
# of cases processed	79	80	80
# of decisions issued	38	40	40
<b>MERB</b>			
% of cases heard within 180 days of filing	60	25	50
# of new cases filed	23	15	15
# of cases processed	35	35	30
# of decisions issued	31	20	25

**HUMAN RELATIONS/COMMISSION FOR  
WOMEN**  
**20-02-00**

**MISSION**

To ensure equal opportunity for all people of Delaware by promoting and enforcing laws against discrimination based on race, color, age, sex, religion, marital status, national origin, creed, familial status, disability and sexual orientation in housing and places of public accommodations. To support a quality of life for people in Delaware free of discrimination through education and cooperation with others to promote amicable relationships among the various racial and cultural groups within the State. To provide leadership, advocacy and resources on issues affecting the quality of life and the full participation of women in all sectors of society.

**KEY OBJECTIVES**

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

**BACKGROUND AND ACCOMPLISHMENTS**

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 to educate, advocate and enforce civil and human rights on behalf of Delawareans. With the passage of the Equal Accommodations Law and Equal Rights to Housing Law, SHRC was given enforcement authority over matters of discrimination in housing and places of public accommodation. In 1970, the Division of Human Relations was established to support the work of the commission, particularly with investigations; mediations; conciliations; administration; outreach education; and training. The division is certified by HUD as a substantially equivalent fair housing agency, making it eligible for performance-based federal funding. The certification includes an obligation to affirmatively further fair housing. The division 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.

Modeled after President Kennedy's Commission on the Status of Women, DCW was established to consider and work constructively to eliminate barriers for women in all sectors of society. DCW and the Office of the Commission for Women serve as a primary resource to leaders, agencies, organizations and residents on issues impacting the lives of women and the future for girls.

The accomplishments from Fiscal Year 2015 include:

- Provided numerous fair housing training sessions to advocates, professionals and respondents;
- Provided education and training opportunities to SHRC members;
- Coordinated community conversations on fair housing rights and a policy conference on the nexus between fair housing, education, health and economic mobility;
- Received and processed 86 allegations of housing discrimination;
- Received and processed 44 allegations of discrimination in places of public accommodations;
- Provided training on Delaware's law against discrimination in places of public accommodation;
- Worked collaboratively with other organizations and the Legislature to advance issues of mutual interest and to affirm the importance of pay equity on the economic well-being of women and families in Delaware;

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- Supported programs and conferences designed to inspire, educate and empower thousands of women and girls as leaders and decision-makers;
- Monitored state and federal policy and legislative initiatives;
- Collaborated with other organizations to commemorate the 51st anniversary of the signing of the Civil Rights Act of 1964;
- Planned and coordinated the annual Hall of Fame of Delaware Women to recognize and honor Delaware women for their outstanding contributions; and
- Offered free legal information seminars to over 50 people.

**FUNDING**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	578.5	579.4	591.7
ASF	--	6.0	6.0
<b>TOTAL</b>	<b>578.5</b>	<b>585.4</b>	<b>597.7</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	8.0	8.0	8.0
ASF	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

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

**ACTIVITIES**

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

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

**PERFORMANCE MEASURES**

	FY 2015 Actual	FY 2016 Budget	FY 2017 Gov. Rec.
# of educational seminars, training and workshops	50	50	50
# of days to close fair housing cases	195	80	100
# of days to close public accommodations cases	200	100	120
# of Hall of Fame nominations	27	40	35
# of agencies/organizations utilizing DCW resources	115	100	125
# of resources/publications disseminated	8,500	10,000	8,500

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**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 empower 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 39 dedicated professionals, Archives is one of the oldest continuous public archives in the nation. Archives fills a critical role in collecting, preserving and making available state and local government records of historical and evidential value. Delaware’s public records have a wide and varied usefulness. Without these 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 variety of historic and state and local documents, architectural drawings and maps dating from the 17th century to the present. 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 Archives.

In addition to paper documents, Archives houses 7,000 books, 17,000 audio/video recordings, 75,000 rolls of microfilm and more than 800,000 historical photographs. These materials are housed in a specially constructed building that encompasses four climate-controlled vaults totaling almost 90,000 cubic feet. These collections may be viewed in the Mabel Lloyd Ridgely Research Room, a research facility that is equipped with Wi-Fi to support individual patron computer access for various research undertakings.

The accomplishments from Fiscal Year 2015 include:

- Coordinated with Computer Aid, Inc./Specialisterne on large-scale data entry and indexing projects to employ individuals with disabilities;
- Expanded the audience of tours and the website by offering them in both spanish and english;
- Expanded the Delaware Historical Marker program with 24 new markers installed and dedicated in all three counties;
- Enhanced Archives collections by coordinating donations of important historical and cultural papers and photographs;
- Partnered with local businesses to showcase photographs from Archives holdings;
- Expanded the reach of Archives’ traveling exhibit program to an out-of-state venue;
- Offered programs to communities and organizations throughout Delaware;
- Established an enhanced method of tracking and analyzing social media statistics, and increased social media presence monthly;
- Attracted new visitors to Archives with two major exhibits: “Delaware in World War II” and “African American Roots in Delaware”;
- Recognized as one of the “75 Best Websites for Genealogy” in 2014, by Family Tree Magazine for the fifth consecutive year;
- Assisted state and local government agencies to identify and earmark records for retention; and
- Conducted records management training for approximately 500 individuals.

**FUNDING**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	943.6	953.0	982.1
ASF	1,275.7	1,347.6	1,347.6
<b>TOTAL</b>	<b>2,219.3</b>	<b>2,300.6</b>	<b>2,329.7</b>

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**POSITIONS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	15.0	15.0	15.0
ASF	15.0	14.0	14.0
NSF	--	--	--
<b>TOTAL</b>	<b>30.0</b>	<b>29.0</b>	<b>29.0</b>

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

**ACTIVITIES**

- Encourage the continued growth and integrity of the Delaware Historical Markers program, while maintaining cost-saving measures and performing biennial condition reports for existing markers.
- Expand the reach of Delaware Public Archives' social media by actively engaging users.
- Enhance patron access by adding and upgrading technology.
- Develop and implement an online records management training program, in cooperation with OMB.
- Continue collaboration with FamilySearch, to provide free, on-site digitization of vital statistic (birth, death and marriage) documents.
- Establish and promote engaging programs on genealogy, history and preservation to increase visitation to Archives.
- Collaborate with state agencies to complete comprehensive revisions of record retention schedules.
- Arrange, catalog and preserve new acquisitions to facilitate user-friendly access, prepare documents for digitization and provide long-term preservation.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of digital images posted online (millions)	1.4	1.2	1.2
# of government client interactions	22,035	18,500	18,600
# of on-site public visitor/patron interactions	11,240	9,500	9,600
# of off-site public visitor/patron interactions to Archives sponsored events	28,000	50,050	50,100
# of public e-user interactions (millions)	1.1	1.1	1.1
# of unique online visitors	88,500	132,600	132,700
# of cubic feet of agency records in off-site storage	32,600	37,000	41,000

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

**FUNDING**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	--	--	--
ASF	10,582.0	11,280.5	11,180.5
<b>TOTAL</b>	<b>10,582.0</b>	<b>11,280.5</b>	<b>11,180.5</b>

**POSITIONS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	--	--	--
ASF	76.5	76.5	76.5
NSF	0.5	0.5	0.5
<b>TOTAL</b>	<b>77.0</b>	<b>77.0</b>	<b>77.0</b>

***PROFESSIONAL REGULATION  
20-04-01***

**MISSION**

To ensure the protection of the public's health, safety and welfare, by providing administrative and investigative services that serve the citizens of Delaware, professional licensees, license applicants, other state and national agencies and private organizations.

**KEY OBJECTIVES**

- Assist applicants seeking licensure throughout the licensure process.
- Issue and renew licenses for qualified professionals and business entities.
- Maintain a licensing database to provide the public with vital licensure information, notify licensees of renewal periods and continuing education requirements and assist state and federal agencies in accomplishing their missions.
- Respond to inquiries from the public, other state and national agencies and private organizations regarding Delaware licensed professionals.
- Investigate complaints from the public.
- Partner with the Attorney General's Office to coordinate complaint disposition and disciplinary proceedings in accordance with the Administrative Procedures Act.
- Oversee all board/commission activities to ensure that testing, licensing, disciplinary proceedings, rule making and other regulatory activities are completed

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in an efficient manner and in compliance with the Delaware Code and applicable rules and regulations.

- Assist boards and commissions during the Sunset Committee review process and in complying with the committee’s recommendations.

**BACKGROUND AND ACCOMPLISHMENTS**

The division provides regulatory oversight for 34 boards/commissions, which are 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 provides services for nearly 300 board/commission members and over 88,000 active licenses.

The accomplishments from Fiscal Year 2015 include:

- Issued 10,975 licenses to new applicants and renewed 36,055 licenses;
- Received over 900 complaints and conducted over 700 investigations;
- Initiated the implementation of 10 bills that passed during the first session of the 148th General Assembly, impacting various professions;
- Disciplined 358 licensees and unlicensed persons by imposing 582 disciplinary sanctions against said licensees/facilities and unlicensed persons;
- Uploaded 2,125 documents such as disciplinary orders and consent agreements, resulting from disciplinary action to the division’s website for public access;
- Responded to 76,146 customer inquiries through the call center, of which 77 percent of the inquiries were handled at the first point of customer contact;
- Screened 939 complaints, accepted 615 for investigation and completed 720 investigations;
- Worked with the Office of Attorney General to establish case processing standards to improve efficiency in managing cases from receipt to disposition;
- Held 684 hearings; and
- Reduced the average turnaround time to less than 30 days for intake and processing of license applications.

**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 from licensure applicants, current licensees and the general public.
- Conduct investigations and inspections to determine compliance of licensees with regulatory laws, rules and regulations, to identify those practicing without a license and to track complaints from receipt to adjudication.
- Preside over hearings and develop recommendations for consideration by boards/commissions through a hearing officer process.
- Provide administrative support and public notice for public meetings and hearings.
- Coordinate with the Office of the Governor for board/commission member appointments.
- Provide orientation and annual training for board/commission members.
- Conduct and assist board/commission members with licensure examinations.
- Assist boards/commissions with drafting 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 costs and process fiscal, budgetary documents and travel arrangements for each board/commission.
- Provide oversight of the Delaware Professionals’ Health Monitoring Program third party administrator to ensure licensees with substance abuse and mental health issues comply with their monitoring contracts.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
Customer Satisfaction Index (1-5 scale)	4.43	4.50	4.50
Customer inquiries (level 1):			
# handled	59,256	60,615	60,447
% handled (first contact)	77	78	79
PMP registrants/delegates:			
# of monthly queries	40,639	41,045	41,455
% increase	50	51	52
Hearings:			
# held	684	403	698
% held by hearing officers	83	60	85

**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

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at reasonable rates that have been appropriately determined through regulatory review and approval.

To support the federal pipeline safety program, to certify renewable energy systems, to certify energy suppliers and to provide a regulatory environment that considers environmental impacts, supports the economic development of the State and ensures just and reasonable sharing of costs and benefits between consumers and regulated utilities.

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 commission materials, testify in formal proceedings and coordinate pertinent case information with all parties.
- Maintain electronic docket files, video streaming and web/social media pages providing effective public user and utility access to regulatory file information.
- Review and coordinate proposed legislative changes and implement key regulatory policy initiatives as directed by statute.
- Manage and ensure a fair process for the consideration of formal consumer complaints.

### 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 customers with reliable and safe services at just and reasonable rates. At present, PSC

has regulatory authority over 11 water suppliers, seven wastewater utilities, four cable television providers in a total of six franchise areas, two natural gas utilities, one electric distribution company and 143 electric suppliers. While there are over 200 telephone companies that provide either local exchange service or intrastate toll service or both, recent legislation limits PSC authority to operating approvals and transfers of control. PSC also reviews the financial and tariff filings of these utilities.

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 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 continuing 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, while not a member, coordinates with the Energy Efficiency Advisory Council to help determine investor owned energy efficiency program recommendations for consideration by the commission.

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.

The accomplishments from Fiscal Year 2015 include:

- Opened 631 dockets;
- Processed 462 applications for certification of 254 megawatts of renewable energy resources, including solar, wind, biomass, hydropower and landfill gas;
- Continued to monitor the progress of the Diamond State Generation Partners fuel cell installation and

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reviewed/approved Delmarva Power’s monthly filed tariff costs;

- Coordinated with several parties to create more transparency in Delmarva Powers’s distribution billing;
- Reviewed/approved Delmarva Power’s 2015 Solar Renewable Energy Contract program as recommended by the Renewable Energy Task Force;
- Handled multiple customer inquiries and processed four formal customer complaints;
- Continued 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 and economic development;
- Conducted pipeline safety inspections, tracked underground utility damage and placed radio advertisements to raise awareness of damage prevention requirements; and
- Participated in several FERC proceedings, intervened and commented in another 15 cases and monitored several other dockets.

**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 or abandonment from telecommunications carriers and competitive retail electric suppliers and requests for service territory expansion from water and wastewater utilities.
- Ensure the regulated utilities are providing safe and reliable service and are in compliance with local, state and federal regulations and laws.
- Receive, investigate and respond to formal consumer complaints as submitted to the commission.
- Conduct open 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.
- Manage and complete the implementation of 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**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
<b>Docket filings:</b>			
# new dockets opened	631	490	530
% processed via e-file	80	95	98
# dockets closed	603	485	550
# active end of year	40	50	25
<b>Major utilities:</b>			
# of financial reports filed	132	132	132
% of reports reviewed	100	100	100
# of energy supplier certifications	20	25	15
<b>Renewable Energy:</b>			
# of certifications	462	340	400
MWs of capacity	254	450	300
# of safety pipeline inspections	311	300	450

**PUBLIC ADVOCATE**

**20-04-03**

**MISSION**

DPA represents the interests of residential and small commercial customers of regulated public utilities before the PSC, including 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 the FERC in matters involving rates, services and practices of regulated public utilities.

**BACKGROUND AND ACCOMPLISHMENTS**

- Continued to perform numerous outreach efforts statewide reaching more than 2,000 residents in Fiscal Year 2015.
- Developed a list of community organizations and associations to engage in more targeted outreach.
- Evaluated and investigated 650 consumer complaints.

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- Negotiated and assisted in facilitating a settlement in the proposed merger between Exelon and Pepco Holdings, Inc.
- Supported reasonable proposals to accelerate the availability of natural gas to consumers in unserved and underserved areas of Delaware.
- Reviewed all utility applications and filings to determine if consumer interests require DPA intervention.
- Engaged with other regional state consumer advocate offices and supported comments filed at FERC that promote consumer interests.
- Participated in settlement negotiations and, when appropriate, resolved contested rate proceedings and reduced the regulatory costs passed on to consumers.
- Participated in statutorily-created work groups, including the RETF and the WSCC, as well as other utility and energy interests.
- Monitored legislatively-created working groups such as the Electric Aggregation Committee and the Energy Efficiency Advisory Council to ensure consumer interests are represented in their decisions.
- Served on the Oversight Board of the Delaware Sustainable Energy Utility, which develops and offers energy efficiency and renewable energy programs to Delaware consumers.
- Maintained a website with links to important cases pending before PSC and other matters in which it is involved.

**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 the 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, the PSC.
- Attempts to mitigate rate increases through settlements, where appropriate, to resolve contested rate proceedings.
- Participates in energy work groups, such as the RETF.

- Seeks to maximize the public’s ability to access its services via the Internet through use of advanced network technology.
- Seeks to raise public awareness of its role in utility regulation through targeted outreach.
- Participates in matters pending before FERC and the FCC that may affect the rates Delaware consumers pay for energy.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
Community outreach events organized and attended	22	15	35
Legislative outreach (initiated by DPA)	62	62	65

**CORPORATIONS**  
**20-05-00**

**MISSION**

Be America's corporate and alternative business entity domicile of choice. Create business entities and generate revenue for the State of Delaware through the collection of entity taxes and fees, as well as Uniform Commercial Code (UCC) filing and search fees. Provide superior services for customers to attract and maintain incorporations and alternative business entities in Delaware to promote a strong economy.

**KEY OBJECTIVES**

- Increase the number of entities domiciled in Delaware.
- Increase general fund revenue.
- Increase the use of electronic UCC filings.
- Increase the receipt of electronic tax payments for alternative entities.
- Increase the availability of online and mobile information and services to customers.

**BACKGROUND AND ACCOMPLISHMENTS**

Revenue collected by the division accounted for 26 percent of the State's General Fund revenue in Fiscal Year 2015. 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;
- A 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 2015, the division successfully completed its third consecutive ISO 9001 recertification audit to demonstrate outstanding performance in quality management in Delaware. This validates that the Division's 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 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 (*corp.delaware.gov*). Last year, more than 880,000 payment transactions were conducted through the division's e-government applications.

The division continues to experience long-term growth in business formations with more than 1,134,000 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 Corporate and International Development Office to leverage Delaware's international reputation in order to attract complementary businesses to be created and located in Delaware.

The accomplishments from Fiscal Year 2015 include:

- Increased the net number of active business entities in Delaware by 67,000 entities;
- Improved efficiency by increasing the percentage of alternative entities paying annual taxes electronically by 2 percent;
- Continued efforts to improve service, reduce costs and boost productivity through information technology consolidation and the launch of a new Delaware Corporation Information System;
- 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;
- 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;

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- Promoted the State’s new Public Benefit Corporation (PBC) statute enabling the formation of 337 PBC’s, a new kind of socially conscious, for-profit corporation intended to operate in a responsible and sustainable manner;
- Improved the State’s new and very popular Certificate of Validation statute, creating 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;
- Successfully worked with the Governor’s Office, General Assembly and Delaware State Bar Association on numerous changes to the State’s business entity laws to attract new incorporations and to clarify, confirm and simplify administrative procedures, including the enactment of the Delaware Rapid Arbitration Act;
- Continued to enhance the State’s new Corporate Law 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; and
- Published dozens of articles about Delaware corporate law to the Corporate Law website’s associated blog (*global.blogs.delaware.gov*) attracting more than 1,400 subscribers.

- Initiate necessary changes to Delaware and general corporate law and other business entity statutes.
- Market the attractiveness of incorporating in Delaware.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of entities domiciled (thousands)	1,134.2	1,172.5	1,203.2
\$ of net General Fund revenue (millions)	1,031.9	1,028.4	1,074.8
% UCC e-Corp filing	57	60	57
% of alternative entities paying electronically	60	61	64
# of web-based payments (thousands)	880.3	842.9	915.8

**FUNDING**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	--	--	--
ASF	17,129.7	20,766.5	22,066.5
<b>TOTAL</b>	<b>17,129.7</b>	<b>20,766.5</b>	<b>22,066.5</b>

**POSITIONS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	--	--	--
ASF	112.0	107.0	106.0
NSF	--	--	--
<b>TOTAL</b>	<b>112.0</b>	<b>107.0</b>	<b>106.0</b>

**CORPORATIONS  
20-05-01**

**ACTIVITIES**

- Incorporate and form business entities under the laws of Delaware.
- Maintain official records of incorporation, business formation and UCC filings.
- Generate revenue through collection of franchise taxes and other fees.

**HISTORICAL AND CULTURAL AFFAIRS**  
**20-06-00**

**MISSION**

HCA serves Delaware residents and visitors by identifying, preserving and interpreting Delaware history.

**KEY OBJECTIVES**

- Improve access to collections, research and historic places.
- Create and support an innovative learning environment.
- Strengthen connections with Delaware residents, organizations and visitors.
- Enhance the preservation of historic properties and collections.
- Share knowledge, experience and resources to inspire others to value and preserve their cultural assets.
- Develop a culture of collaboration and respect to optimize the management of organizational resources.

**BACKGROUND AND ACCOMPLISHMENTS**

HCA is entrusted with the oversight of 43 historic properties encompassing 116 structures and adjacent lands across the State, including the operation of five museums and a conference and event center. Additionally, HCA cares for more than 90,000 objects in its museum collections and over 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 40 additional sites in Delaware, New Jersey, Maryland and Pennsylvania, 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 select sites: friends group development; nonprofit operating partner; passive income through rents, leases and fees; local government and community support; and membership-based support.

**Partnership Development**

- Enabled the National Park Service to add two additional division sites, the John Dickinson Plantation and Fort Christina, to the First State National Historical Park. This seven unit park now includes sites in all three counties.
- Worked with the Delaware Museum Association in developing the organization's strategic plan to strengthen service to the State's museums, galleries and historical societies.
- Expanded community programs and events offered in New Castle County by coordinating with local partners.
- Partnered with Top of the Vine Productions to host an event expo at Buena Vista, showcasing all aspects of events planning with participation from local businesses.
- Transitioned management of the First State Heritage Park (FSHP) Welcome Center to Archives.

**Improving Access**

- Launched the upgraded Cultural and Historical Resources Information System (CHRIS).
- Expanded evening program offerings to serve new audiences. Initiated the Old State House History Coffee Hour, a five-week series of special programs.
- Served family audiences with evening lantern tours and hay rides at John Dickinson Plantation and St. Jones Reserve, where participants learned about the St. Jones River and night life on the estuary.
- Partnered with the FSHP and the Friends of Folk to offer four Friday evening concert performances in the Old State House.

**Innovative Learning**

- Supported Delaware State University, the University of Delaware and the National Council on Preservation Education in presenting a student/professional conference to explore the challenges and opportunities of documenting

heritage values associated with traditional cultural places.

- Partnered with Delaware State University's Summer Bridge program to offer incoming freshmen students the opportunity to create a relevant program for each of HCA's Dover museums. The programs, presented to the public, included such topics as Delaware heroes of the Underground Railroad, slavery, manumission, history of recorded sound and early U.S. espionage.
- Advanced an atmosphere of mutual respect and collaboration through cultural programs at the library and sites in downtown Dover.
- Worked with partners to present the *Make a Splash* event. Partners included the Delaware National Estuarine Research Reserve, Tidewater Utilities, Delaware State Parks, Division of Watershed Stewardship and Envirotech. These agencies and businesses provided services, funds and supplies for a full day of learning and exploration for 730 students.

#### **Engaging Audiences**

- Welcomed 158,478 visitors at the division's five museums, FSHP Welcome Center, Buena Vista Conference and Event Center and the affiliate lease and partner sites.
- Published electronically 12 issues of the division's historic preservation and museums e-newsletter and posted 97 articles on the division's blog.
- Expanded Buena Vista's social media presence to showcase Buena Vista's amenities, events and activities, and to promote Buena Vista as an event destination to engage potential new markets.
- Displayed HCA artifacts at various locations throughout the State.
- Partnered with local high school students to produce enactments of Delaware history and expand to new audiences.
- Expanded outreach to Delaware colleges and universities to engage students and alumni in Delaware history.
- Coordinated the Chautauqua tent show with partners in Lewes, bringing 1,500 visitors to the event mixing education and entertainment.
- Engaged new audiences with diverse opportunities for learning and discourse.
- Engaged 1,171 students in the annual Delaware Day Fourth Grade Competition.

#### **Enhancing Preservation**

- Listed four properties on the National Register of Historic Places and received review board recommendations for four additional property

nominations to be submitted to the National Park Service for consideration of listing.

- Awarded all \$5 million of available state historic preservation tax credits for improvements to 22 historic properties, which included owner-occupied, nonprofit-owned and income-producing properties.
- Expanded the State Historic Preservation Tax Credit program to include eligibility in Downtown Development Districts, and awarded tax credits to a multi-property project.
- Received for review and comment 388 new environmental review projects that included federal undertakings from U.S. Department of Agriculture, HUD, Federal Highway Administration, U.S. Army Corps of Engineers and the Federal Communications Commission, as well as State Preliminary Land Use Service projects. HCA closed 88 percent of these projects.

#### **Achieving Excellence**

- Received approval of HCA's five core documents: Strategic Plan, Mission Statement, Code of Ethics, Collections Policy and Disaster Preparedness Plan as a component of the Continuum of Excellence program developed by the American Alliance of Museums (AAM), and completed the AAM's self-study report as part of the professional accreditation process.
- Received recognition for service through the Governor's Youth Volunteer Service Award program, and through participation in rigorous professional development certificate courses.
- Established an employee recognition program to pay tribute to division employees and volunteers for outstanding performance, leadership and innovative ideas; employees also were recognized for service through the department's employee of the year programs.
- Developed and implemented new sustainability procedures for HCA's historic structures to avoid adverse effects of increasingly harsh winters.

#### **Special Services and Volunteer Initiatives**

- Provided 13,502 hours of volunteer services interpreting at HCA's museums, installing exhibits, processing artifacts, cataloging collections, completing horticulture inventories, conducting historical research on a wide range of topics, assisting with preparation of National Register nominations, processing digital research files, providing assistance with property maintenance, graphic design, administrative tasks and special events.

**STATE  
20-00-00**

**FUNDING**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	2,342.0	2,617.9	2,667.9
ASF	1,385.1	1,452.9	1,402.9
<b>TOTAL</b>	<b>3,727.1</b>	<b>4,070.8</b>	<b>4,070.8</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	29.5	29.5	29.5
ASF	13.1	14.1	14.1
NSF	5.4	5.4	5.4
<b>TOTAL</b>	<b>48.0</b>	<b>49.0</b>	<b>49.0</b>

***HISTORICAL AND CULTURAL AFFAIRS  
20-06-01***

**ACTIVITIES**

- Distribute the division's electronic monthly newsletter and maintain HCA webpage and social media.
- Store all collections in facilities with temperature, humidity and security controls in place.
- Administer the Cultural Asset Management program to ensure best practices in long-term planning and stewardship of the division's historically significant properties.
- Use MPulse software to schedule and track maintenance and 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.
- Oversee collections, affiliates, research and exhibits, services and expand opportunities for affiliate partnerships throughout the State.
- Partner with various organizations to expand collaborative opportunities, showcase collections in areas not served by division properties and help promote local historical resources.
- Research, design and fabricate exhibits relevant to Delaware history.
- Provide education standards-based programs in the division's museums and in classrooms.
- Maintain and monitor preservation easements and covenants that provide special protections for numerous historic properties.
- Coordinate the development and updating of the State Historic Preservation Plan with public input

and provide leadership in implementing its recommendations.

- Administer the State Historic Preservation Tax Credit program and provide public outreach, fiscal tracking and activity reporting.
- Coordinate Delaware's National Register of Historic Places program and Certified Local Government program and provide support for the State Review Board for Historic Preservation.
- Administer Delaware's Antiquities Act and Unmarked Human Remains Act.

**PERFORMANCE MEASURES**

	FY 2015 Actual	FY 2016 Budget	FY 2017 Gov. Rec.
# of visitors to conference centers, museums, affiliates, leased and partner sites	158,478	189,212	164,879
# of volunteer hours	13,502	14,638	14,047
# of museum objects out on loan	708	700	700
\$ of economic investment (in millions) leveraged with state historic preservation tax credits	21.6	21.6	21.6

**ARTS**  
**20-07-00**

**MISSION**

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

**KEY OBJECTIVES**

- Strengthen the capacity of Delaware's artists, art organizations and art providers.
- Enhance the promotion of Delaware's art resources to residents and out-of-state visitors.
- Ensure access to quality art education for Pre-K to 12 youth in Delaware.
- Advance community development and public engagement through the arts.

**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 arts community 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 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 communication tools available to arts providers to publicize arts events, disseminate information on arts trends and policy and promote the importance of the arts in economic development, education and quality of life.

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

The division is guided by Design Delaware 2.0, a five-year strategic plan, that engages the community in identifying the needs and aspirations of the arts sector, approved by the Delaware State Arts Council in March 2015.

**Arts Sector Support and Capacity Building**

- Awarded \$1.6 million from the Delaware Arts Trust fund to 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. More than 500,000 individuals benefitted from this arts programming, as reported by the grantees.
- Invested \$2.76 million in grants to arts organizations serving local communities; \$313,500 to community-based organizations providing arts programming; and \$157,500 to arts education programs serving youth. \$118,000 is allocated to initiatives in underserved communities and \$88,000 is allocated to individual artist fellowships and opportunity grants.
- Expanded eGranting in Fiscal Year 2015 to include all major grant applications and final reports, improving grant processing efficiencies and reducing printing and mailing costs for applicants.
- Continued the division's collaboration with the Mid-Atlantic Arts Foundation, resulting in a re-investment of more than \$127,000 in funding by the foundation to performing arts presenters in Delaware.

**Promotion of Delaware's Arts Resources**

- Supported collaborative marketing initiatives among Delaware arts organizations that promote Delaware as a cultural destination and the arts as an economic driver to increase public attendance and participation in the arts in Delaware.

**STATE**  
**20-00-00**

- Expanded down-state arts promotion through print and electronic media to reach more than one million individuals.
- Expanded promotion of the division’s new mobile-device app (“What’s On”), in conjunction with GIC, to promote Delaware arts events on smartphones and tablets, with information powered by *DelawareScene.com*, the division’s web-based arts calendar.
- Expanded cost-effective promotion of events and opportunities through Facebook, Twitter and YouTube.

**Education and Access**

- Reached more than 200,000 youth through arts education programs and general support of arts programming targeting youth audiences.
- Sponsored the tenth annual Poetry Out Loud event, a national poetry recitation contest for high school students.
- 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 literary portion of the National League of American Pen Women Scholastic Art and Writing Awards.
- Supported Arts Lab, sponsored by Delaware Arts Alliance, bringing together more than 100 classroom teachers and teaching artists for a day of workshops and professional development.

**Community Development and Public Engagement**

- Conducted a statewide strategic planning process through focus groups, public meetings, surveys and individual interviews to integrate input from more than 900 participants into Delaware 2.0.
- 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.
- Partnered with Libraries and Division of Parks and Recreation to support arts programming at venues throughout the State.
- Partnered with the Biggs Museum of American Art in Dover to promote the division’s artist fellowship winners.
- Continued 15-year partnership with 1450 WILM News Radio in the weekly radio show, “Delaware State of the Arts,” featuring upcoming arts programming, arts policy and issues engaging the arts and community.

**FUNDING**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	919.1	951.2	958.4
ASF	2,386.0	2,367.2	2,317.2
<b>TOTAL</b>	<b>3,305.1</b>	<b>3,318.4</b>	<b>3,375.6</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	3.0	3.0	3.0
ASF	2.0	2.0	2.0
NSF	3.0	3.0	3.0
<b>TOTAL</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**OFFICE OF THE DIRECTOR**  
**20-07-01**

**ACTIVITIES**

- Serve as a resource to the arts community in Delaware, providing financial and technical support to arts organizations, community-based organizations and artists.
- Convene panels to review the merits of grant applications, coordinate on-site visits and evaluations of grantee programs and convene the Delaware State Arts Council to review state arts trends and policies and 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 Visual Images Registry.
- Research trends, fund initiatives and grant opportunities for the division and its constituents, leading to the development and implementation of division-wide arts policy for Delaware.

**STATE  
20-00-00**

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
\$ of state/federal financial resources for grants (thousands)	3,183.0	3,189.0	3,185.0
% of grantee organizations participating in division-sponsored professional development	50	75*	50
# of unique communities served	29	30	30
# individuals served (millions)	1.0	1.1	1.1
% of arts organization grantees reporting year-end surplus	63	65	70
# of grant requests processed	253	290	275

*\*Includes biennial Arts Summit.*

**LIBRARIES  
20-08-00**

**MISSION**

To provide leadership and support for the timely development of Delaware’s libraries; to ensure convenient and affordable access to current information resources and reading material; and to provide transformational leadership for lifelong learning to ensure all Delawareans achieve their 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 almost four million visits, answer almost half a million reference questions and circulate more than six million books and other materials.

Libraries applies quality tools and a collaborative approach among a multitude of library governing bodies to achieve efficiencies and economies of scale savings statewide and to maximize lifelong learning support.

The accomplishments from Fiscal Year 2015 include:

- Provided seamless access for Delawareans to 2.5 million items shared by 52 libraries through the statewide Delaware Library Catalog, [www.lib.de.us](http://www.lib.de.us);
- Supported 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;
- Completed Lewes and Delmar library building projects, with Rt. 9 library in the pipeline;

**STATE  
20-00-00**

- Supported Delaware’s present, past and future as a foundation for Delawareans to achieve the Delaware Dream through partnership and programs; and
- Distributed digital players and book cartridges provided by the Library of Congress.

**FUNDING**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	3,371.0	3,554.8	3,680.8
ASF	5,356.4	2,496.0	2,496.0
<b>TOTAL</b>	<b>8,727.4</b>	<b>6,050.8</b>	<b>6,176.8</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	4.0	4.0	4.0
ASF	4.0	4.0	4.0
NSF	7.0	7.0	7.0
<b>TOTAL</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

**LIBRARIES**

**20-08-01**

**ACTIVITIES**

- Administer the Federal Library Services and Technology Act five-year plan.
- Administer Library Standards funds, a critical source of operational 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.
- Administer the Delaware Libraries Inspiration Spaces job seeking and entrepreneurship programs.
- Administer Ask a Librarian reference services, including online live assistance to Delawareans.
- Administer library professional development.

**PERFORMANCE MEASURES**

	FY 2015 Actual	FY 2016 Budget	FY 2017 Gov. Rec.
# of library card holders	527,490	473,000	540,000
Library square footage	552,416	560,000	645,000
# of library staff trained	869	800	950
# of library computer users/wireless uses	824,000	770,000	875,000
# of eBook checkouts	352,651	300,000	1,000,000

**STATE  
20-00-00**

**VETERANS HOME  
20-09-00**

**MISSION**

Provide outstanding long-term care services to Delaware veterans that uphold dignity and respect while sustaining and improving their quality of life.

**KEY OBJECTIVES**

- Ensure residents and family members are satisfied with the care they receive at DVH.
- Maintain a 90 percent occupancy rate.
- Develop and implement ongoing staff development and educational programs.
- Monitor quality assurance programs to ensure compliance and provide opportunities for further improvement to enhance the quality of life for our residents.
- Continue to improve documentation to maximize revenues.
- Continue to look for sources to increase revenues.

**BACKGROUND AND ACCOMPLISHMENTS**

DVH provides long-term care and skilled nursing service to our Delaware Veterans and Gold Star parents. In Fiscal Year 2015, the Veterans' Home averaged 90 percent occupancy.

The accomplishments from Fiscal Year 2015 include:

- Implemented new software upgrades in the areas of pharmacy and clinical to improve services and better define levels of care; and
- Implemented digital signage to improve communications for residents and staff.

**FUNDING**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	11,766.4	12,093.5	12,365.4
ASF	5,251.1	5,210.2	5,510.2
<b>TOTAL</b>	<b>17,017.5</b>	<b>17,303.7</b>	<b>17,875.6</b>

**POSITIONS**

	<b>FY 2015 ACTUAL</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 GOV. REC.</b>
GF	145.0	143.0	143.0
ASF	82.0	82.0	82.0
NSF	--	--	--
<b>TOTAL</b>	<b>227.0</b>	<b>225.0</b>	<b>225.0</b>

**VETERANS HOME  
20-09-01**

**ACTIVITIES**

- Finalize and complete the continuity of operations plan in conjunction with DTI.
- Continue to work with DTI to complete IT consolidation.
- 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 at all times.
- Recruit highly qualified staff by attending area career fairs, healthcare symposia and other potential sources of Registered Nurse (RN) and Certified Nursing Assistant candidates.
- Maintain and enhance tracking of credentials for RNs and all other credentialed staff to ensure compliance with continuing education and ensure current licensure is maintained.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
Resident and Family Satisfaction Index (out of 5)	4	4	4
Centers for Medicare and Medicaid Services Star Rating (out of 5)	4	4	5
% occupancy rate	90	95	95
# of contact hours and CEU-granting in-service training opportunities offered	82	26	90

**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 27,500 in 2015.

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 \$125 billion, as well as 32 nondeposit trust companies,

two building and loan associations and over 650 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 Office of 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. 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 accomplishments from Fiscal Year 2015 include:

- Chartered one new state-chartered nondeposit trust company;
- Collected \$95 million in bank franchise tax revenues and provided periodic estimates to DEFAC to support the budgetary process;
- Conducted 155 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 662 financial services institutions, and 2,795 mortgage loan originators;
- Resolved 330 written consumer complaints; and
- Awarded \$217,600 in Financial Literacy Education Fund grants to 17 nonprofit organizations, to support financial literacy programs in Delaware.

**FUNDING**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	--	--	--
ASF	3,598.0	3,780.7	3,680.7
<b>TOTAL</b>	<b>3,598.0</b>	<b>3,780.7</b>	<b>3,680.7</b>

**POSITIONS**

	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2017 GOV. REC.
GF	--	--	--
ASF	36.0	36.0	36.0
NSF	--	--	--
<b>TOTAL</b>	<b>36.0</b>	<b>36.0</b>	<b>36.0</b>

**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 nondepository 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 nonprofit organizations to support financial literacy programs in Delaware.

**PERFORMANCE MEASURES**

	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Gov. Rec.</b>
# of bank, trust company, licensee and escheat examinations	155	200	200
# of licensed non-depository institutions	662	630	675
# of licensed mortgage loan originators	2,795	2,500	3,000
# of written consumer complaints resolved	330	400	330
\$ bank franchise tax (millions)	95.0	88.3	89.2