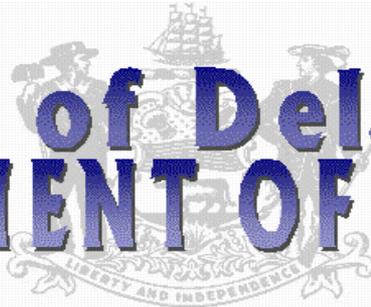


State of Delaware DEPARTMENT OF FINANCE



Performance Management Practices



Delaware Quality
Partnership
April 1, 2011

Department Overview

Mission:

- To provide leadership in securing, allocating, managing and accounting for financial resources critical to the delivery of governmental services and promotion of Delaware's economic health.



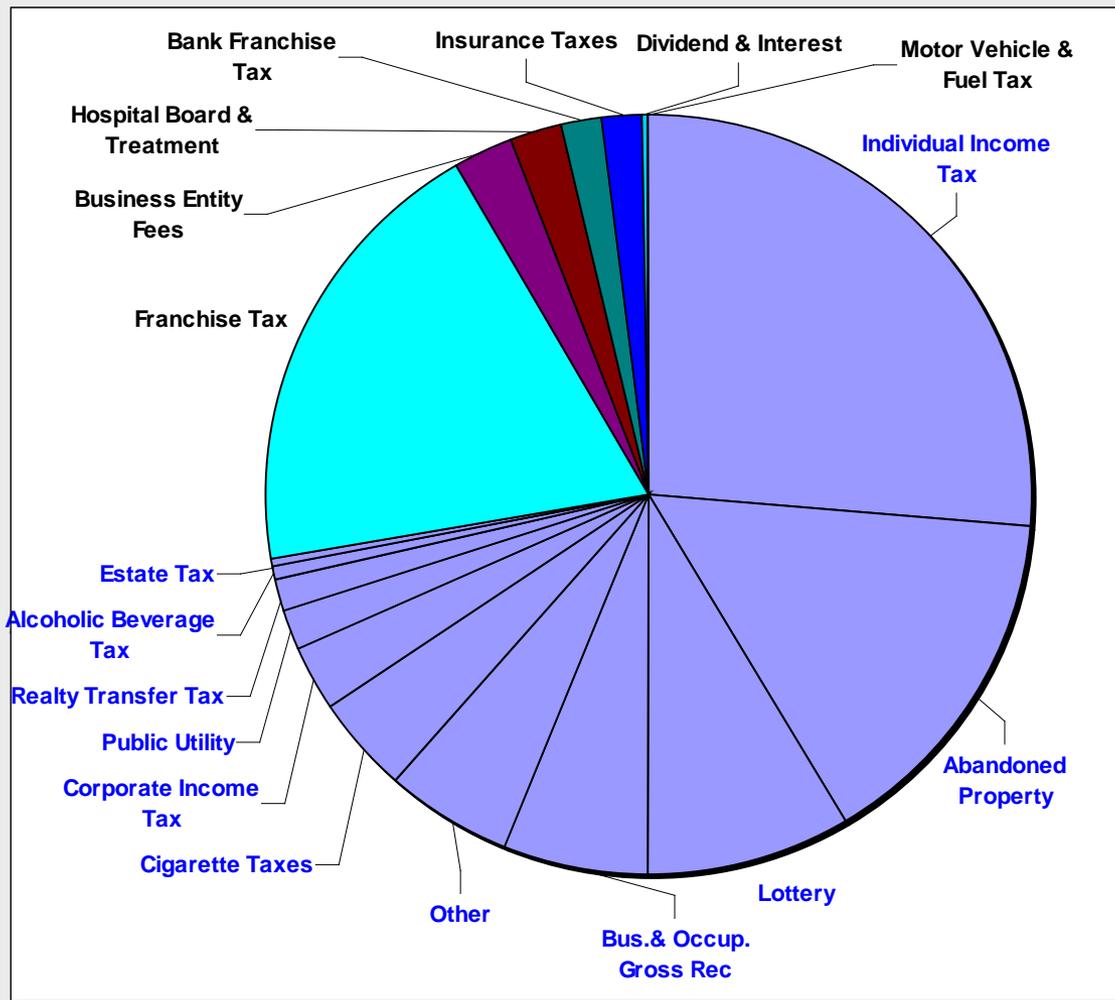
Overview

Business Units:

- Office of the Secretary
- Division of Accounting
- Lottery
- Division of Revenue

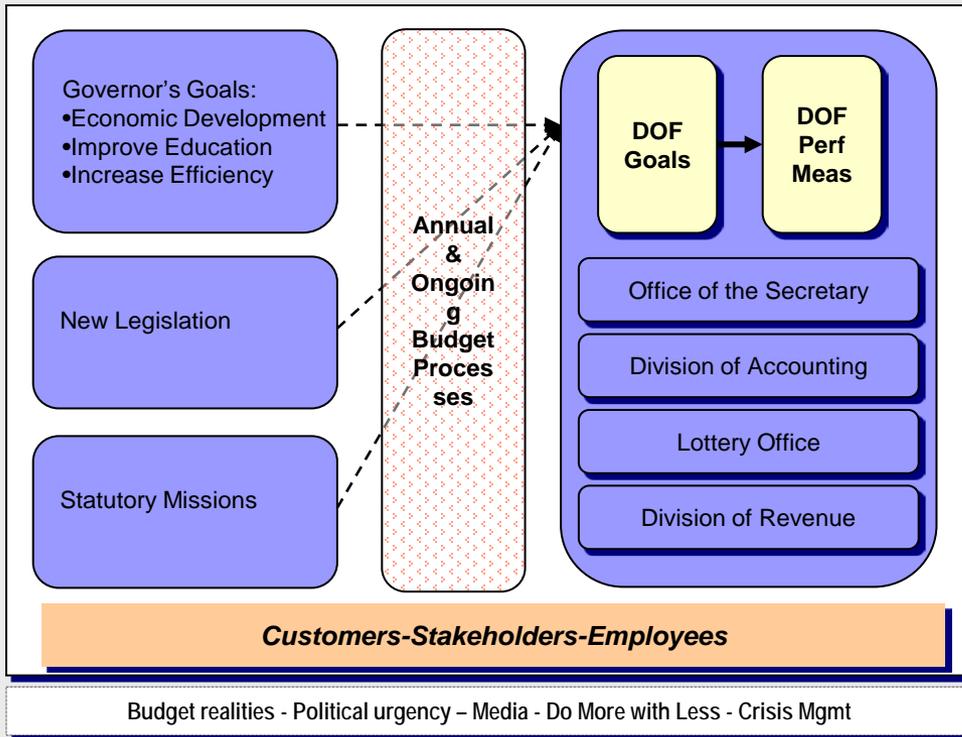
Primary Activities:

- Collect about 70% of GF Revenues
- Support Sound Fiscal Policy
- Manage the State's accounting services and lottery systems



Performance Management Model

Alignment & integration of Goals & Measures with Budget Processes



FINANCE
 25-00-00

Finance

Office of the Secretary
Accounting
Revenue
State Lottery Office

MISSION

To provide leadership in securing, allocating, managing and accounting for financial resources critical to the delivery of governmental services and promotion of Delaware's economic health.

KEY OBJECTIVES

- Promote the financial health of the State by providing technical analysis, policy information and advice on state finances to the Governor, legislature, state agencies, other government entities, pertinent constituency groups and the public.
- Reduce administrative costs by reengineering and streamlining state government to use resources more efficiently and effectively.
- Provide leadership and planning on global financial management issues, including revenues, debt expenditures and credit ratings.

Five-Year Appropriation History

FY 2012 BUDGET HIGHLIGHTS

OPERATING BUDGET:

- Recommend 9.0 FTEs and 9.0 ASF FTEs to meet First State Financials workforce needs.
- Recommend (\$52.1) in Contractual Services and (\$5.0) in Capital Outlay to reflect reductions in operating expenditures.

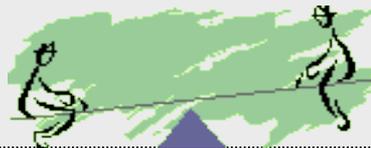
FUNDING			
	FY 2010	FY 2011	FY 2012
	ACTUAL	BUDGET	GOV. REC.
GF	24,331.4	13,568.2	14,177.5
ASF	58,748.1	86,789.8	86,789.8
TOTAL	83,079.5	100,358.0	100,967.3

POSITIONS			
	FY 2010	FY 2011	FY 2012
	ACTUAL	BUDGET	GOV. REC.
GF	219.0	150.0	159.0
ASF	61.0	141.0	150.0
NSF	--	--	--
TOTAL	280.0	291.0	309.0

- Budget Plan documents Mission, Objectives, & Measures
- Objectives integrated with annual budget approval process

Performance Management Model, con't

- Continuous Performance Improvement
 - DGPR
 - Enterprise-wide, Cross-organizational, and Internal Initiatives
- Recognizes varying levels of maturity and capacity



Improvement Initiatives:

DE Government Performance Review

Conduct a One-Time Tax Amnesty	Gross Recoveries = \$33MM
Improve Efficiency of Payroll & Benefits Communications	E-Pay
Consolidate Shared Services	■ State Financial Functions ■ IT Consolidation
Interest Paid on Refunds	Statute passed 6/30/09
Enhance Enforcement Collections	Underway
E-Commerce and Going Paperless	Underway
Assist Toll Collection Enforcement (Refund Intercepts)	FYTD Recoveries = \$45K



Priority Goals:

Office of the
Secretary

Maintain secure, accurate and transparent financial systems that are consistent with recognized best practices.

- Budgeting (appropriation and debt limits, consensus revenue forecasting, multi-year expenditure forecasts, capital improvement plans)
- Rating agency “controllable” criteria

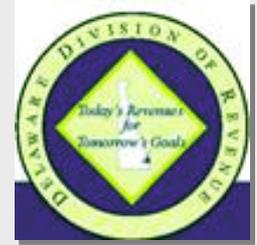
Financial Reporting (clean audit opinion / CAFR award)

- First State Financials
- Staff involved in monitoring project management progress and milestones

Achieve maximum revenue contributions (\$263.1 million in FY12) to the state’s General Fund from Delaware’s lottery, thereby helping the delivery of services to the people of Delaware.



Priority Goals: Revenue

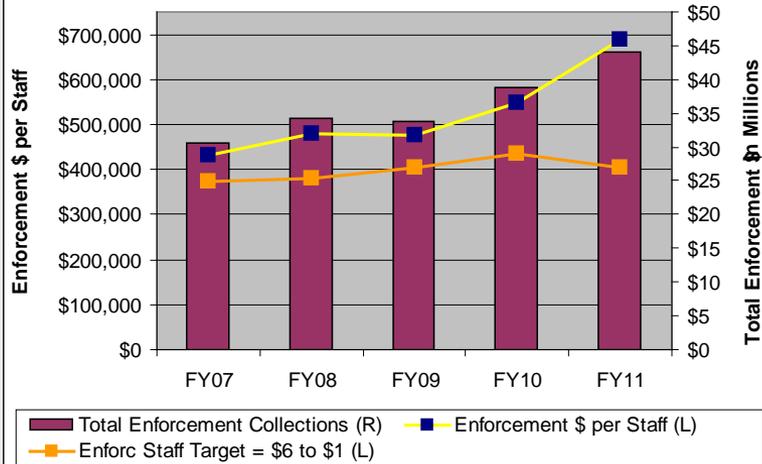


- Expand the use of electronically filed returns to increase processing efficiency and accuracy while reducing refund cycle times and costs.
- Integrate the Division's technological and human resources to produce a balanced, comprehensive and cost-effective enforcement program.
- Provide courteous, professional, and timely service to taxpayers

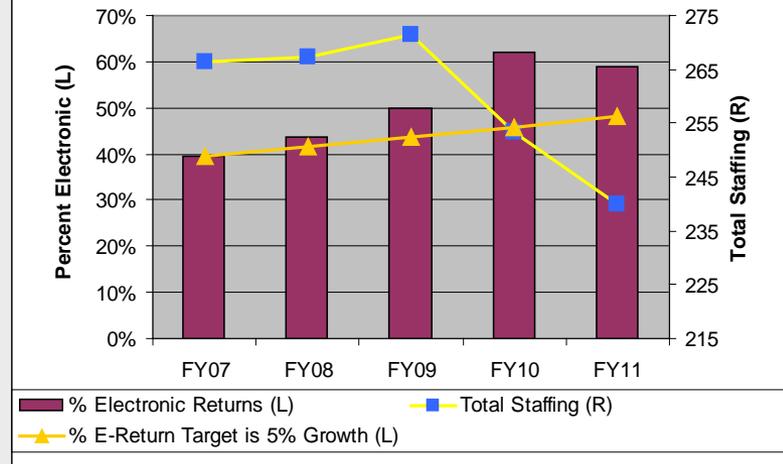


High Level

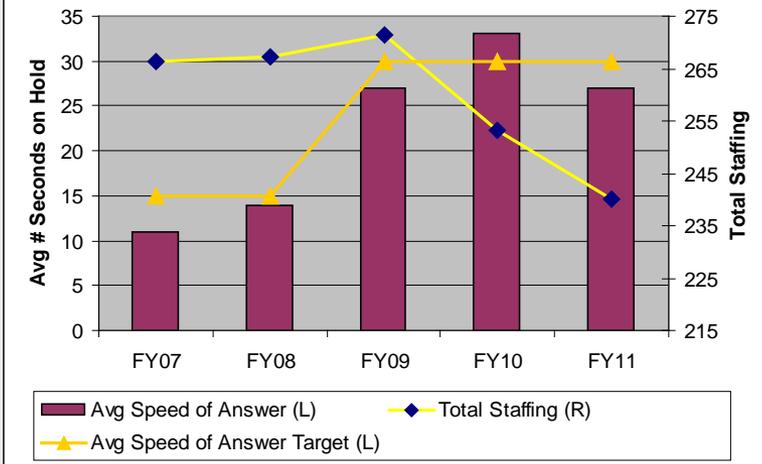
Enforced Collections: Total & \$ per Enforcement Staff



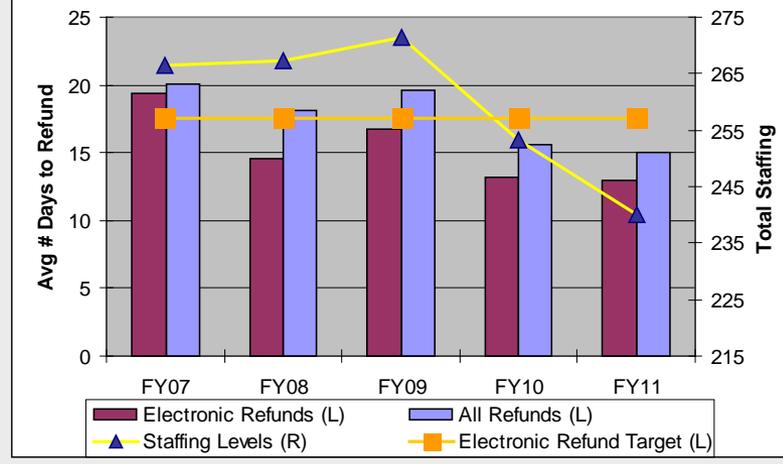
Percent Electronic Returns & Total Staffing



Avg Speed to Answer Calls vs. Staffing Levels



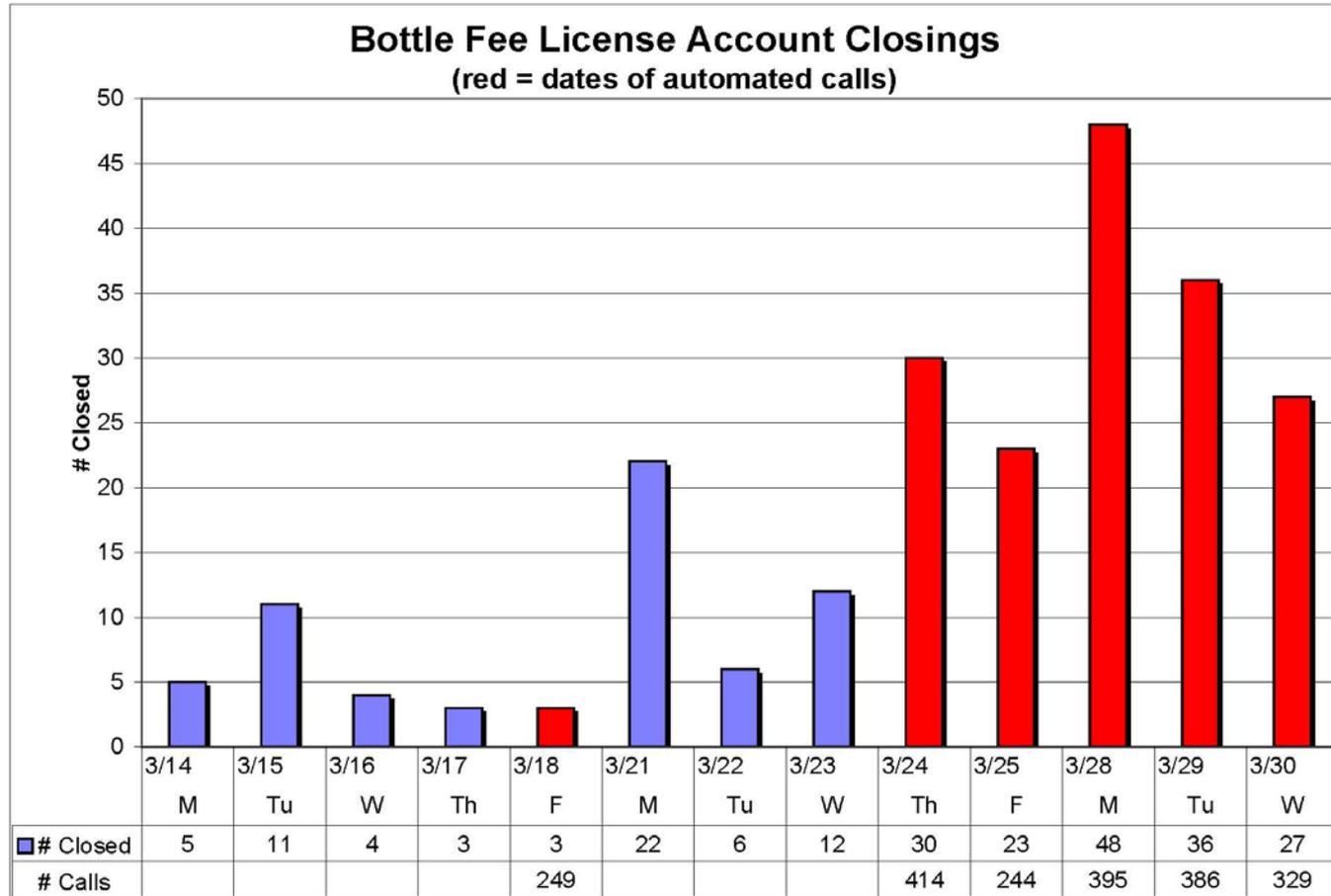
Refund Issuance Time vs. Staffing Levels



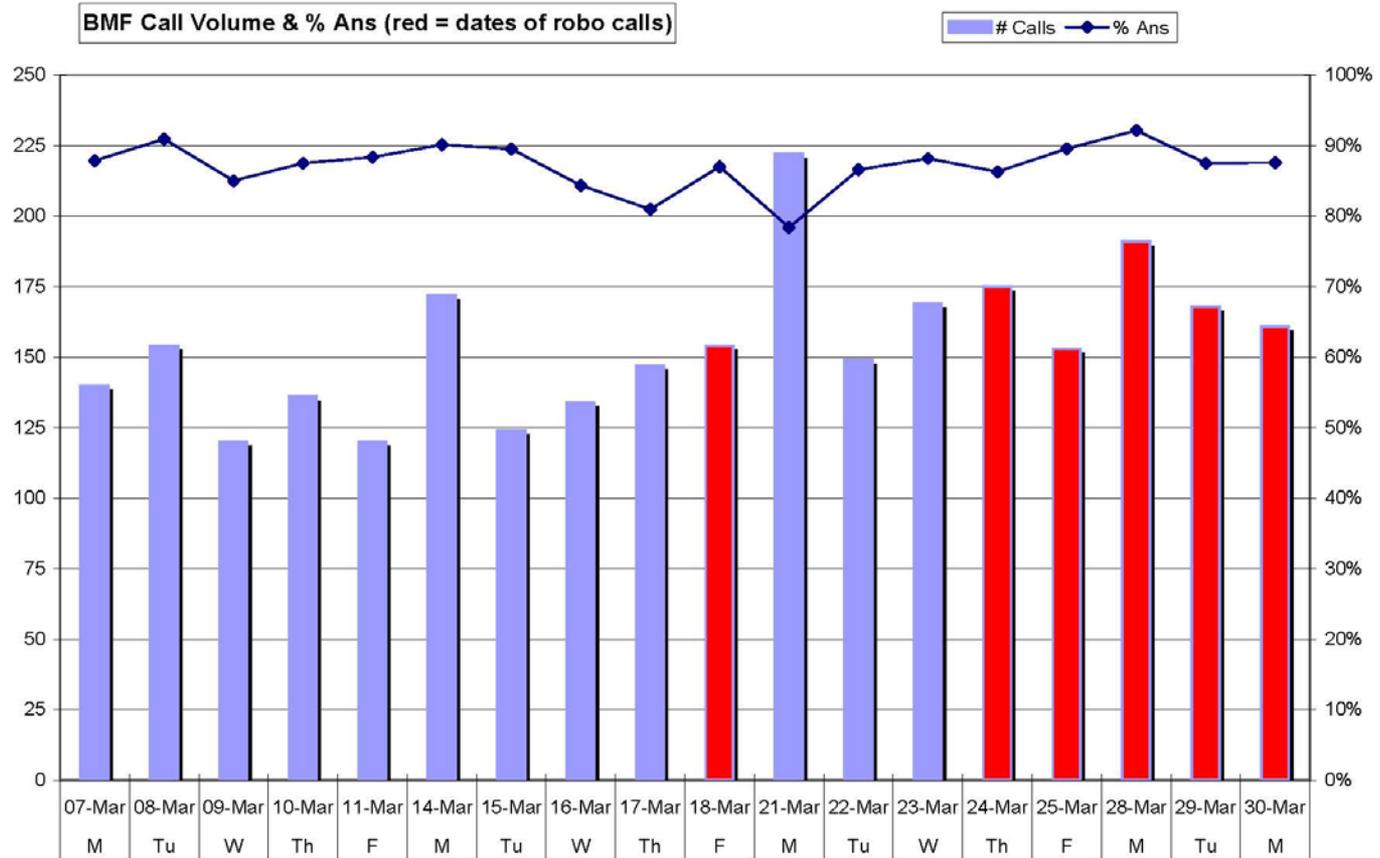


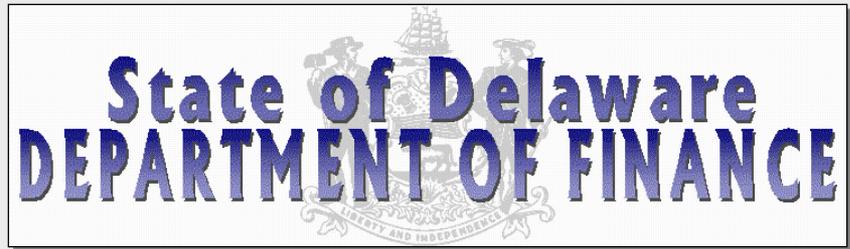
Project Level

Beverage Fee Compliance: Automated Call Program



Project Level, con't





Questions or Comments?

Thank You!

