

ACTION PLAN FOR DELAWARE



The words “thank you” hardly seem enough to express our sincere gratitude for the time and talents committee members have generously given to this plan. Their abilities to look at the issues and see inside them—gathering insight along the way—have been invaluable in forging a path forward.

Thank You

Tony Allen, Ph.D. • Desmond Baker • Adam Balick • Neeraj Batta • Ted Becker
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Nancy J. Shevock • Albert Shields • Lt. Col. Angela Showell • Donna Smits
Jocelyn Stewart • Mark Turner • Megan Williams • Mary Jane Willis



Fellow Delawareans,

I am excited and energized about the journey we're ready to take. The road to change in our state that this plan sets forth is important to us—not just today but tomorrow, because of its impact on future generations.

We are facing some significant challenges. But we are ready to meet them.

Ensuring that children are reading and ready to learn when they enter school. Operating more efficiently, using our financial resources to do more with less. Giving businesses a boost by focusing on entrepreneurship, job creation, and the retraining of our workforce. Keeping people healthier, helping them manage and avoid chronic diseases. Making our communities safer and stronger.

Our committee members have spent innumerable hours putting together a plan to get us started. They came together at my request to exchange ideas and share opinions. The result of their experience and insight is detailed in this report. These recommendations will give us the foundation we need to make change possible.

In the end, this is all about you—the people I was elected to serve—from one end of the state to the other. We all want the same thing. To live better lives. To help our children get a good education that leads to a bright future. To earn a good living. And to stay healthy so that we can enjoy life.

This plan is just the beginning.

I can't wait to see what we will achieve together.

A handwritten signature in black ink that reads "John C. Carney". The signature is written in a cursive, flowing style.

January 19, 2017

The Honorable John C. Carney
State of Delaware
Office of the Governor
820 N. French St., 12th Floor
Wilmington, DE 19801

Dear Governor Carney,

On behalf of the members of your transition team and the many more Delawareans who have offered their thoughts and recommendations, we would like to thank you for the opportunity to participate in this process and help shape your vision of Delaware's future.

We are pleased to present this report to you and your administration. The goal of our work over the last two months was to develop an action plan that will help guide your term in office and move the state toward your vision for making Delaware a place where every person has a chance to be successful.

We are mindful of the many challenges facing our state, including looming fiscal issues that will confront you and your administration immediately upon entering office. Our goal in providing this report is to foster collaboration around clear priorities and begin important discussions on the difficult decisions to be made as quickly and effectively as possible.

This report benefitted greatly from the time, expertise, and commitment of hundreds of Delawareans—leaders and experts from business, the public, and nonprofit organizations. Together, they spent countless hours sharing their thoughts, debating ideas, and identifying strategies that will strengthen our state.

While it was our charge to prepare this report, we stand ready to support your administration's efforts going forward to implement its recommendations and others you see fit to enact. Delawareans have always come together to find common ground on solutions that will benefit our state. We look forward to supporting you in these efforts.

Sincerely,



Doneene Damon, Esq.
Chair, Economic Development and Healthy
Environment Committee



Todd F. Lawson
Chair, State Budget and Workforce Committee



Lolita A. Lopez, FACHE
Chair, Education and Healthy Families Committee



Charles A. Madden, J.D.
Chair, Public Safety and Strong Neighborhoods Committee



William Bowser, Esq.
Chair, Governor-elect Transition Team

Table of Contents

THE BIG PICTURE **1**

RECOMMENDATIONS **3**

Economic Development and Healthy Environment Committee

Public Safety and Strong Neighborhoods Committee

Education and Healthy Families Committee

Budget and Workforce Committee

APPENDIX **28**

THE BIG PICTURE

Delaware is at a crossroads. In many ways, the state is well-positioned to be strong, productive, and prosperous for decades to come. Its strategic location along the East Coast makes it a hub for national and international commerce. Delaware has one of the most educated, highly skilled workforces in the nation. And this workforce is supported by a system of higher education institutions that are taking on the challenges of equipping Delawareans with the skills they need in a modern, innovation-based economy.

Delaware's friendly and predictable business environment has made the state the corporate home for more than 60 percent of Fortune 500 companies and more than half of U.S. publicly traded companies. The state's financial services, healthcare, biotech, and pharmaceuticals industries employ tens of thousands of Delaware workers. And the state has maintained a thriving agriculture industry while preserving farmland and open space at a rate that's among the highest in the nation.

The quality of life that Delaware offers its residents and visitors is second to none. Few other states can match the appeal of Delaware's vibrant arts scene, tourist attractions, beautiful and clean beaches, and precious natural resources—all within a short distance.

At the same time, Delaware faces very serious challenges that, if left unaddressed, threaten the bright future of the state and its residents. In recent years, key manufacturing jobs that provided middle-class incomes for thousands have left the state. Employers that have been part of the fabric of Delaware's economy for generations have moved on or drastically cut their operations.

The state budget has structural challenges. Revenue is in decline, while the cost of government and the services Delawareans depend on continue to grow. Difficult decisions have been put off, and these challenges are beginning to threaten the state's ability to care for its most vulnerable residents, and to make smart investments in economic and educational opportunities for its youth that will define our future.

It's time to come together.

It's time for Delaware's elected, business, and community leaders to renew their commitment to solving the state's challenges by focusing on its strengths, making needed improvements, and building a state that's prepared to succeed now and into the future.

Delaware has all the components it needs to thrive: talented and creative people, a diverse economy, infrastructure, beautiful natural resources, a strategic location, and more. But, too many in our state are struggling.

January 17th is the beginning of an opportunity.

This is a chance to bring new ideas and a fresh perspective that will help Delaware unlock its full potential. We can be a state that leads the transition to an innovation economy. A state where good jobs are plentiful and all Delawareans have an opportunity to earn a livable wage. A state that educates all of its children and prepares them for the jobs of the 21st century. A state that cares for and supports those in need. And a state that operates efficiently, manages its resources, makes strategic investments, and improves the quality of life for its residents and communities.

The following pages outline an action plan to help Delaware achieve these goals. There are recommendations, made with input from hundreds of Delawareans and considered by the issue-area experts on Governor-elect Carney's Transition Team, that the Carney administration might consider immediately and throughout the course of its term, to move Delaware toward this collective vision.

**ACTION
PLAN
FOR
DELAWARE**

Recommendations

A blue-tinted photograph of people walking on stone steps. In the foreground, a person is seen from the waist down, wearing dark trousers and a dark jacket, carrying a dark briefcase. They are walking up the steps. In the background, other people are visible, including a woman in a white dress and high heels. The text "Economic Development and Healthy Environment Committee" is overlaid in a white, italicized serif font.

*Economic Development and
Healthy Environment Committee*



“ This program provides a really comprehensive level of education and training. After finishing the program, I took and passed a certified energy manager exam—a tough certification to get—that is the industry standard. I feel the program prepared me well. ”

—BJ Vanover, Newark

BJ Vanover worked in construction as a pipefitter for 12 years. He decided he wanted another challenge—one that would put him on a new career path and improve his skills, and still allow him to provide for his family. He enrolled at DelTech in Energy Management—one of the Career Pathways programs. BJ had always recognized the benefits of environmentally friendly materials. Considering the changes he saw in the industry, he felt this was a good field to enter. He recently earned his associate’s degree—graduating with a 3.7 GPA—and now works at Warren Energy Engineering. BJ is continuing his education at UD, majoring in Energy and Environmental Policy.

BEING RESPONSIVE AND RESPONSIBLE

To enhance our own economic future, we must take advantage of our strengths. Delaware is known for its world-class workforce and its competitive tax and regulatory business environment. Our strategic location along the East Coast offers a great quality of life—from the beaches in southern Delaware to the rolling hills in the north to a vibrant art scene to environmental attractions across the state. Our plan is to find ways to grow what we have and repurpose some of what we've lost. Revitalizing industrial sites will help create new jobs. We want to support traditional and minority- and women-owned small businesses, and encourage entrepreneur investment and venture capital startups. Strengthening Delaware's current workforce by establishing programs that are responsive to the needs of today's job market will also give us a competitive edge.

Preserving Delaware's natural resources for future generations is another top objective. Our plan calls for supporting Delaware's strong agriculture industry by reducing permit barriers for farm construction projects and preserving farmland. We also want to study the need for and cost of improving Delaware's water and wastewater infrastructures and investing in coastal resilience measures to help mitigate the impact of climate change.

Delaware will have a prosperous future. The state is populated with people who know the importance of hard work and strong relationships. Living better, staying healthier, and enjoying the fruits of our labor are things we all want.

What this means for Delaware:

- New jobs will be created by revitalizing unused industrial sites through regulation review, purchase incentives, and streamlined cleanup and permit review processes.
- Traditional, minority- and women-owned small businesses will be supported through improved contract application, entrepreneur center creation, and credit and capital access.
- An innovation economy will be built through greater public-private partnerships, science and technology enhancement, venture capital and startup access, and broadband internet expansion.
- The workforce will be strengthened through job creation, training, and career pathways programs designed to meet emerging needs.
- Unnecessary administrative burdens to economic growth will be eliminated.
- Our agriculture economy will grow through crop initiatives, permit barrier reduction for farm construction, farmland preservation, and shellfish aquaculture support.
- Delaware's natural resources will be preserved through waterways improvement, farmland and open space preservation, and climate impact measures.

Policy Objective: Create new jobs by revitalizing unused industrial sites			
Suggested Action Items	Responsible Party	Timeline	Cost
Improve efficiency and consistency in permit review process using value stream mapping process.	DeIDOT, DNREC, DEDO, DSHA, State	1 year	Time of existing staff Basic technology upgrades should cost <\$500K Broader upgrades and tying systems together: TBD
Review Coastal Zone Act and associated regulations.	DNREC, State	3-4 months	\$0
Expand and encourage use of the Brownfields program to incentivize purchase and cleanup of sites.	DNREC, State	1 year	\$10-12M/yr
Expand the Port of Wilmington.	Governor, General Assembly	Year 1 and ongoing	\$200M+ (combination of public and private investment)

Policy Objective: Support traditional, minority-, and women-owned small businesses			
Suggested Action Items	Responsible Party	Timeline	Cost
Promote existing State Supplier Diversity Program.	DEDO	Ongoing	TBD
Ensure minority- and women-owned businesses' understanding of state contract application.	DEDO	1 year	\$150,000
Foster and connect business incubators and entrepreneur centers statewide.	DEDO, SBDC, PTAC	Ongoing	TBD
Facilitate access to credit and capital to foster small business and entrepreneur growth.	DEDO, DE Business Roundtable, SBA, Financial Services industry	Immediate and ongoing	TBD

Policy Objective: Build Delaware’s innovation economy			
Suggested Action Items	Responsible Party	Timeline	Cost
Explore new model for DEDO that includes greater public-private partnership and is focused on entrepreneurial-innovation economy.	Governor’s Office, DEDO, Delaware business community	Ongoing	TBD
Create and implement a Science & Technology Plan. The plan should focus on developing a coordinated strategy for economic growth in industries like energy, agriculture, biotechnology, information technology, and sustainable chemistry. It should include strategies for strengthening Delaware’s workforce in these industries and developing a more effective system for transferring innovative ideas, intellectual property, and technology from research labs to the marketplace.	Governor’s Office, DEDO, Higher Education Institutions, DOE	Development: 3-6 months Implementation: Ongoing	TBD
Establish plan to increase access to venture capital to Delaware startup businesses and entrepreneurs. Plan to include an infrastructure for “ladder funding” from angel to series investment.	DEDO, Entrepreneur and Investment Community	2 years	TBD
Prioritize the collection, publishing, and maintenance of open data across all state agencies.	Governor’s Office; State Agencies; DTI; Dept. of State	Ongoing	\$0
Review, update, and reissue Executive Order to continue the work of the Open Data Council and maintain state’s open data portal.	Governor’s Office; State Agencies; DTI; Dept. of State	3 months	\$0
Establish the Delaware Open Data Challenge.	Governor’s Office	1 year	\$75,000 - \$100,000
Evaluate location of broadband internet deserts across the state.	DTI, broadband providers	1 year	\$0
Prioritize expansion of broadband internet in underserved areas of the state.	Governor’s Office, Higher Education Institutions, broadband providers	Ongoing	TBD

Policy Objective: Strengthen Delaware’s world-class workforce			
Suggested Action Items	Responsible Party	Timeline	Cost
Identify industries that represent best opportunities for economic growth and job creation.	DEDO, DOL & DOE, Higher Education Institutions, Business community	Immediately and ongoing	\$0
Inventory skills needed for available jobs in these high growth industries.	DEDO, DOL & DOE, Higher Education Institutions, Business community	Immediately and ongoing	\$0
Align workforce development training to opportunities and identified skills gaps.	DEDO, DOL & DOE, School Districts, Higher Education Institutions, Business community	Immediately and ongoing	TBD
Provide funding to establish rapid response training programs for emerging needs.	Governor’s Office, General Assembly	1 year	\$500,000
Reach 50% of eligible high school student participation in Delaware Pathways programs by 2019.	DDOE, School Districts, Delaware Tech	3 years	TBD

Policy Objective: Eliminate unnecessary administrative burdens to economic growth			
Suggested Action Items	Responsible Party	Timeline	Cost
Create the Council for Fast Track Job Growth. Council's focus will be to ensure major job-creating projects receive timely and predictable regulatory review.	Gov. Office, General Assembly, DEDO, DOL, DeIDOT, Office of State Planning & DNREC	1 year	\$300,000 annually

Policy Objective: Grow Delaware's agriculture economy			
Suggested Action Items	Responsible Party	Timeline	Cost
Support and expand cover crop initiative; make continued improvements to nutrient management programs.	DNREC, OMB, DDA, General Assembly	Ongoing	\$2M annually for core programs
Continue implementation of Shellfish Aquaculture Program.	DNREC, DDA	Immediate and ongoing	TBD
Review and reduce permitting barriers for farm construction projects.	DNREC, DeIDOT, DDA	Immediate	\$0
Preserve average of 4,000 acres of farmland per year.	Governor's Office, General Assembly, DDA, OMB, DFS	Year 1 and ongoing	\$10M annually budgeted

Policy Objective: Preserve and protect Delaware's natural resources for future generations			
Suggested Action Items	Responsible Party	Timeline	Cost
Review recent state studies on the need and cost to improve Delaware's waterways and water infrastructure; prioritize key projects.	Governor's Office, General Assembly, DNREC	3 months	\$0 for review; TBD for project implementation
Invest in Open Space and Farmland Preservation Programs.	DNREC, DDA	Year 1 and ongoing	\$10M annually
Invest in coastal resilience measures at the state and local level to reduce impact of climate change.	DNREC OMB DHS/ DEMA	Immediate and ongoing	\$10-15M/year

A blue-tinted photograph of a suburban neighborhood. The image shows a row of large, multi-story houses with gabled roofs and brick accents. In the foreground, there is a well-maintained lawn and a concrete sidewalk. The overall scene is peaceful and represents a strong community.

*Public Safety and Strong
Neighborhoods Committee*



“ We have a habit of focusing on the individual who presents to us. If we don’t consider resources for their family, friends, and neighbors, odds are they will revert back to what is comfortable for them. ”

—Domenica Personti, LCDP, CADC, CCDP-D, CPS, Project Director, Change Leader, Visionary

Domenica Personti struggled with significant behavioral health challenges through her youth and young-adult life. She first entered into treatment at 14, and continued to engage in unhealthy situations that led to justice involvement and ongoing struggles for many years. She has since earned a master’s degree, and has spent the last 19 years of her life working in the behavioral health field and sharing her story of resiliency and hope in an attempt to help and heal others. Looking back, she realizes there were a lot of people who supported her to help her get well. As she puts it, people who work in human service fields have to remember that they are advocates first, and have a common goal to heal individuals as well as communities. We can’t continue to stay in our individual lanes when it comes to providing help for individuals struggling with behavioral health challenges. Collaboration on all fronts can get results—from asking for input from targeted audiences to collaborating within the community. Domenica firmly believes that we can do more through meaningful collaboration and strategic partnerships.

STRENGTHENING SUPPORT

Strengthening the relationships between law enforcement and communities will make our neighborhoods safer. Because we recognize there are hot spots where safety is of particular concern, we want to target resources to those areas as well as to high-risk offenders. Increasing community center hours in areas where there is violent crime will keep kids in high-risk neighborhoods off the streets and engaged in positive activities. Equipping those reentering society with tools they need to succeed will reduce the total prison population and help offenders reemerge as positive contributors to our communities. Accomplishing this will require evaluating offenders for addiction and behavioral health needs and providing them with better access to services. To help people get their lives back on track, we want to create more quality housing options within distressed communities and ensure that all Delawareans have safe, affordable places to live.

What this means for Delaware:

- Stronger partnerships will be established among law enforcement agencies and communities through new policy strategies.
- High-risk offenders will be targeted, and state and local law enforcement resources will be leveraged to keep neighborhoods safer.
- New technologies will be used to fight crime and protect the public.
- Educators and kids will be given better tools and ways to avoid violent criminal activity.
- Those reentering society will have the tools they need to succeed through an expansion of programs for low-risk offenders, an enhanced ability to join the workforce, and better access to mental health and addiction services.
- Safer, more affordable housing options will be available within distressed communities through public, private, and nonprofit partnerships, and better financing and homeownership incentives.

Policy Objective: Target resources on high-risk offenders and hot spot areas			
Suggested Action Items	Responsible Party	Timeline	Cost
Convene Governor’s Criminal Justice Summit to establish stronger partnerships among law enforcement agencies and community stakeholders.	Governor’s Office, DE Dept. of Justice, Delaware Office of Defense Services, Judiciary, Delaware Bar Association, Access to Justice Commission, Representatives from state, county, and municipal police departments	100 days	Approx. \$50,000 (includes travel and accommodations for four speakers. Lunch and light refreshments for approx. 100 attendees and venue)
Create cross-jurisdictional Hot Spot Task Force to leverage state and local law enforcement resources.	Governor’s Office, all State and local law enforcement agencies	100 days	\$0
Adopt use of telephone-based court appointment reminder system.	Delaware Judiciary, Access to Justice Commission, DE Dept. of Justice, Attorney General, DE Office of Defense Services, SMART Commission	1 year	Approx. \$50,000 annually

Policy Objective: Equip those re-entering society with the tools needed to succeed			
Suggested Action Items	Responsible Party	Timeline	Cost
Reduce total prison population by at least 5% per year. <i>NOTE: a. Divert low-risk drug offenders to community based treatment b. Expand current pretrial programming (inside DOC and in community) c. Examine compassionate release for aging and infirm.</i>	Governor’s Office, DHSS, Dept. of Justice, Office of Defense Services, Dept. of Corrections, Dept. of Labor Dept. of Education, Access to Justice Commission, Judiciary/ Reentry Court	4 years	Savings of \$33,000/ inmate
Reduce recidivism rate by at least 5% per year.	Governor’s Office, DHSS, Dept. of Justice, Office of Defense Services, Dept. of Corrections, Dept. of Labor Dept. of Education, Access to Justice Commission, Judiciary/ Reentry Court	4 years	TBD
Add the Division of Professional Regulations to the I-ADAPT membership.	Governor’s Office	100 days	\$0
Restrict “look back” period to 10 years for former offenders seeking professional licenses.	Governor’s Office, General Assembly	6 months	\$0
Reduce waiting period for applying for a professional license after a criminal conviction.	Governor’s Office, General Assembly	6 months	\$0

Policy Objective: Build stronger relationships between community and law enforcement			
Suggested Action Items	Responsible Party	Timeline	Cost
Prioritize state funding for community policing strategies.	General Assembly, Governor's Office, DE Dept. of Justice, leaders of state and local law enforcement agencies, UD, DSU, local businesses, neighborhood associations	6 months	No additional funding
Review and revise police training at state and local levels on use of force to emphasize de-escalation of violence.	Council on Police Training, Delaware Police Academies, Delaware Dept. of Safety & Homeland Security	1 year	\$0
Use new technologies to fight crime and protect the public, such as License Plate and Facial Recognition technology, Body Worn cameras, Mobile In-car Camera System, Surveillance Cameras and Licenses, Surveillance Camera Video Management System, Emergency Notification System.	DE Dept. of Justice, State and local law enforcement agencies, UD, DSU, Leaders of county and municipal governments, local businesses	1 year	License Plate Recognition and Facial Recognition Package Approx. Unit Cost - \$82,000 Approx. Server Cost \$10,000 Body Worn Cameras Approx. Unit Cost - \$1,600 Approx. Server Cost \$12,000 Mobile In-Car Camera System Approx. Unit Cost - \$6,000 Surveillance Cameras & Licenses Approx. Unit Cost - \$3,000 Surveillance Camera Video Management System Approx. Unit Cost - \$100,000 Emergency Notification System Approx. Unit Cost - \$40,000
Require implicit bias and racial sensitivity training for all State law enforcement personnel.	Governor's Office, Access to Justice Commission	1 year	Approx. \$20,000 per every 10,000 individuals

Policy Objective: Give educators and kids better tools and opportunities			
Suggested Action Items	Responsible Party	Timeline	Cost
Increase community center hours in areas prevalent with violent crime.	Dept. of Services for Children, Youth and Families, Community Centers	1 year	TBD
Require school attendance until age 18.	Governor's office, General Assembly, DOE, School District, DSEA	TBD	\$1.4 M (local district share - \$617,000)

Policy Objective: Provide better access to mental healthcare and addiction rehabilitation			
Suggested Action Items	Responsible Party	Timeline	Cost
Complete a Risk/Needs Assessment to screen all offenders upon prison entry, including for addiction and mental health treatment needs.	Department of Corrections, DHSS Division of Substance Abuse & Mental Health	Immediate and ongoing	\$24,000 (\$10,000 Risk Needs Responsivity (RNR) annual fee and \$14,000 for 50 user licenses @ \$280 ea.) Level of Service Inventory-Revised (LSIR) \$16,000
Conduct independent evaluation all addiction and mental health treatment programs for effectiveness.	DHSS	Immediate and ongoing	\$80,500 (to evaluate two behavioral health programs per year)
Require all Delaware addiction and mental health treatment programs to meet DSAMH licensure standards.	DHSS, General Assembly	1 year	\$0

Policy Objective: Create safer, more affordable housing options within distressed communities			
Suggested Action Items	Responsible Party	Timeline	Cost
Create Safe Communities Task Force, consisting of public, private and non-profit stakeholders, to develop and implement comprehensive redevelopment plans for areas of need identified in most recent Delaware Housing Needs Assessment.	Governor's Office, DSHA, DelDOT, DNREC, Office of State Planning, County and municipal leadership, Representatives from development, engineering, and financial services industries	6-9 months	TBD
Create and fund a statewide gap financing program to incentivize greater use of Delaware's 4% federal Low Income Housing Tax Credit allotment.	Governor's Office, General Assembly, DSHA	6 months	\$2M

*Education and Healthy
Families Committee*





“I’m trying to change lives.”

—Johnny Means, Delaware Military Academy Senior

Every day after school, Johnny Means teaches chess at Neighborhood House. Seeing the crime in his Southbridge neighborhood, Johnny wanted to find a way to change kids’ lives by giving them a way to build skills. He has seen how developing long-term thinking through chess has helped change behaviors. His work has given birth to a nonprofit—The Wilmington Urban Chess Initiative—that sponsors chess tournaments, giving kids the chance to compete with players from other states. A senior at Delaware Military Academy, Johnny plans to enter college and pursue a business degree in the future. He’s also considering a political career. Giving back to the community is something he values highly.

IMPROVING LIVES

Healthy communities can't exist without opportunities for the people in them to learn and to live healthy lives.

We want to ensure that all children get to kindergarten ready to learn. We can do this by giving educators and students the tools and resources they need and by more effectively using the Department of Education as a support agency for students, teachers, and schools. We should also encourage an equal emphasis on graduating both career-ready and college-ready students—recognizing that our workforce needs those who are electricians, dental assistants, and IT techs as much as it does nurses, teachers, and engineers.

To help Delaware families get and stay healthy, we need to make better use of our resources to increase the quality of healthcare for all Delawareans. Efforts underway by the Delaware Center for Health Innovation and the Delaware Cancer Consortium are a good start. Our plan calls for ramping up efforts to reduce the impact of obesity and other chronic diseases, as well as developing a stronger coordination of services for children and families to help them live healthier, happier lives.

What this means for Delaware:

- All Delaware children will enter kindergarten ready to learn, guided by a Family Services Cabinet Council, placing a priority on early learning and programs that promote it.
- Students and teachers will have the tools and resources they need by expanding funding for low-income and at-risk students, enhancing professional development for educators and mental health and wellness services for students.
- The Department of Education will be a support agency, collaborating with schools, educators, and students
- All students will graduate high school career- and college-ready after taking advantage of internships and workplace job shadowing and career pathways programs.
- Health outcomes will be improved and health costs will be reduced for all Delawareans by implementing the SIM grant initiatives, continuing the work of the Delaware Cancer Consortium to reduce cancer mortality and incidence, reducing obesity and chronic diseases, and by addressing the prevention and treatment of substance abuse and mental health.
- The number of children born addicted or exposed to drugs will be reduced through new frontline training of the workforce, help for at-risk parents, early intervention for adverse childhood experience exposure, protocol development for substance-exposed infants, and information dissemination for at-risk families.

Policy Objective: Ensure all children get to kindergarten ready to learn			
Suggested Action Items	Responsible Party	Timeline	Cost
Strengthen governance and alignment of services for students, schools, and families with the creation of a Family Services Cabinet Council with defined mission, vision, and outcomes.	Governor's Office & impacted Executive Branch agencies	100 days	\$0
Elevate Office of Early Learning within the Department of Education's organizational structure.	Secretary of Education	100 days	\$0
Review and evaluate the recommendations of the Early Learning Workforce Professional Development Plan.	Office of Early Learning, DSCYF, DDOE, DHSS, OMB	100 days	\$0
Maintain support for Delaware's STARS and associated early education programs.	Governor, General Assembly	Year 1 and ongoing	TBD
Expand school-based health centers into elementary and middle schools.	DOE, DHSS, DSCYF	TBD	TBD

Policy Objective: Giving educators the tools and students the resources they need			
Suggested Action Items	Responsible Party	Timeline	Cost
Ensure students' assessments measure student success based on multiple measures of developmental growth rather than only test scores. Utilize ESSA to develop more student-centered assessments.	DDOE, Relevant education stakeholders	100 Days	\$0
Amend the current funding formula to provide direct state support for low-income students, English language learners, K-3 Special Education, and other students at-risk.	Governor's Office, General Assembly	Action in Year 1, but phased in over multiple years	\$15 million for three county pilot in Year 1. Full implementation cost TBD
Enhance meaningful, timely, and personalized professional development that is centered on common themes from districts and communities, such as trauma-informed practice, communication with families, cultural competency, learning and the brain, and standard-based training.	DDOE	Immediate and ongoing	TBD
Enhance the coordination of mental health services and wellness centers for students and schools.	DDOE, DHSS, DSCYF	1 Year	TBD

Policy Objective: Refocus the role of DOE from a regulatory agency to a support agency			
Suggested Action Items	Responsible Party	Timeline	Cost
Foster collaboration and build partnerships with local education agencies and between local education agencies.	DDOE, Secretary of Education	Immediate and ongoing	\$0

Policy Objective: Ensure that all students graduate high school and are career and college ready			
Suggested Action Items	Responsible Party	Timeline	Cost
Increase the availability of apprenticeships, internships and workplace job shadowing to enable all Delaware students to have access to workforce experiences.	DDOE, School Districts, Delaware business community	Immediate and ongoing	\$0
Expand the Career Pathways program to increase student accessibility to technology, advanced manufacturing, and service-related internships.	DOE, Delaware Technical & Community College, DSCC, NCCCC, School Districts, Unions and Trade Associations	Year 1	TBD
Expand the Career Pathways program into middle schools.	DOE, Delaware Technical & Community College, DSCC, NCCCC, School Districts, Unions and Trade Associations	Years 3-4	TBD

Policy Objective: Improve health outcomes and reduce health costs for all Delawareans			
Suggested Action Items	Responsible Party	Timeline	Cost
Fully implement the federal SIM grant plan by accelerating the work of the five SIM primary drivers of innovation: 1) Payment Reform; 2) Practice Transformation; 3) Health Information Technology; 4) Healthy Neighborhoods; and 5) Workforce Development.	DCHI in collaboration with DHCC, DHIN, DHSS, health care providers and other stakeholder groups and organizations	2-4 years	Grant funds of \$15-17M
Strategically align resources with the objective to drive statewide healthcare innovation, improve health outcomes, lower costs and create long term sustainability of the SIM effort.	Governor's office & impacted state agencies	1 year	\$0
Appoint a Health Policy, Planning and Finance Advisory Council (HPPFAC) to plan for anticipated federal changes in Medicaid and ACA financing in order to ensure long-term sustainability of health insurance coverage for all Delawareans.	Governor's office & impacted state agencies	First 100 days	Request use of CMMI funds
Fully leverage the state's purchasing power and regulatory authority to maximize savings for Medicaid, State Employee Health Benefits, and other smaller health benefit purchasing programs.	Governor's office, DHSS, Corrections, other impacted state agencies	Immediate	TBD
Evaluate and implement the recommendations of the Delaware Cancer Consortium.	Delaware Cancer Consortium Board in collaboration with DHSS and DPH	1-4 years	TBD
Launch statewide effort to reduce the impact of obesity and chronic disease.	DHSS, DPH and DCHI	1-2 years	TBD
Create a Substance Abuse and Mental Health Consortium to develop a statewide integrated plan for addressing the prevention and treatment of substance use and mental health. Consortium to be chaired by the Lt. Governor.	Governor's office, Lt. Governor, General Assembly, DHSS and DPH, community providers and partners	Year 1	TBD

Policy Objective: Reduce the number of children who are born addicted (or exposed) to drugs (“substance exposed infants or SEIs” and effectively address their needs

Suggested Action Items	Responsible Party	Timeline	Cost
Undertake comprehensive review of the training and supervision provided to frontline DFS child welfare workers, including both investigation and treatment workers.	DSCYF; Child Protection Accountability Commission (“CPAC”); Governor’s Office.	Immediate	TBD
Review and make recommendations regarding increased use of contracted services for at risk parents and children, including in-depth, trauma informed therapeutic and parent coaching services such as the “ABC Intervention.”	DSCYF; CPAC Governor’s Office.	Immediate	TBD
Develop a comprehensive, one stop resource, that pulls together, in one place, information regarding services available for at risk families and children, and how to access them.	DSCYF; CPAC; Governor’s Office.	6 months	TBD

Suggested Action Items	Responsible Party	Timeline	Cost
Develop a comprehensive plan focused on early intervention for children exposed to adverse childhood experiences (“ACEs”), in order to help prevent (and remedy the impact of) abuse and neglect.	DSCYF; DPBHS; DOE; CPAC; OCA	1 year	TBD
Develop an age-appropriate action plan for reducing unintended pregnancies focused on education and access to contraception for women of child-bearing age.	DSCYF, DFS, YRS, DPBHS; DHSS, DPH	6 months	TBD

Suggested Action Items	Responsible Party	Timeline	Cost
Develop a statewide policy and procedure protocol that ensures the safety and well-being of SEI (leveraging the in-depth technical assistance now available to Delaware through the National Center of Substance Abuse and Child Welfare).	DSCYF; DFS; CPAC; DHSS; DSAMH; Medical community	6-12 months	\$0
Develop a comprehensive plan to reduce the rate of SEI’s born in Delaware.	Del. Dept. of Correction; DHSS, DPH; Delaware CAN.	1-2 Years	TBD

Budget and Workforce Committee





“I was working late nights. I felt like I never saw my kids. It has been a struggle. Now, I have a stable job that I love. I am trying to show my kids that no matter what, I am here and I am figuring it out for them.”

—Katland Strobel, Dover

A 21-year-old, single mother of three, Katland Strobel had divorced an abusive husband and was working two jobs to support her children on her own. She was receiving Medicaid services from the state to help her, but was still struggling. She learned about the opportunities to work for the state to gain job skills. Today, that career path has helped her buy a home of her own, have her children in a respected and dependable daycare center, and get her life back on track. She appreciates the importance of services available for people like her, who are looking for an entry point into the workforce, and thinks there should be a way to get the word out about them.

FINDING OPPORTUNITIES

Our economic landscape is changing. Revenue and jobs from large corporations and manufacturing are dwindling, reducing revenues. Those challenges and others require a complete reset of the state budget. It's time to take a hard look at spending and revenue. We have to find ways to do more with less. And we must focus our efforts around developing a thriving, innovation economy that will help create jobs and breed the next generation of companies that will fuel future growth.

The key to meeting this challenge is with state government's most valuable asset – its workforce. The State will only make progress on its goals if all of its employees feel that they are treated fairly and work together to serve the people of Delaware. There is no room in State employment for discrimination. And it should be a top priority of the Administration to ensure that every employee is respected, given fair consideration for advancement, and can feel comfortable going to work every day.

There is no question that reducing the healthcare costs of the state's workforce is a priority. But we want to do it without impacting care. Getting people healthier is the key to reducing costs. We should enable employees to make healthier lifestyle choices—offering better options in state vending machines is just one example of how we can make headway in that area. We are also proposing to change reimbursements for state-managed programs such as smoking cessation—lowering out-of-pocket costs so that these programs will be used more. We should also reexamine our own self-insured plan and compare it with others to see how we can help state employees get healthier using resources we already have.

What this means for Delaware:

- Discrimination in the workplace will be identified and eliminated through diversity training and uniform enforcement of anti-discrimination policies.
- The high cost of healthcare of state employees will be addressed through workplace wellness programs, increased education about programs and incentives for better health.
- Sources for new revenue will be sought by reviewing current and past reports for opportunities.

Policy Objective: Identify and Eliminate Discrimination in the Workplace			
Suggested Action Items	Responsible Party	Timeline	Cost
Issue Executive Order banning discrimination of any kind in state employment.	Governor	First 30 days	None
Create a single, statewide anti-discrimination policy, which requires that complaints be promptly investigated and resolved.	Director of Office of Management and Budget (OMB)	3-6 months	None
Meet with Cabinet secretaries to address goal of rooting out implicit and explicit discrimination within state agencies.	Governor, all Cabinet secretaries	Immediately	None
Return to a separate Office of Human Resources, headed by Cabinet-level official, to give state employees a greater voice in decisions that affect them, encourage diversity within personnel and of opportunity in the state workplace, and ensure uniform enforcement of policies.	Governor and Director of OMB	6 months	None
Require annual diversity training to ensure that each employee understands what discrimination is, how to combat it, and what to do if they're the victim of it.	Director of OMB and the Director of the Office of Human Resources (if created)	1 year	None
Create an informational website where state employees can report discrimination anonymously (if desired), and access training materials.	Director of OMB and the Director of the Office of Human Resources (if created)	1 year	TBD
Evaluate and implement the findings of HRM Diversity & Inclusion Review.	Director of OMB and Director of the Office of Human Resources (if created)	1 year	TBD

Policy Objective: Improve health outcomes and reduce health costs for all Delawareans

Suggested Action Items	Responsible Party	Timeline	Cost
<p>The Office of Statewide Benefits should undertake the following:</p> <ul style="list-style-type: none"> a) Analyze methods to reduce healthcare costs, including adjusting participant costs, to gain savings while considering the impact on state employees. b) Increase employee education and marketing around the various health plan options to help employees understand which plan is the best for them. c) Help employees transition to Health Savings Accounts and lower-cost healthcare plans, so that they can better understand and direct their healthcare decisions. d) Survey state employees to understand their concerns around employee healthcare and any proposed changes. e) Return to allowing employees access to free, evidence-based, smoking cessation programs and study the feasibility of charging additional premium costs to active smokers. f) Reexamine retiree benefits to see if they're in line with other states, especially within our region. If they're not, devise steps to bring them in line. 	OMB	1 year	<ul style="list-style-type: none"> a) None b) None c) None d) None e) TBD f) TBD
Provide healthier food and beverage options in the vending machines within state agencies and service centers.	Department of Health and Social Services (DHSS)	6 months	None
Examine the effectiveness of the DelaWELL program.	State Employees Benefits Committee (SEBC) and OMB and/or Office of Human Resources (if created)	1 year	TBD
Investigate ways to incentivize better health and wellness among state employees.	State Employees Benefits Committee (SEBC) and OMB and/or Office of Human Resources (if created)	1 year	TBD

Policy Objective: Evaluate possible sources of new revenue			
Suggested Action Items	Responsible Party	Timeline	Cost
Emphasize business and job growth as a way to reduce the impact of structural budget challenges.	Governor, Delaware Economic Development Office (DEDO), Department of Finance (Finance)	1-2 years	TBD
Create a comprehensive economic and community development plan to achieve growth in a way that's sustainable and benefits the largest number of Delawareans.	Governor, Delaware Economic Development Office (DEDO), Department of Finance (Finance)	1-2 years	TBD
Evaluate relevant reports on budget and revenue issues. Suggested reports for review: <ul style="list-style-type: none"> • Final Report of the Delaware Expenditure Review Committee January 29, 2016 (Exec. Order 52) • Final Report of the DEFAC Advisory Council on Revenues May 2015 (Exec. Order 47) • Final Report of the State Employees Health Plan Task Force December 15, 2015 (Sec 73, House Sub No 1for HB 225) • Delaware's Structural Budget Problem August 2015 (DE Business Roundtable) • Delaware Growth Agenda (DE Business Roundtable) 	Finance and OMB	1 year	None
Review current revenue streams, costs, and expenditures across all levels of state government.	Dept. of Finance and OMB	1 year and ongoing	None
Coordinate with nonprofit community to minimize the impacts of cuts to social service programs or state Grant-In-Aid funding.	Finance, OMB, and Office of Human Resources (if created), impacted state agencies	1 year and ongoing	None
Identify and cultivate new international trading partners and export opportunities for Delaware businesses.	Department of State, DEDO, Port of Wilmington	Ongoing	TBD
Evaluate short-, medium-, and long-term budgetary impacts of employee pension benefit and devise strategies to address any challenges that are identified.	Office of Pensions, State Board of Pension Trustees	6-12 months	TBD

Appendix



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Governor-elect Carney's Transition Team would like to acknowledge Meaghan Brennan, Rebecca Goldsmith, Jill Rogers, Aloysius Butler & Clark, the Public Consulting Group, and Scott Hewitt Photography for their assistance in developing this report.



