

***Department of Natural Resources and  
Environmental Control***

***Division of Air Quality***

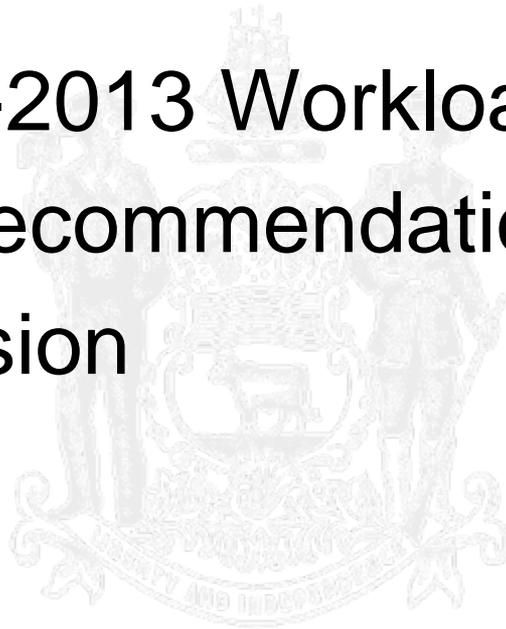


**Title V Fee Committee Meeting  
January 20, 2011**

***Blue Skies Delaware; Clean Air for Life***

# Overview

- Background
- Review 2011-2013 Workload Analysis
- Committee Recommendations
- Open Discussion



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# *Background*

- Original Needs Assessment & Workload Analysis
  - Vision-Mission-Objective model
  - Established objectives to achieve mission
  - Identified activities required to accomplish objectives
    - **All DAQ activities**, including Title V projects
  - Time required to complete activities
  - Determined Total Time
  - Determine # of Full Time Employees (FTEs)
  - Cost related to number of employees



# ***Background***

- Determined staffing & infrastructure costs needed to conduct business including:
  - Salaries
  - Other Employee Costs (OEC) benefits
  - Program Support Costs
  - Additional Support Costs
    - Small Business Office support services
  - Total operating Costs used by committee to establish 2008 – 2011 Title V fee structure



# Background

- 2008 analysis determined a personnel requirement 83.6 Full Time Employees (FTEs)

Year	Total Employee Costs	Program Support Costs	Additional Support Services	SBO Support Services	Total DAQ Staffed Costs
2008	\$6,051,999.15	\$1,444,223.57	\$400,000.00	\$85,241.47	\$7,981,464.19

- 2008 authorized positions = 75.0 FTEs
  - 8.6 FTE Gap



# Background

- 2008 funding options considered
  - Option 1, LAP based method @ 51.94%
    - Listing of Authorized Positions (LAP)
  - Option 2, (EPA activities based) @ 66.66%

<b>Funding Option</b>	<b>Title V % of Costs</b>	<b>Title V Total Cost Share</b>	<b>Total Operating Costs (83.6 FTEs)</b>
Option 1. ( LAP authorizations)	*51.94%	\$4,145,704.17	\$7,981,464.19
Option 2. (EPA activities based)	66.66%	\$5,320,756.48	\$7,981,464.19

\*Corrected based on actual salary %



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# ***Background***

- Current Fee Structure (2011)
  - Based on the previous committee recommendation, calculated to generate **\$4,150,500.00**
  - Estimated Baseline Title V Revenue: **\$4,021,511.71**



# ***2011 - 2013 Workload Analysis***

- 2011 - 2013 Updated Needs Assessment and Workload Analysis
- Presented to the committee Oct 28, 2010
  - Followed same process as original assessment
  - Transitioned to CY projections
  - Added Ancillary Costs
    - Relocation costs and equipment upgrade
  - 2009 position cuts = 6.0 FTEs
  - Currently authorized 69.0 FTEs



# 2011 - 2013 Workload Analysis

- Assessment determined a need for 78.9 (FTEs)

Branch/Unit	Allocated Positions	Needed Positions	Increase Above Allocation	Current Vacancies	Filled Positions	Net Increase Required
Director's Office	8.5	11.5	3.0	0	8.5	+3.0
Air Surveillance Branch	13.0	13.8	0.8	1.0	12.0	+1.8
Engineering & Compliance	24.5	27.6	3.1	2.0	22.5	+7.1
Planning	23.0	26.0	3.0	3.0	20.0	+6.0
<b>Totals</b>	<b>69</b>	<b>78.9</b>	<b>9.9</b>	<b>6.0</b>	<b>63.0</b>	<b>+15.9</b>



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# 2011 - 2013 Workload Analysis

## ■ Division Staffing Costs

Division Office or Branch	Staffing Costs
Director's	\$844,544.50
Air Surveillance	\$961,598.42
Engineering & Compliance	\$2,093,109.34
Planning	\$1,918,292.35
<b>Total</b>	<b>\$5,817,544.60</b>



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# 2011 - 2013 Workload Analysis

- Estimated Division Total Operating Costs
  - Based on revised needs assessment
  - 78.9 FTEs

Year	Total Employee Costs	Program Support Costs	Additional Support Services	SBO Support Services	Ancillary Costs	Total DAQ Staffed Costs
2011	\$5,890,472.16	\$1,239,777.50	\$400,000.00	\$96,406.90	\$58,483.32	\$7,685,139.88



# 2011 - 2013 Workload Analysis

## ■ Projected Costs

- Estimated 2.5% annual salary increase
- OEC costs based on CPI average last 5 years (2.56%)

Year	Total Employee Costs	Program Support Costs	Additional Support Services	SBO Support Services	Ancillary Costs	Total DAQ Staffed Costs
Base	\$5,817,544.60	\$1,208,831.42	\$400,000.00	\$95,216.69	0	\$7,521,592.71
2011	\$5,890,472.16	\$1,239,777.50	\$400,000.00	\$96,406.90	\$58,483.32	\$7,685,139.88
2012	\$5,964,313.97	\$1,271,515.80	\$400,000.00	\$97,611.99	\$58,483.33	\$7,791,925.09
2013	\$6,030,134.16	\$1,303,303.70	\$400,000.00	\$98,832.14	\$58,483.33	\$7,890,753.33



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# ***Funding Options***

- Oct 28, 2010, presented multiple funding options
- Presented for discussion/exploration
  - Option 2. Activity Based, Full Need, (78.9 FTEs)
  - Option 2. W/Outsourcing, Full Complement, (69.0 FTEs)
  - Option 3. Revenue Based, Full Need, (78.9 FTEs)
  - Option 3. W/Outsourcing, Full Complement (69.0 FTEs)
- Outsourcing considered to fill personnel gap (9.9 FTEs)
  - Activities considered suitable = 5.4 FTEs,
  - Reduction in work effort required to fill remaining personnel gap (4.5 FTEs)



# ***Funding Options***

## ■ Funding Options Title V Cost Share

<b>Option Description</b>	<b>Title V Cost</b>
Option 2 – Full Need	\$4,930,708.20
Option 2 - Outsourcing	\$5,151,773.09
Option 3 – Full Need	\$4,671,895.58
Option 3 - Outsourcing	\$4,837,642.72



# *Committee Follow-up Questions*

1. How much was actually spent in FY 09 and FY 10?
2. How much of the budget was capital expenses for new equipment?
3. What was the cost for the move to the Blue Hen Mall?
4. What additional LEAN activities are under consideration?
5. Were in the budget does the penalty money go?
6. Do you have bench marking or metrics that we can see?



# *The Next Step*

- Committee Recommendation



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# *Summary*

- Background
- Review 2011-2013 Workload Analysis
- Committee Recommendations
- Open Discussion



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# ***Outsourcing Options***

- Outsourcing Considerations
  - High cost option
  - Partial FTE requirement (5.4 FTEs)
  - Does not fill personnel gap
  - Does not meet entire need (78.9 FTEs)
  - Requires reduction of work effort/service
- Suggest further comprehensive review
  - Potential for short-term essential work requirements



# *Revenue Based Options*

- Revenue based option (solve for Title V)
  - Approximates activity based Option 2.
  - Non Title V revenue is not stable
  - Limited control revenue sources
  - Inconsistent with the actual work activities
  - Potential conflict with Title V legislative guidance



# *Funding Options*

<b>Option Description</b>	<b>Title V Cost</b>
Option 2 - Full Need	\$4,930,708.20
Option 2 - Outsourcing	\$5,151,773.09
Option 3 - Full Need	\$4,671,895.58
Option 3 - Outsourcing	\$4,837,642.72



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# *Remaining Options*

- Option 1. LAP based ?
- Option 2. Activities Based?



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# 2011- 2013 Revised Option 1.

## ■ Option 1. LAP Based

2011 Funding Allocation Distribution (69.0 FTEs)		
Funding Source	Positions Allocated	Percentage
9837 (Title V - *09179)	38.6	55.94%
2708 (105 Grant - *40161)	14.9	21.59%
0137 (Gen Funds - *0137)	10.0	14.49%
2908 (PM <sub>2.5</sub> - *40890)	1.5	2.17%
9885 (Reg 2 - *68100)	2.0	2.90%
9886 (I&M - *64802)	2.0	2.90%
<b>Total</b>	<b>69.0</b>	<b>100%</b>



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# 2011- 2013 Revised Option 1.

- Based on the updated workload analysis
  - Option 1, LAP based method, (revised 56%)

Expense Category (Option 1. @ 56.0%) Full Need	Total Cost	Title V Cost
Total Employee Costs	\$5,890,472.15	\$3,298,664.40
Program Support Costs	\$1,239,777.50	\$694,275.48
Additional Support Services	\$400,000	\$224,000.00
Small Business Technical Assistance Program	\$96,406.90	\$96,406.90
Ancillary Costs	\$58,483.32	\$32,750.66
<b>Total</b>	<b>\$7,685,139.87</b>	<b>\$4,346,097.44</b>



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# 2011- 2013 Revised Option 2.

- Option 2. Activities Based
  - Based on the updated workload analysis

Expense Category (Option 2. @ 63.7%) Full Need	Total Cost	Title V Cost
Total Employee Costs	\$5,890,472.15	\$3,752,509.16
Program Support Costs	\$1,239,777.50	\$788,738.27
Additional Support Services	\$400,000	\$254,800.00
Small Business Technical Assistance Program*	\$96,406.90	\$96,406.90
Ancillary Costs	\$58,483.32	\$37,253.87
<b>Total</b>	<b>\$7,685,139.87</b>	<b>\$4,930,708.20</b>



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# Recommendation

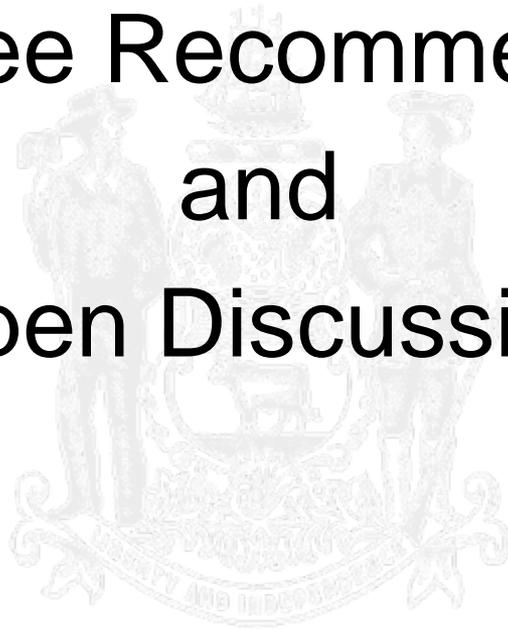
- Option 2. best represents the actual activities performed by the Division and is recommended for Title V fee structure calculations
  - Option 2. total Division Cost and Title V Share Costs

2011 - 2013 Option 2.	Title V % of Costs	Title V Total Cost Share	Total Operating Costs (83.6 FTEs)
Option 2. (EPA activities based)	63.7%	\$4,930,708.20	\$7,685,139.87



# *Committee*

## Committee Recommendations and Open Discussion



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# *Additional Options*

- Progressively transition to the Option 2.
- Progressive Fee Increase #1
  - Current fee structure \$4,145,704.17
  - Recommended 2011 Option 2. \$4,930,708.20
  - Represents a funding gap of **\$785,004.03**
  - For progressive implementation:

Current:	<b>\$4,145,704.17</b>	<b>+\$260K</b>
1 <sup>st</sup> Year:	<b>\$4,405,704.17</b>	<b>+\$260K</b>
2 <sup>nd</sup> year:	<b>\$4,665,704.17</b>	<b>+\$260K</b>
3 <sup>rd</sup> year:	<b>\$4,925,704.17.</b>	



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# *Additional Options*

- Progressively transition to the Option 2.
- Progressive Fee Increase #2
  - 2011 Option 1. minimum \$4,346,097.44
  - Recommended 2011 Option 2 \$4,930,708.20
  - Represents a funding gap of **\$584,610.76**
  - Establish minimum fee for the first
  - Progressive Fee increase to the full Option 2. need

Current:	<b>\$4,145,704.17</b>	<b>+\$200K</b>
1 <sup>st</sup> Year:	<b>\$4,345,704.44</b>	<b>+\$290K</b>
2 <sup>nd</sup> year:	<b>\$4,635,704.44</b>	<b>+\$290K</b>
3 <sup>rd</sup> year:	<b>\$4,925,704.44</b>	



# ***Additional Options***

## ■ Hybrid Options

- Hybrid of Option 1. and Option 2.
- Focus on the additional need (9.9 FTEs)
- Support current manning levels and future personnel increases needed to reach our full complement (69.0 authorizations)
- Progressively transition to the full need
- Requires an estimation of LAP Authorization for full need 78.9 FTEs



# Additional Options

- Estimated LAP for 78.9 FTEs
  - 3.9 FTE increase in Title V
  - 4.0 FTE increase in RGGI
  - 2.0 FTE increase in Non-Title V

2012 Funding Allocation Distribution (Modified 78.9 FTEs)		
Funding Source	Positions Allocated	Percentage of Funding
9837 (Title V - *09179)	42.5	53.87%
2708 (105 Grant - *40161)	14.9	18.88%
0137 (Gen Funds - *0137)	10.0	12.67%
2908 (PM <sub>2.5</sub> - *40890)	1.5	1.90%
9885 (Reg 2 - *68100)	4.0	5.06%
9886 (I&M - *64802)	2.0	2.53%
9883 (RGGI)	4.0	5.06%
<b>Total</b>	<b>78.9</b>	<b>100%</b>



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# Additional Options

## ■ Hybrid Option #1:

- Using the 2011 revised LAP allocations for 78.9 FTEs
- Applies 53.87% to all costs factors
- Does **not** meet the minimum Option 1 requirements
- Represents a \$38,753.18 increase above the current

Hybrid #1 for 78.9 FTEs (53.87% All Costs)	2011 Total Costs	Title V Costs
Total Employee Costs (53.87%)	\$5,890,472.15	\$3,173,197.35
Program Support Costs (53.87%)	\$1,239,777.50	\$667,868.14.
Additional Support Services (53.87%)	\$400,000.00	\$215,480.00
Small Business Technical Assistance Program (100% TV)	\$96,406.90	\$96,406.90
Ancillary Costs (53.87%)	\$58,483.32	\$31,504.96
<b>Total</b>	<b>\$7,685,139.87</b>	<b>\$4,184,457.35</b>



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# Additional Options

## ■ Hybrid Option #2:

- Using the 2011 revised LAP allocations for 78.9 FTEs
- Applies 53.87% to Employee Costs
- Applies 63.7% to all other costs
- Represents a \$205,692.22 increase

Hybrid #2 for 78.9 FTEs (53.87% Personnel Costs & 63.7% Support Costs)	2011 Total Costs	Title V Costs
Total Employee Costs (53.87%)	\$5,890,472.15	\$3,173,197.35
Program Support Costs (63.7%)	\$1,239,777.50	\$789,738.27
Additional Support Services (63.7%)	\$400,000.00	\$254,800.00
Small Business Technical Assistance Program*(100%)	\$96,406.90	\$96,406.90
Ancillary Costs (63.7%)	\$58,483.32	\$37,253.87
<b>Total</b>	<b>\$7,685,139.87</b>	<b>\$4,351,396.39</b>



# ***Additional Options***

## ■ Hybrid Option #3:

- LAP allocations for 69.0 FTEs
- Applies Option 2. 64.2 % to all costs factors
- represents \$373,817.40 increase

<b>Hybrid#3 (Option 2 @ 64.2% of 69.0 FTEs)</b>	<b>Total Cost</b>	<b>Title V Cost</b>
Total Employee Costs	\$5,220,484.83	\$3,351,898.62
Program Support Costs	\$1,210,077.50	\$776,869.76
Additional Support Services	\$400,000.00	\$256,800.00
Small Business Technical Assistance Program (100%)	\$96,406.90	\$96,406.90
Ancillary Costs	\$58,483.32	\$37,546.29
<b>Total</b>	<b>\$6,985,452.55</b>	<b>\$4,519,521.57</b>



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# *Additional Options*

## ■ Hybrid Option #4:

- Using the 2011 revised LAP allocations for 78.9 FTEs
- Applies Option 2. 63.7 % to all employee costs
- Applies 53.87% to all other costs
- Represents \$618,065.00 increase

<b>Hybrid #4 for 78.9 FTEs (63.7% Personnel Cost 53.87% Support Costs)</b>	<b>2011 Total Costs</b>	<b>Title V Cost</b>
Total Employee Costs (63.7%)	\$5,890,472.15	\$3,752,509.17
Program Support Costs (53.87%)	\$1,239,777.50	\$667,868.14.
Additional Support Services (53.87%)	\$400,000.00	\$215,480.00
Small Business Technical Assistance Program (100% TV)	\$96,406.90	\$96,406.90
Ancillary Costs (53.87%)	\$58,483.32	\$31,504.96
<b>Total</b>	<b>\$7,685,139.87</b>	<b>\$4,763,769.17</b>



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# *Additional Options*

## ■ Hybrid Option #5:

- Applies Option 2. 63.7% to all costs factors
- Represents a \$785,004.03. increase above

<b>Hybrid #5. (63.7% All Costs, 78.9 FTEs)</b>	<b>Total Cost</b>	<b>Title V Cost</b>
Total Employee Costs (63.7%)	\$5,890,472.15	\$3,752,509.16
Program Support Costs (63.7%)	\$1,239,777.50	\$789,738.27
Additional Support Services (63.7%)	\$400,000.00	\$254,800.00
Small Business Technical Assistance Program (100%)	\$96,406.90	\$96,406.90
Ancillary Costs (63.7%)	\$58,483.32	\$37,253.87
<b>Total</b>	<b>\$7,685,139.87</b>	<b>\$4,930,708.20</b>



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# ***Additional Options***

<b>Option</b>	<b>Annual Increase</b>	<b>Title V Cost Share</b>	<b>Title V%</b>	<b>Total</b>
Current (Option 1, LAP)		\$4,145,704.17	51.94	\$7,981,464.19
2011 (Option 1 LAP) Minimum		\$4,346,097.14	56.0%	\$7,685,139.87
Progressive Option 1.	\$260K	Progressive	51.94 – 63.7%	\$7,685,139.87
Progressive Option 2.	\$290K	Progressive	51.94 – 63.7%	\$7,685,139.87
Progressive Option 3.	As Selected	Progressive	51.94 – 63.7%	\$7,685,139.87
Hybrid #1		\$4,184,457.35	53.87%	\$7,685,139.87
Hybrid #2		\$4,351,396.39	53.87% / 63.7%	\$7,685,139.87
Hybrid #3 (Option 2,69 FTEs)		\$4,519,521.57	64.2%	\$6,985,452.55
Hybrid #4		\$4,763,769.17	63.7% / 53.87%	\$7,685,139.87
Hybrid #5 (Recommended)		\$4,930,708.20	63.7%	\$7,685,139.87



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# *Additional Options*

<b>Option</b>	<b>Title V Cost Share</b>	<b>Title V %</b>	<b>Total</b>
2008 Full Need Option 1. (83.6 FTEs)	\$4,145,704.17	51.94	\$7,981,464.19
2008 Full Need Option 2. (83.6 FTEs)	\$5,320,756.48	66.6%	\$7,981,464.19
2011 Full Need Option 1. (78.9 FTEs)	\$4,346,097.44	56.0%	\$7,685,139.87
2011 Full Need Option 2. (78.9 FTEs)	\$4,930,708.20	63.7%	\$7,685,139.87
<b>2011 Minimum Requirements</b>	<b>\$4,346,097.44</b>	<b>56.0%</b>	<b>\$7,685,139.87</b>



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# *Additional Options*

Projected Non-Title V Revenue	
	2012
Non-Title V Fees Revenue <sup>1</sup>	\$316,300.00
103 Grant Revenue	\$223,539.31
General Fund Revenue	\$1,086,980.72
105 Grant Revenue <sup>2</sup>	\$1,113,450.63
RGGI Revenue	\$108,376.00
DeIDOT (I&M) <sup>3</sup>	\$87,600.00
Total Other Revenue	<b>\$2,938,258.66</b>



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# *Important Terms*

- **Additional Expenditures:** overhead costs including a portion of the salaries for the budget office and the criminal enforcement unit, contractual services including legal fees, and other program support costs.
- **Baseline Cost:** estimated CY 2010 total cost used to projected 2011 - 2013 annual costs
- **Full-Time Employee:** a state employee hired to occupy a full-time position equivalent to a maximum 37.5 hours per week or 1,950 hours per year.
- **Other Employee Costs (OECs):** additional state employee costs associated with pensions, health insurance, workers compensation, social security and other employee benefits.
- **Program Support Costs:** includes building rent, office supplies, fleet car rentals, computers, and other items needed to conduct daily business.



# *Important Terms*

- **Ancillary:** projected office relocation expenses, office initial configuration costs and equipment modifications/upgrades.
- **Salary:** the cost of actual compensation paid directly to the employee.
- **Small Business Ombudsman (SBO) Costs:** billed expenses for salary, OECs, travel, and supplies to support the Small Business Ombudsman program.
- **Staffing Costs:** the sum of employee salaries and OECs.
- **Total Operating Costs:** the sum of all costs required to operate the division in a calendar year.



# *Transition to Calendar Year*

- State FY 2010 salaries (valid July 1, 2009 - June 30, 2010) were increased 2.57% to account for the state FY 2011 pay reinstatement.
- Additionally, state FY 2010 Other Employee Costs (OECs) were increased 1.2% for the actual 2010 Consumer Price Index (CPI).



# ***Transition to Calendar Year***

- These corrections established a salary and OEC baseline consistent with the actual employee costs on January 1, 2011.
- Using this baseline, employee costs for 2011 - 2013 were estimated based on a projected annual salary increase of 2.5% and a OECs adjustment equal to the average CPI (2.56%) over the past five years.



# *Transition to Calendar Year*

- To account for different pay and benefits rates during the six-month period between the state fiscal years and calendar years, projected salaries were actually increased 1.25% per year to reflect one-half of the annual salary increase and projected OECs were increased 1.28% per year to reflect one-half of the annual CPI (5-year average) adjustment.



# ***What Title V Fees Should Cover***

- Title V fees cover all of the activities associated with administering a Title V permit including, but not limited to:
  - Title V and Synthetic Minor permit issuance, renewals, and modifications;
  - Natural Minor (Regulation No. 1102) permit issuance and modifications at Title V and Synthetic Minor sources;
  - Compliance activities at Title V and Synthetic Minor sources;
  - Enforcement activities at Title V and Synthetic Minor sources;



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# *Program Support Costs*

*(Page 21)*

- To determine total operating costs, DAQ must project program support costs.
- Program support costs include building rent, office supplies, fleet car rentals, computers, and other items needed to conduct daily business.
- For CY 2008 and CY 2009 DAQ's program support costs were **\$1,268,729.65** and **\$1,008,730.20** respectively.
- To project future program support costs, the average program support cost for CY2008 and CY2009 was increased by the average (most recent 5 years of data were used) consumer price index adjustment.



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# *Program Support Costs*

- The adjusted average program support costs reflect the cost to support 65.25 FTE's (average number of employees assigned during the 2008-2009 period).
- A **\$40,950** correction was added to the estimated baseline costs to reflect the additional costs for the additional **13.65** FTE's identified in the needs assessment. These costs are estimated at approximately \$3,000 per employee, per year.



# Program Support Costs

(Page 22)

Actual 2008 Program Support Costs:	\$1,268,729.65
Actual 2009 Program Support Costs:	\$1,008,730.20
Average Program Support Costs CY 2008 and 2009:	\$1,138,729.93
Estimated Baseline Program Support Costs:	\$1,208,831.42



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# ***Other Support Costs***

***(Page 22)***

- The 2007 Workload Analysis included additional expenditures:
  - Annual charge to AQMS from the Division of Air and Waste Management (DAWM) Director's Office.
  - Annual charge to AQMS from the Department of Natural Resources and Environmental Control (DNREC) Secretary's Office to support the Small Business Ombudsman program.
- Although DAQ is now a Division, the required support functions formerly accomplished by DAWM remain essential services and must be accounted for as additional support expenditures.
- These overhead costs vary on an annual basis and are difficult to predict.



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# *Other Support Costs*

*(Page 22)*

- In order to be conservative, we maintained the 2008 annual flat rate of **\$400,000**. This figure represented the maximum payment made over a six-year period (2002-2008).
- These costs include a portion of the salaries for the budget office and the criminal enforcement unit, contractual services including legal fees, energy costs for state owned facilities and other program support costs.
- The DNREC Secretary's Office costs were calculated by using the actual cost billed to DAQ in FY2010. These costs, **\$95,216.69** are used to directly support the Small Business Ombudsman (SBO) program. Additional funding above employee costs (travel, supplies, and other support) is included in the overall program support costs.



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# ***Ancillary Costs***

***(Page 23)***

- Not considered in past reports, cost projections for 2011 - 2013 will include predicted expenses related to the DAQ relocation and needed upgrades.
- These costs (annual and one-time) are expected to occur over the 2011 – 2013 period.



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# Ancillary Costs

(Page 23)

Relocation & Transition Expenditures	Annual Costs	Total Cost (2011-2013)
Dover Office Relocation	\$4,816.66	\$14,450.00
New Office Initial Set-Up Costs	\$41,666.66	\$125,000.00
Surveillance Equipment Upgrade	\$12,000.00	\$36,000.00
<b>Total:</b>	<b>\$58,483.32</b>	<b>\$175,449.96</b>



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# ***Projected Baseline Costs***

***(Page 24)***

<b>Year</b>	<b>Total Staffing Costs</b>	<b>Program Support Costs</b>	<b>Additional Support Services</b>	<b>SBO Support Services</b>	<b>Ancillary Costs</b>	<b>Total DAQ Costs</b>
Baseline	\$5,817,544.60	\$1,208,831.42	\$400,000.00	\$95,216.69	0	\$7,521,592.71



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# *Projected 2011-2013 Costs*

<b>Year</b>	<b>Total Employee Costs</b>	<b>Program Support Costs</b>	<b>Additional Support Services</b>	<b>SBO Support Services</b>	<b>Ancillary Costs</b>	<b>Total DAQ Staffed Costs</b>
Base	\$5,817,544.60	\$1,208,831.42	\$400,000.00	\$95,216.69	0	\$7,521,592.71
2011	\$5,890,472.16	\$1,239,777.50	\$400,000.00	\$96,406.90	\$58,483.32	\$7,685,139.88
2012	\$5,964,313.97	\$1,271,515.80	\$400,000.00	\$97,611.99	\$58,483.33	\$7,791,925.09
2013	\$6,030,134.16	\$1,303,303.70	\$400,000.00	\$98,832.14	\$58,483.33	\$7,890,753.33

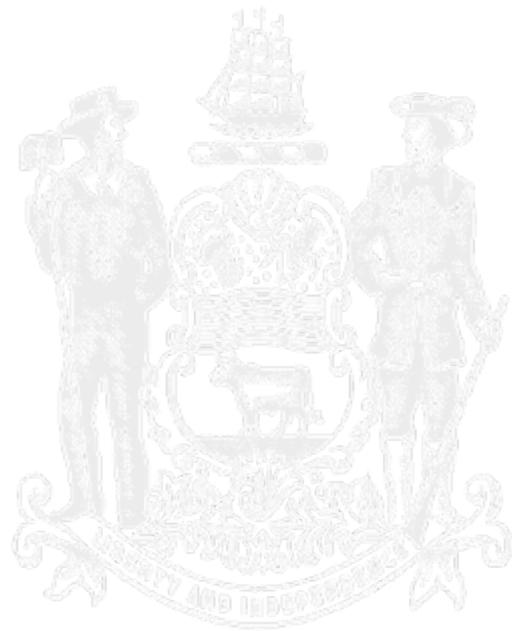


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# *Summary*

- DAQ updated the 2007 Workload Analysis to reflect the total need for 2011-2013
- This analysis used the Vision-Mission-Objective Model to determine the total staffing cost
- Past expenditures and planned future expenses were also considered
- A total base year need of **\$7,521,592.71** was calculated and projected out to 2011-2013





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