

Executive Summary

Governor Malloy established his Cabinet on Nonprofit Health and Human Services in September 2011 to support nonprofit agencies during a period of intense fiscal challenges. Over the past three years the Cabinet has developed a series of recommendations for the Governor in order to sustain the health of nonprofit health and human services providers.

In 2014 the Governor charged the Cabinet with focusing on business practice in the nonprofit sector, nonprofit employment data and contract procurement and administration.

The Cabinet, co-chaired by Terry Edelstein, the Governor's Nonprofit Liaison, and Peter DeBiasi, President & CEO of the Access Community Action Agency, relied on work groups to meet the Governor's charge. Each work group was comprised of a cross-section of representatives from state agencies and nonprofit provider organizations. Over sixty individuals from state and private agencies participated in eleven work groups and subcommittees as well as the full Cabinet meetings.

The Cabinet has made numerous recommendations to the Governor for the purpose of enhancing the effectiveness and efficiency of the service delivery system, as well as strengthening and increasing the sustainability nonprofit organizations. This report includes specific recommendations in the areas of:

- Enhancing Financial Viability
- Supporting the Workforce
- Bonding Opportunities
- Contracting Opportunities

In addition, the Cabinet made recommendations for future areas of focus in 2015.

We hope that these recommendations provide information, ideas and technical resources for the provider community as well as to state agencies as we collectively support the state's safety net.

We wish to thank the twenty-six members of the Cabinet for their active participation, including those designees of our state agency commissioners. All Cabinet members in both the public and private sectors gave many hours in representing their agencies at the Cabinet meetings and in the work groups and subcommittees.

The Co-Chairs of each of the work groups deserve specific recognition:

Work Group on Business Practice:

William Hass, President & CEO, FSW, Inc., CT

Amy Porter, Commissioner, Department of Rehabilitation Services

Work Group on Nonprofit Employment Data:

Cheryl Cepelak, Deputy Commissioner, Department of Correction

Luis Perez, President & CEO, Mental Health Association of CT

Work Group on Contract Procurement and Administration:

Kathleen Brennan, Deputy Commissioner, Department of Social Services

Kathleen Stauffer, CEO, The Arc of New London County

In addition we would like to thank public policy interns to the Nonprofit Liaison, Brittany Kaplan and Brandon Cirillo, for their assistance throughout the work group process. We would also like to recognize Amy Tibor, Executive Secretary at the Office of Policy and Management for managing Cabinet logistics and maintaining the Cabinet website.

We would like to thank the United Way of Connecticut and the Connecticut Community Providers Association for their willingness to host work group meetings at their locations. We appreciate their generosity.

We are pleased to present this third report to Governor Malloy on behalf of his Cabinet on Nonprofit Health and Human Services.

Terry Edelstein, Nonprofit Liaison to the Governor, Cabinet Co-Chair

Peter S. DeBiasi, President & CEO, Access Community Action Agency, Cabinet Co-Chair