

Governor’s Nonprofit Cabinet on Health and Human Services Recommendations  
2012-2016

Accomplishments to Date	Status
<b><i>ENHANCING FINANCIAL VIABILITY</i></b>	
<p>1. Adopt Principles to Guide the State –Private Nonprofit Provider Partnership: The Cabinet recommends that the State of Connecticut adopt Principles to Guide the State-Private Nonprofit Provider Partnership. These Partnership Principles are intended to promote a fair, effective, responsive, transparent and accountable partnership between nonprofit providers and their state government funders.</p>	<p>The Nonprofit Cabinet adopted the Principles to Guide the State –Private Nonprofit Provider Partnership at its June 15, 2012 meeting. Principles have been discussed with State agency POS staff members. The Principles are on the Nonprofit Cabinet Website. <a href="#">Principles to Guide the State-Private Nonprofit Provider Partnership.</a></p>
Contract Procurement Recommendations Implemented	Status
<p>2. Revise the State’s Procurement Standards: a) Standard procurement practices across government branches and standardized training for all staff with procurement roles; b) Expanding considerations for waivers from competitive bidding and increasing flexibility regarding timing and justification for rebidding to assure continuity of services; c) recommend legislation to increase the threshold for seeking a waiver from competitive bidding from \$20,000 for one year to \$100,000 for two year contracts. d) Agencies, whenever possible, create an open planning process for service delivery that involves stakeholders.</p>	<p>PowerPoint training slides completed and posted to the Office of Policy and Management (OPM) website. <a href="#">Summary of the Procurement Standards for POS and PSA Contracts 11-19-15</a> , b) Full review of procurement standards undertaken and modifications made, including changes related to waivers. <a href="#">Redline Version Procurement Standards: For Personal Service Agreements and Purchase of Service Contracts</a> Revised: December 5, 2014.</p> <p>Increase in the threshold for seeking a waiver from competitive bidding recommendation not pursued. State agencies, as appropriate, use open planning processes.</p>
<p>3. Enhance Reporting and Data: a) Streamline data gathering by utilizing common file structures that comply with Federal requirements and maximize the use of modern electronic systems; b) Continue ongoing efforts by the State to aggregate audit and Nonprofit Strategy Platform data; c) The Office of Policy and Management should perform an annual trend report utilizing the analytical tools and all formulas applied over the past two years to examine the financial health of the private nonprofit providers. This report should be reviewed annually by the Governor’s Cabinet on Nonprofit Health and Human Services.</p>	<p>OPM and state agencies pursuing piloting grants management module in Core-CT in support of this recommendation. Individual state agencies have made some changes as well. On-going efforts by the State to aggregate audit and Nonprofit Strategy Platform data continues. Annual measures regarding the health of nonprofit providers included in OPM’s annual POS Report. <a href="#">Annual Reports</a></p>
<p>4. Sustainability of Private Nonprofit Providers: a) The State ensures payment rates cover the true cost of services as mutually agreed by provider and the funding state agency</p>	<p>OPM POS Contracting Efficiency Project recommendations being implemented, many of which are consistent with and reflect</p>

<p>in a fair and transparent manner; b) In years without a cost of living adjustment, payment rates and service capacity should be reviewed to evaluate and respond to the changing costs where possible and appropriate; c) Systems to better address depreciation expenses for capital improvement and/or allow for capital reserves should be established in order to maintain the infrastructure of the private provider organizations and assist during times of unanticipated dramatic increases in costs of care resulting from market forces or disaster.</p>	<p>Cabinet recommendations and priorities. State agencies continue to work with providers on cost of living adjustments, payment rates and service capacity. The demand for funding from the Nonprofit Grant Program (NGP) exceeded available resources. This recommendation relates to the surplus reinvestment recommendations proposed in 2014 and 2015/2016.</p>
<p>5. Recommend revisions to the OPM Cost Standards for certain allowable depreciable expenses.</p>	<p>Proposed revisions reviewed, resulting in modifications to cost standards. Link to redline revision showing changes <a href="#">Purchase of Service: Cost Standards - Redline Version</a>. Date: January 14, 2014</p>
<p>6. Recommend revisions to the OPM Cost Standards and POS contracts to allow nonprofit providers to establish capital reserve accounts.</p>	<p>Alternative means for meeting capital needs were recommended, including the NGP (see 8 below)</p>
<p>7. Cost Standards. The Cost Standards be amended as follows:</p> <ul style="list-style-type: none"> <li>a. Allow costs related to advertising and public relations focused on communicating about available services and access to care.</li> <li>b. Simplify the description of unallowable advertising and public relations costs with new language that includes costs of: <ul style="list-style-type: none"> <li>o meetings or other events not related to the state award</li> <li>o memorabilia, models, gifts or hospitality suites</li> <li>o costs designed solely to promote the organization or solely for fundraising purposes</li> </ul> </li> <li>c. Revise the definition of fundraising to remove the word “grants.” The new definition should read, “Fundraising is defined as the organization’s efforts to raise capital or obtain contributions (e.g. cash, non-cash, services, time, and gifts) through financial campaigns, endowment drives or other forms of solicitation.”</li> <li>d. The Cabinet should address the issue of fair rental for agency owned property, including costs of ongoing property management and the need for capital improvement reserves and the language to clarify that taxes incurred under the Affordable</li> </ul>	<p>Cost standards reviewed and a number of revisions made regarding a-d under this recommendations. <a href="#">Purchase of Service: Cost Standards - Redline Version</a> Date: January 14, 2014.</p>

<p>Care Act are not reimbursable expenses under the Cost Standards.</p>	
<p>8. Consider a surplus retention policy across POS contracts, analyzing the pros and cons of establishing this policy including the cost to the state and the process for ensuring the provision of contracted services.</p>	<p>State legislation was passed allowing for pilot programs in DDS and DMHAS regarding this recommendation.</p>
<p>9. Develop recommendations to enhance bonding alternatives for nonprofit health and human services providers: a) assess utilization and limitations of existing bond pools (DDS, DMHAS, DSS, DCF); b) assess utilization and limitations of OPM Nonprofit Incentive Grant bond pool; c) recommend additional bonding options to support the nonprofit provider infrastructure in such areas as electronic health records, IT systems and infrastructure support.</p>	<p>The NGP was developed based on this recommendation and has been funded and is being implemented.</p>
<p>10. Monitor status of procurement and action steps recommendations including: a) Posting “Principles to Guide the State/Private Nonprofit Provider Partnership”; b) training on the principles; c) revising procurement standards; d) streamlining data reporting requirements; e) aggregating audit and other data; f) assessing financial health of nonprofit provider; g) developing training protocols relating to contract and fee for service reimbursement.</p>	<p>Principles to Guide the State/Private Nonprofit Providers Partnership are posted to the Nonprofit Cabinet’s website. See link under Recommendation 1. Principles have been discussed with State agency POS staff members. Procurement Standards were reviewed and a number of revisions were made and posted to OPM’s website. See link under Recommendation 4. Streamlining data reporting is an on-going activity, electronic budget workbook for reporting budgetary information has been implemented. Assessing financial health of nonprofit providers is included as part of the annual POS Report (refer to Recommendation 5 above). Training protocols relating to contract and fees for service reimbursement is done at agency level.</p>
<p>11. RFP and Procurement Process. The State Procurement Standards for POS contracts be revised to support the following:</p> <ul style="list-style-type: none"> <li>a. Applicability: In addition to the Executive Branch that is required to utilize the Standards, the Judicial Branch is encouraged to use them.</li> <li>b. Procurement Training: All agencies utilize standard training for all staff with procurement responsibilities and consider using web-based training to reduce costs and improve efficiencies. Agencies may provide additional materials to address agency-specific policies</li> </ul>	<p>Procurement Standards reviewed and a number of revisions were made based on recommendations a-n, with the exception of (c) Sole Source Contracts under this recommendation was not pursued. See links for Revised Procurement Standards and Training under Recommendation 4.</p>

and procedures.

- c. Sole Source Contracts: Increase the dollar limit (<\$20,000) and length of contract (<one year) to allow for sole source contracting to save time and resources for both the state and providers. This would require statutory change.
- d. Waivers from Re-Procurement: Contrary to the 2012 Cabinet's recommendations, do not change the current factors identified as considerations for a waiver to include items such as evidence-based models which require significant investment at the provider level.
- e. Procurement Schedule: In lieu of requiring a state agency to re-procure the entire system in cases where the agency has concerns regarding the performance of a particular provider(s) within a service type category, allow state agencies to limit the competitive procurement to a particular provider contract.
- f. Evaluating the Need: Revise this section to more concisely and clearly describe when a state agency should engage a contractor. Primarily related to Personal Service Agreements (PSAs) the revised language requires agencies to consider the ability of another state agency to provide the service, or the ability to purchase the service on a collaborative basis with other state agencies; requires when feasible, a cost-benefit analysis and/or the development of a business case to establish the merits and desirability of contracting out. The revised language sets forth additional considerations for state agencies when contemplating the engagement of a contractor for the needed service.
- g. Writing the RFP: Encourage agencies to adopt a strategic planning focus, rather than a purely operational one, when developing a procurement plan; encourage the use of competitive procurements to identify and adopt new or innovative service models; and in support of those efforts allow an agency, as appropriate, to seek input from stakeholders, including service recipients and clients, service providers, and other experts, prior to the promulgation of the RFP.
- h. Evaluation Criteria: Disclose weights for each section of the RFP unless there are specific and compelling reasons not to disclose weights for a particular program.

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| <ul style="list-style-type: none"> <li>i. Contractor Selection: Related to sending the three top ranking proposals to the agency head, specify that no agency personnel, other than the Screening Committee, shall have any part in evaluating or rating proposals or in determining the names of the three top ranking proposers; but allow the agency head to consult with the Screening Committee or other agency personnel in making a decision about which of the three names to select.</li> <li>j. Contractor Selection and Timeline: Require that the agency make a good faith effort to complete the negotiation process with the selected contractor within forty-five (45) days of notification of the award, and execute the resultant contract(s) not later than 30 days prior to the contract start date.</li> <li>k. Debriefing and Appeal Process: Require the agency to disclose to a provider who requests a debriefing the number of proposals received, the ranking of their particular proposal and the scores of their proposal and the successful proposal(s); and to schedule and hold the debriefing meeting within fifteen (15) days of the request.</li> <li>l. Monitoring Contractors: Require agency staff assigned to monitor a specific contractor to conduct collaborative discussions geared toward service delivery improvement with the contractor.</li> <li>m. Submission of Proposals – Encourage state agencies to maximize the use of electronic communications as part of the RFP process and to take into consideration both costs to the state and bidders when determining the number of hard copies necessary for the review process.</li> <li>n. Technical recommendations – (1) Use the OPM standard RFP proposal format for all POS contracts; (2) Remove Screening Committee from this section; (3) Require that rating sheets be approved by the agency head (or designee) before the RFP is released; (4) Include the rating sheets in the evaluation plan (with the criteria and weights) used when evaluating the proposals.(IV.F.4); (5) Before the RFP is released, require the agency head (or designee) to approve the evaluation plan, including the weighted criteria.</li> </ul> |  |
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<ul style="list-style-type: none"> <li>d. Identify cross-sector process improvement projects that can be jointly engaged in by state agencies and nonprofit organizations.</li> <li>e. Identify opportunities for collaboration across state agencies in order to increase effectiveness and efficiency of working with nonprofit providers.</li> <li>f. Develop incentives in contract procurements for nonprofit organizations that have implemented a process improvement model (e.g. offer additional points on proposal scoring, technical assistance).</li> <li>g. Develop mechanism to fund data provision in Purchase of Service contracts.</li> <li>h. Provide technical assistance to nonprofit organizations on how to analyze and use their data to improve services.</li> <li>i. Develop and implement a standardized human services workforce data collection system for nonprofit organizations that draws from existing or enhanced contract information.</li> <li>j. Restore and streamline the “debriefing and appeal” process in the OPM Procurement Standards.</li> </ul>	<p>partners and stakeholders as part of the process.</p> <p>Recommendations carried over to 2015/2016 recommendations under Business Practices Work Group.</p> <p>OPM Project Efficiency Office recommendations implemented or in the process of being implemented.</p> <p>Process improvement efforts by providers could be considered as part of the evaluation process.</p> <p>Part of contract budgets, no separate or additional mechanism in place.</p> <p>Any technical assistance is being provided at the agency level.</p> <p>Electronic workbook for contract budgets implemented and contract management module in Core-CT are being pursued.</p> <p>Completed. <u>Purchase of Service: Cost Standards - Redline Version</u>. Date: January 14, 2014.</p>
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<b>Remaining Recommendations</b>	<b>Status</b>
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<b>Contract Procurement</b>	
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<p>19. In Executive Branch in consultation with the legislative and Judicial Branches should establish a policy-level “coordinating entity” to: a) lead the effort to ensure the development of program-relevant performance measures that demonstrate program-specific contributions to the population indicators and results as developed by this Cabinet; b) ensure these measures are consistently applied to POS contracts across all state agencies and branches of state government; c) arrange for the intra-agency teams referenced below, to have adequate support from experts in the development and use of performance measures. This will allow for state agencies, funders and providers to</p>	<p>POS contracts already contain outcome measures. Population Results Organizing Body not yet created.</p>
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<p>receive the necessary support to develop, implement and use appropriate performance measures as recommended; d) utilize the document created by the Population Results Work Group entitled Lessons Learned: A Guide for Connecting Population Results and Performance Measures in Purchase of Service Contracts to guide this work.</p>	
<p>20. State agencies that award health and human services POS contracts establish an intra-agency team (that includes staff from data, operations, and contracts divisions) to support the inclusion of appropriate performance measures into POS contracts.</p>	<p>Recommendation not yet implemented.</p>
<p>21. Look at best practices within the state and across the country related to procurement processes.</p>	
<p>22. Retention of unexpended funds. It is recommended that: State agencies and providers will continue to collaboratively develop outcomes and performance monitoring systems that will enable a greater level of budgetary flexibility including retaining a portion of unexpended funds.</p> <p>In the interim: a) State agencies may work with providers to allow state funds to be spent first, provided there are no federal or other matching requirements; b) Providers will continue to submit fiscal and programmatic reports in accordance with current contractual requirements; c) Providers and state agencies will continue to discuss these reports and other matters and adjustments will be made as needed; d) Providers will submit the 8 month report as currently, in regard to which: State agencies, in consultation with the provider, may direct spending changes based on fiscal and other report; State agencies and providers may continue to seek, through the budget revision process, to repurpose projected unexpended funds for one time purposes important to the program and provider.</p> <p>Year-end Reconciliation. a) Cost reconciliation will continue to occur at the same level that cost reconciliation currently occurs (i.e. program, SID, etc.) for each contract; if there are unexpended funds and if State agency determines that the provider has complied with contractual and other service delivery requirements, then:</p> <ul style="list-style-type: none"> <li>a. The provider may retain 50% of the unexpended funds.</li> <li>b. The retention amount shall be capped at 10% of the funds received by the provider (at the program, SID or</li> </ul>	<p>This recommendation not yet implemented.</p>

<p>other level to be reconciled).</p> <ul style="list-style-type: none"> <li>c. Federal funds will follow federal rules</li> <li>d. Unexpended funds retention would not apply in the first year of a new program.</li> <li>e. In cases of budget deficits, unexpended funds retention may be suspended for a particular fiscal year by the Secretary of OPM or as part of an agency deficit mitigation plan.</li> </ul>	
<p>23. Revenue Retention- Implement the Cabinet 2013 recommendations regarding Retention of Unexpended Funds.</p>	<p>Recommendation carried forward to 2015/2016 recommendations under the contract procurement and administration workgroup.</p>
<p>24. Nonprofit Collaboration Incentive Grant (NCIP) - Expand the scope and flexibility of the Nonprofit Collaboration Incentive Grant program to better support the needs of nonprofit organizations.</p>	<p>NCIP funding for \$5 million has been fully authorized. A balance of approximately \$335,000 will be incorporated into the next NGP RFA round to solicit collaboration projects.</p>
<p>25. Assess Revenue Retention Pilots Implement savings reinvestment – the ability to retain up to 50% of unexpended funds-contingent on meeting outcomes requirements of the contract.</p>	
<p>26. Cost of Doing Business- Provide for reimbursement that cover the cost of doing business.</p>	
<p>27. Modify the Department of Developmental Services (DDS) Residential Revolving Loan Program.</p> <ul style="list-style-type: none"> <li>a. The Department of Developmental Services, Department of Social Services and the Connecticut Housing Finance Authority should revise the 6% interest rate for the loan program to more closely reflect market rates.</li> <li>b. The Department of Developmental Services, Department of Social Services and the Connecticut Housing Finance Authority should review the timeliness of when the first loan payment is scheduled to be paid and when the corresponding increase to the provider's room and board rate is effective. The Departments should consider changing the two effective dates to be more aligned with each other.</li> <li>c. For capital projects requested to be completed over a specified amount and time period, the Department of Developmental Services and the Connecticut Housing Finance Authority should consider developing a process to reimburse providers based on an identified payment plan based on completion targets.</li> </ul>	<p>Recommendation carried forward to 2015/2016 recommendations under the contract procurement and administration workgroup</p>

<p>28. Purchase of Service State Agency Bonding</p> <ul style="list-style-type: none"> <li>a. Continue to appropriate bond funding directly for the Departments of Mental Health and Addiction Services, Children and Families and Developmental Services for health, safety code and capital projects.</li> <li>b. Appropriate bond funds to the Department of Correction for health, safety code and capital projects for its community providers.</li> </ul>	
<p>29. Survey Access to Private Market Capital.</p> <ul style="list-style-type: none"> <li>a) Recommend that the state maximize bonding opportunities to address capital needs (i.e. Nonprofit Grant program, individual agency bonding).</li> </ul>	
<p>30. Assess the cost of healthcare on nonprofit organizations.</p> <ul style="list-style-type: none"> <li>a) Create a collaborative workgroup to help nonprofits address the rising cost of healthcare so they can continue to recruit, retain and provide benefits.</li> </ul>	
<p>31. Explore working with DSS to implement 2014 Cabinet recommendations regarding DSS Residential Revolving Loan Fund. (Residential Revolving Loan Fund was transferred from DDS to DSS in FY 17 State Budget).</p> <ul style="list-style-type: none"> <li>a) Revise the 6% interest rate for the loan program to more closely reflect market rates.</li> <li>b) Align the effective dates of the first loan repayment due date and the corresponding increase to the provider's room and board rate.</li> <li>c) Develop a process to reimburse provider based on an identified payment plan based on completion targets for capital projects requested to be completed over a specified amount and time period.</li> </ul>	
<p>32. Review status of nonprofit bonding. Nonprofit Collaboration Incentive Grant and Nonprofit Grant Program.</p> <ul style="list-style-type: none"> <li>a) In November 2015, the Cabinet recommended increasing the bond pool available in FY16 and FY17 to \$25M in each year to address unmet needs and include funding to incentivize collaboration. The Governor's mid-term budget adjustments included an increase for FY17 from \$10M to \$15M for the Nonprofit Grant Program. In addition, \$15M was included on the Bond Commission agenda in February 2016 and the other \$15M remains in the pool.</li> <li>b) Create an on-going Nonprofit Grant Program for infrastructure needs of nonprofit human service agencies funded at a minimum level of \$15M a year</li> </ul>	

<p>and allocated through a formal RFP process. This is not meant to take away from bonding resources within individual human service state agencies for their nonprofit partners.</p> <p>c) Explore the option of any existing low-interest loan programs currently available to the nonprofit community.</p>	
<p>33. Work with OPM Purchase of Service Unit on Contracting Reforms.</p> <p>a) The Cabinet should meet monthly for resource sharing, collaboration between state agencies and collaboration between state agencies and nonprofits and also to monitor and report on the impact of prior recommendations.</p> <p>b) Add a standard question on RFPs about how nonprofit agencies address process improvement.</p> <p>c) RFPs should include outcomes and plan for data collection. Requirements should be negotiated and funded appropriately. State agencies should review data collection requirements annually and remove any unnecessary reports, forms or data fields collected.</p> <p>d) Maintain current processes for re-procurement and waiver criteria. Minimize paperwork through Biznet and electronic documents. Central Contracting Unit at DMHAS should take the lead in contracting collaboration and consistency.</p> <p>e) Contract Procurement and Administration Workgroup should consult and advise in the development phase of the enterprise contract management system.</p>	
<p>34. Develop recommendations for payment reform models to enhance the financial viability of nonprofit organizations.</p> <p>a) Funding levels (including rates and contract amounts) should be based on the full costs of services consistent with an agreed upon set of quality standards and outcomes.</p> <p>b) Establish a POS Rate Setting Office modeled after the POS Contracting Efficiency Office.</p> <p>c) Establish a Nonprofit Human Service Investment Fund (managed by the State Treasurer) similar to the proposed Transportation Lockbox, to support increases in rates and contracts to meet the costs of services.</p>	

Employment/Employment Data/Training	Status
<p>35. Develop and implement strategies to assist nonprofit providers in recruiting, training and retaining staff in health and human service positions, including funding contracts at a level that supports:</p> <ul style="list-style-type: none"> <li>a. Paying a living wage.</li> <li>b. Providing benefits including healthcare, retirement and life insurance.</li> <li>c. Providing training and supports necessary for employees to move along a career path and to promote advancement in the industry.</li> </ul>	
<p>36. Recommend a plan to work with SDE and the elementary education systems to train the future workforce.</p>	
<p>37. Recommend a plan to work with Higher Education System to train future workforce.</p>	<p>The Board of Regents would take the lead</p>
<p>38. Work with the Department of Veteran’s Affairs to match health and human services workforce needs to potential workers.</p>	<p>Unsure of status</p>
<p>39. Work with the Department of Economic and Community Development to develop incentives for nonprofit businesses.</p>	<p>Unsure of status</p>
<p>40. A future Jobs Workgroups should: a) Work with DOL, OPM and relevant state agencies to collect data on the POS and the Judicial Branch CSSD’s contracted workforce in the nonprofit sector; b) assess and report on progress to develop and implement a statewide data system that captures nonprofit sector workforce needs and trends; c) Ensure the following data are collected and analyzed, and that resulting recommendations are brought to the Cabinet such as resources with Connecticut educational institutions, including online options, designed to meet the needs of the nonprofit workforce; data on the training resources provided by the various state agencies that contract with nonprofit providers.</p>	<p>Refer to CT Data Academy</p> <p>Refer to CT Data Academy and Board of Regents.</p>
<p>41. Recommend to the Cabinet a formalized statewide system for identifying interns, a key resource for nonprofit community providers.</p>	<p>Board of Regents would take the lead.</p>
<p>42. The Governor's Nonprofit Liaison or a designee should participate as a voice at the table of the Connecticut Employment and Training Commission (CETC). The CETC is</p>	

<p>Connecticut’s State Workforce Investment Board, authorized under the federal Workforce Investment Act and state statute. The CETC provides workforce-related policy and planning guidance to the Governor and General Assembly and promotes coordination of the state’s workforce-related investments, strategies, and programs. Note: Since the development of this recommendation in 2013, The Workforce Innovation and Opportunities Investment Act 2014, replaces the Workforce Investment Act.</p>	
<p>43. Make recommendations on training and supports necessary for employees to move along a career path and to promote advancement in the industry.</p> <p>a) Work with the Board of Regents for Higher Education to develop, identify, publicize, and implement opportunities for nonprofit organizations to partner with community colleges that will allow for affordable educational opportunities and career paths, including:</p> <ul style="list-style-type: none"> <li>• Certification Programs</li> <li>• Degree Programs</li> <li>• Continuing Education Trainings</li> <li>• Internships</li> </ul> <p>b) Training and Staffing:</p> <ul style="list-style-type: none"> <li>• Create uniformity among state human service agencies with respect to common definitions, requirements and standards.</li> <li>• State agencies should share training resources with private providers and joint training should occur on key topics that are relevant to both.</li> <li>• Incentivize private providers to leverage technology for training and professional development.</li> </ul>	
<p>44. Promote Education and Outreach</p> <p>a) Request that BOR pilot a Human Services Management Certificate program at no less than two community colleges that currently offer a human services degree program in the southern or western region of the state.</p> <p>b) Request that OHE revitalize its Education and Employment Information Center to serve as a “hub” that would link users to information</p>	

<p>regarding college programs and financial aid for nonprofit human service workers.</p> <p>c) Request that the Governor’s Office create a tuition voucher program for private nonprofit workers who are not represented by workers’ union.</p>	
<p>45. Provide guidance in the rollout of the Second Chance Society initiative to engage nonprofit participation (in conjunction with OPM)  <a href="http://www.governor.ct.gov/malloy/lib/malloy/2015.02.03_gov_malloy_second_chance_society.pdf">http://www.governor.ct.gov/malloy/lib/malloy/2015.02.03_gov_malloy_second_chance_society.pdf</a></p> <p>Second Chance Society</p> <p>a) State agencies review and modify POS contract language to be consistent with Ban the Box legislation.</p> <p>b) State agencies and nonprofits review employment applications and hiring decision to be compliant with and put into practice policies and procedures consistent with Ban the Box legislation.</p> <p>c) Education and Outreach be provided regarding Certificates of Employability and State agencies and nonprofits honor/give consideration to those who have been issued certificates of employability.</p>	
<p>46. The Cabinet supports the recommendations made by the Commission on Nonprofit Health and Human Services in its final report dated March 31, 2011 in the areas of wages, health insurance and retirement benefits.</p>	
<p><b>Business Practice</b></p>	<p><b>Status</b></p>
<p>47. Promulgate information about Pay for Success (PFS)/ Social Innovation.</p> <p>a) Include information about PFS program model in the Nonprofit Toolkit. (Cabinet)</p> <p>b) Identify 3 PRS pilot programs, including DCF existing PFS pilot and new pilots with state agencies such as DOC. (Cabinet/State Agencies)</p> <p>c) Explore opportunities for expanding the Small Business program to increase the participation of nonprofit organizations, including increasing the threshold for participation.</p> <p>d) Identify cross-section process improvement projects that can be jointly engaged in by state agencies and nonprofit organizations.</p>	<p>Recommendation carried over to the 2015/2016 recommendation under the Business Practice Workgroup</p>

<p>48. Work with DECD to expand access to capital and technical assistance.</p> <ul style="list-style-type: none"> <li>a) Include the Business Express Program brochure in the Nonprofit Toolkit. (Cabinet)</li> <li>b) Request that DECD provide trainings and technical assistance on the Business Express Program. (Cabinet)</li> <li>c) Increase involvement of nonprofits in the Business Express programs. (DECD)</li> </ul>	
<p>49. Work with OPM Office of Statewide Organizational Effectiveness to boost nonprofit access to process improvement training and technical assistance.</p> <ul style="list-style-type: none"> <li>a) Communicate to the nonprofit sector the value of Process Improvement. (Cabinet)</li> <li>b) Request that OPM offer basic Lean training to any nonprofit. (OPM)</li> <li>c) Include a review of a provider’s process improvement efforts as part of the evaluation process for those seeking State funds. (OPM)</li> <li>d) Encourage state agencies to partner with nonprofit grantees in Process Improvement projects. (Cabinet/State Agencies)</li> </ul>	
<p>50. Compile and share a set of foundational components that support effective collaboration.</p> <ul style="list-style-type: none"> <li>a) Establish a communications plan to alert nonprofits about the resources available in the Nonprofit Toolkit. (Cabinet)</li> <li>b) Encourage small organizations to consider collaboration. (Cabinet)</li> <li>c) Provide extra points if project model is collaborative. (State Agencies)</li> </ul>	
<p>51. Human Resources: Make recommendations regarding human resource innovations that support nonprofit organizations.</p> <ul style="list-style-type: none"> <li>a) Implement the Strategic Human Resources Management model which assumes adequate resources are available to meet needs. (Cabinet)</li> <li>b) Encourage collaborations that merge Human Resources. (Cabinet)</li> <li>c) Consider increasing volunteers to supplement employee work force. (Cabinet)</li> </ul>	

<p>52. Technology: Make recommendations regarding technology resources that support nonprofit organizations, working with the CT Center for Advanced Technology.</p> <p>a) Administer a nonprofit survey to identify and assess deficiencies in IT infrastructure and opportunities to save money by leveraging partnerships or shared IT services. (Cabinet and CCAT)</p>	
<p>53. Data: Work with the State’s Open Data Portal <a href="http://data.ct.gov/">http://data.ct.gov/</a></p> <p>a) Pilot the use of the software used by the Connecticut Open Data Portal.</p> <p>b) Establish a workgroup of criminal justice providers to identify common data elements and upload common data for analysis. (Cabinet and OPM)</p>	
<p>54. Identify the frameworks for tracking and analyzing performance measures that are currently being used, with the ultimate goal of agreement on a common framework for performance measures, allowing nonprofit organizations to group measures into like clusters and to evaluate contributions towards population results.</p> <p>a) Implement 2012/13 Cabinet recommendations, including connecting Population Results with outcome measures in contracts, refinement of population indicators, and draw upon experiences in Vermont (Benchmarks for a Better Vermont – <a href="http://www.bbvt.marlboro.edu/">http://www.bbvt.marlboro.edu/</a> . Cabinet and OPM)</p>	
<p>55. Recommend how increased technical assistance can be provided to nonprofit organizations so as to analyze and use their data to drive service improvement (in conjunction with OPM and POS unit)</p> <p>a) Endorsement of the concept for a CT Data Academy.</p>	
<b>Population Results</b>	
<p>56. Adopt cross-agency population results in the areas of: All Connecticut residents: a) live in safe families and communities; b) are economically secure; c) are developmentally, physically, and mentally healthy across the lifespan; d) who are elderly (65+) or have disabilities live engaged lives in supportive environments of their choosing; e)succeed in education and are prepared for career, citizenship and life; f) all children grow up in a stable environment, safe, healthy, and ready to succeed. Link cross-agency population results to POS outcome measures.</p>	<p>All Purchase of Service contracts are required to include outcome measures. Organizational and other recommendations related to cross-agency population results not yet implemented. Work did not move forward past the 2014 Cabinet work.</p>

57. Look at best practices within the state and across the country.	
58. Establish a Population Results Organizing Body to implement and oversee this work. A broad and diverse group that includes representation from each branch of state government and nonprofit agencies should be assembled under the direction of an appointed coordinator.	Population Results Organization Body not yet created.
59. Develop a plan for implementing “cross-agency population results” including, linking “cross-agency population results” to Purchase of Service (POS) outcome measures and recommending a structure for a “Populations Results Organizing Body”.	POS contracts already contain outcome measures. Population Results Organizing Body not yet created.
60. The work group referenced in recommendation 56 above refine the preliminary population indicators selected by the 2011-12 work group using actual data, and ensure this process is ongoing.	Population Results Organization Body not yet created.
61. Designate CTdata.org, managed by the CT Data Collaborative, as the structure to acquire, maintain and make accessible the population indicators data.	
62. A work group similar in composition to the Population Results Work Group of the Cabinet and broadly representative of all stakeholders including all branches of government, funders and providers, be created to advise the “coordinating entity” on the work encompassed in above recommendations.	Population Results Organization Body not yet created.