Office of Policy and Management

Agency Description

The Office of Policy and Management (OPM) serves as a staff agency reporting directly to the Governor, providing the information and analysis required to formulate public policy for the state and assisting state agencies and municipalities in implementing policy decisions on the Governor's behalf.

The objectives of OPM are to: provide the staff functions of budget, management, planning, intergovernmental relations and employee relations through a single agency; encourage the integration of planning, budgeting and program analysis; provide necessary staff support to the Governor on policy analysis, development and implementation; and seek long-term improvements in the management of state agencies.

OPM is headed by a secretary and a deputy secretary who advise the Governor with the assistance of division heads for Budget and Financial Management, Criminal Justice Policy and Planning, Finance, Intergovernmental Policy, Employee Relations, and Policy Development and Planning.

OPM performs various fiscal functions to monitor, implement and report on the state's budget throughout the fiscal year. OPM prepares the Governor's biennial budget, including the state's capital budget, for submission to the legislature in odd-numbered years. OPM prepares the Governor’s budget adjustments for the second half of the biennium that are submitted in even-numbered years.

Areas in which OPM is facilitating interagency coordination include urban policy (with particular focus on distressed municipalities), prison overcrowding and reentry strategies, crime prevention and youth development, land use and physical resources, water resources conservation, human capital development to match Connecticut's workers and their skills to available jobs, job creation and economic development, housing, health care access, and the purchase of human services.

OPM also performs grants management, intergovernmental reviews, and provides technical assistance to municipalities.

Office of the Secretary and Administrative Support

## Statutory Reference

C.G.S. Section 4-65a.

## Statement of Need and Program Objectives

To assist and advise the Governor on policy and financial issues. To advocate for the Governor's policies and to coordinate their implementation. To attain OPM’s objectives by directing and coordinating its programs and providing operational support services.

***Program Description***

The Secretary, unique as chief financial and policy advisor to the Governor, is responsible for policy development and the overall financial management of state government. This responsibility includes protecting the long-term and short-term interests of the state.

The *Office of the Secretary,* with analytic support from the agency's divisions, advises the Governor on all matters related to fiscal policy; policy initiatives, particularly those initiatives that cross agency lines; state agency management issues, including agency strategic business planning; the reorganization of state government; labor relations; federal issues, in conjunction with the Governor's Washington office; impact of federal and state policies on local governments; financial management policies and practices in all state agencies; and legislative matters.

The Secretary and Deputy Secretary advocate the Governor's policies with legislators, state agencies, private service providers, the general public, legislative task forces, and the boards and commissions to which the Secretary is named a member.

This office directs the development and implementation of the state's biennial operating and capital budgets as well as budget adjustments for the second half of the biennium.

In order to improve the quality of state agency management and control, the Office of the Secretary makes strategic and operational decisions that are consistent with the Governor's policies and programs. When state agency management issues arise, the Secretary may direct the analysis of those issues and work with agency heads on implementation of any recommendations.

The office establishes the priorities for the planning and analysis, coordination, and implementation efforts of OPM’s divisions of Budget and Financial Management, Criminal Justice Policy and Planning, Finance, Intergovernmental Policy, Labor Relations, and Policy Development and Planning. The office provides guidance and support to the divisions to assist them in attaining their goals.

The *Division of Administration* delivers diversified services which provide OPM employees with the tools, environment, information, and support necessary to accomplish OPM's mission; and articulates and implements the vision and policies of the Secretary of OPM and directs the administrative management of the agency. The Division of Administration provides support services in the areas of accounting and audit, business operations, human resources, and information and telecommunication systems.

Policy Development, Coordination and Implementation

## Statutory Reference

C.G.S. Sections 4-65a and 5-200.

## Statement of Need and Program Objectives

To assist the Governor, Secretary and state agencies in making policy decisions and in effectively deploying current and future financial and other resources by planning, formulating, coordinating, implementing and evaluating programs and policies that address state needs.

## Program Description

Five divisions of OPM participate in a comprehensive program of resource allocation, planning, policy analysis, management improvement, financial management improvement, and program evaluation that assists the Governor and the Secretary in formulating and implementing strategies, priorities and programs.

The *Budget and Financial Management Division* develops and implements the state’s fiscal and program policies through the formulation of the Governor’s operating and capital budget proposals and the execution of the budget as enacted by the General Assembly and signed by the Governor. The division also provides ongoing comprehensive analyses, evaluation and recommendations to the Governor and the Secretary regarding the financial and programmatic implications of public policies; and manages and coordinates the implementation of these financial and programmatic policies among state agencies.

The *Criminal Justice Policy and Planning Division* promotes a more effective and cohesive criminal justice system by ensuring the efficient use of resources through research, policy development, and interagency coordination. The division also manages state and federal assistance programs such as juvenile justice and positive youth development grants to schools, state and non-profit agencies.

The *Office of Finance* evaluates, makes recommendations and works to improve the administrative and financial management practices and effectiveness of the state and its agencies. The office also establishes policies and strategic direction related to the state’s information technology systems; and develops the State Capital and Facility Plan and takes other actions to ensure the efficient use of state-owned or leased property.

The *Division of Employee Relations* is formed with the consolidation of the Office of Labor Relations, Statewide Human Resources and Strategic Services.

The division is responsible for timely and effective labor relations and collective bargaining services on behalf of the state employer for state employees in the executive branch, other than the constituent units of Higher Education, the State Board of Education, and the Division of Criminal Justice; advises and consults with state agencies regarding labor relations and other employee relations matters; represents the state during the contract and statutory grievance process, contract negotiation, midterm bargaining and interest arbitration for executive branch state employee bargaining units; represents the state in employee related whistleblower complaints and other legal matters; and represents the state in coalition negotiations on statewide issues such as pension and health care benefits.

The Division of Employee Relations also designs and manages human resources systems for state agencies; provides quality control and auditing of personnel transactions; develops and administers employment examinations for all classified competitive job titles in the state; provides comprehensive services in the areas of organizational design, classification, staffing, objective job evaluation, and compensation and the administration of human resources laws and regulations. The staff also contributes leadership, staffing, and subject matter expertise to the Human Resource Management Systems (HRMS) modules of Core-CT.

The *Policy Development and Planning Division* researches, analyzes, and develops coordinated policies in a broad array of areas such as health and human services, housing, and long term care financing. The division coordinates implementation of programs and policies across state agencies with the goal of improving the effectiveness of state services.

Intergovernmental Policy

## Statutory Reference

C.G.S. Section 4-65a.

## Statement of Need and Program Objectives

To promote sound financial management practices and accurate financial reporting by municipalities and those non-profit entities receiving state financial assistance; initiate and support state policy development with regard to municipalities and regional planning organizations; administer state tax relief programs and formula grant programs that benefit municipalities, companies and individuals; certify assessors and revaluation companies and their personnel; and collect, analyze, and publish municipal data.

## Program Description

The *Intergovernmental Policy Division* assists in formulating state policy pertaining to the relationship between the state and Connecticut’s municipalities and regional planning organizations, and maintains ongoing relationships with municipal officials and regional stakeholders; administers and manages municipal and regional grants and local property tax relief programs; measures the property tax wealth of municipalities used in the distribution of certain state grants; monitors the financial conditions of the state's municipalities through review and analysis of audit reports and budget data to determine those encountering significant financial problems and provides technical assistance to such communities; develops and updates the Conservation and Development Policies Plan for Connecticut; develops and recommends policies relating to state, regional and municipal stakeholders; and coordinates state agency efforts under the Connecticut Environmental Policy Act (CEPA).