# Final report materials

Final materials

Connecticut

# These materials accompany the public report for the CREATES project

**This package contains the final versions of all materials created as part of the CREATES project**

**This document's structure parallels the public report, providing detail and analysis to support its narrative**
- In some cases the public report contains less specific information than these slides
- Some topics covered in depth here (e.g., implementation approach) are not covered in depth in the report

# 1.1 CREATES Project Summary

# CREATES project summary

## Background

- 8k+ employees eligible for retirement by June 30, 2022

- Represents an imperative and an opportunity to modernize

- PA 18-81 asked the Governor to direct OPM to hire a national subject matter expert to find $500m in operational efficiencies

## Outcomes

- Engaged with 41 agencies, surveyed 2,500+ employees, analyzed operational and financial data, and benchmarked CT's performance against other states

- Identified ~200 opportunities totaling $600-900m+ of potential value

  - Includes $20m incorporated in FY22 and $155m in FY23 budget

- Drafted detailed report that highlights opportunities while acknowledging potential challenges to implementation

## Initiatives will benefit parties across the State of Connecticut

### Residents
- Makes services more convenient, straightforward and resilient in the face of retirement surge
- Builds toward vision of an "all-digital government"

### Businesses
- Enhances support from the State and makes Connecticut a more attractive place to do business
- Empowers firms to train workers for the skills they need

### Taxpayers
- Optimizes tax dollars for a more efficient government
- Finds new sources of revenue and cost savings without raising tax rates

### State employees
- Increases capacity by automating manual, repetitive tasks
- Mitigates workload burden from retirement surge
- Provides more incentives to grow as a leader

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# Three-phase approach to improving Connecticut's efficiency

## Objectives

**Ensure continuity of operations**

**Manage expenses**

**Improve service quality**

## Approach

### Baseline and calibration
Sep –Oct

**Analyze retirement surge** to understand risk and impact

**Identify improvement opportunities**

Develop **prioritization criteria** for opportunities

**Develop stakeholder map**

### Develop recommendations
Oct - Dec

Conduct **employee survey**

Filter and **prioritize opportunities**

Conduct **detailed analysis** for prioritized opportunities

Ensure prioritized opportunities address **retirement surge risk**

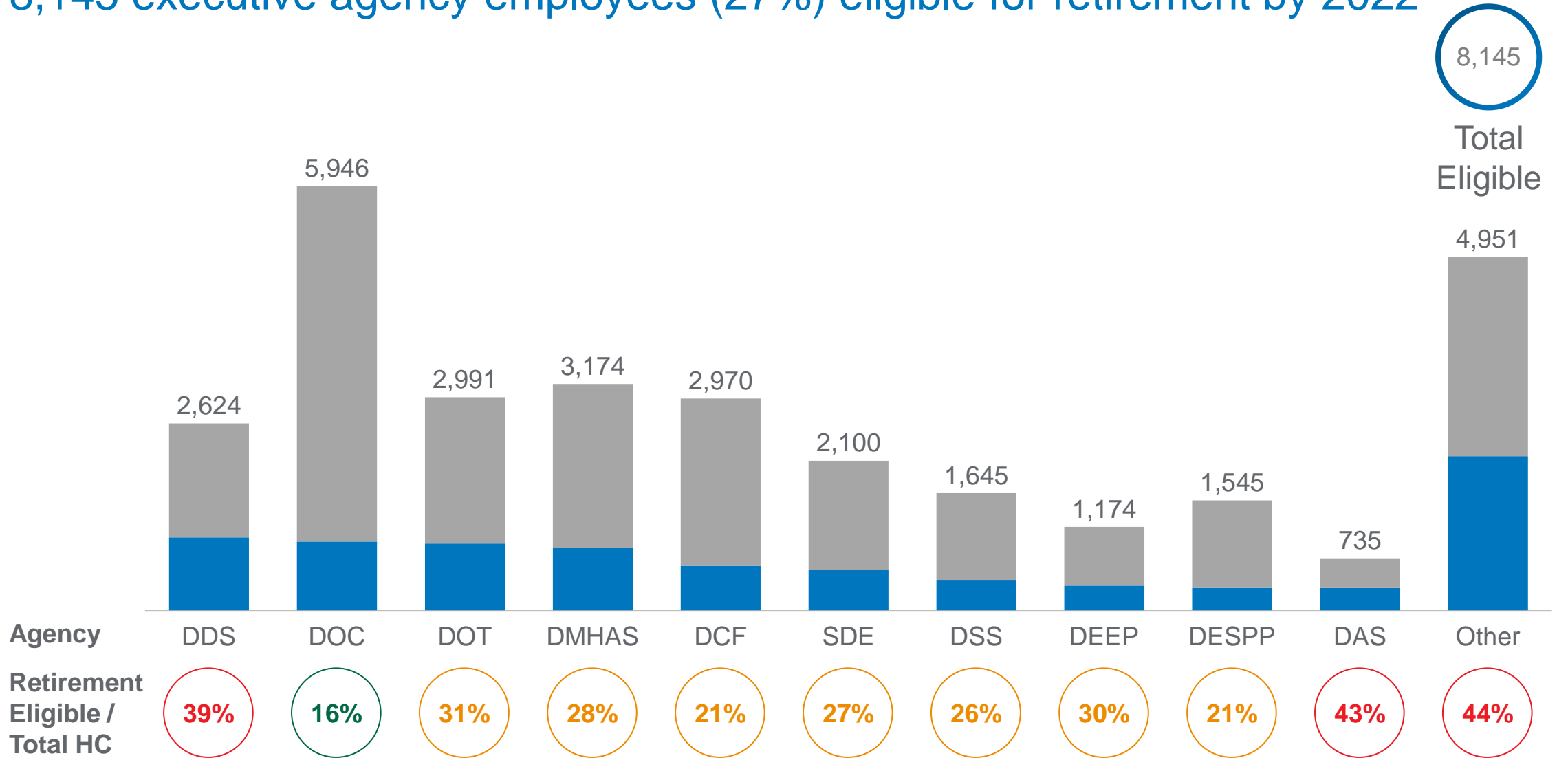**Engage stakeholders** to test and refine initiatives

### Report and roadmaps
Dec - Feb

Develop **high-level implementation plan** for prioritized initiatives

Develop **case for change** and supporting communications

Write **final report**

8,145 executive agency employees (27%) eligible for retirement by 2022

Total Eligible: 8,145

| Agency | DDS | DOC | DOT | DMHAS | DCF | SDE | DSS | DEEP | DESPP | DAS | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 2,624 | 5,946 | 2,991 | 3,174 | 2,970 | 2,100 | 1,645 | 1,174 | 1,545 | 735 | 4,951 |
| Retirement Eligible / Total HC | 39% | 16% | 31% | 28% | 21% | 27% | 26% | 30% | 21% | 43% | 44% |

Note: Retirement eligible includes Early and Normal eligible employees for all agencies, plus Hazardous for DOC
Source: CT STARS database as of 1/5/2021

Other employees    Retirement Eligible

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# Opportunities were developed using a variety of inputs and engagement

Collaborating with 200+ senior employees, including agency leadership, staff and analysts, as well as 2.5k+ survey respondents

Benchmarking versus state, federal and private sector leaders to capture best-practices

Analyzing extensive internal financial and operational data

Engaging additional stakeholders, including non-profits, businesses and government experts across functions

# Recommendations | Modernize management of the State workforce

## Report Observations

- High number of vacancies due to difficulty in recruiting and retention for certain positions

- Long duration hiring process

- Non-competitive compensation for managers and high-skill jobs

- Lack of flexibility in changing org structures and job classes

- High levels of overtime experienced

- Tightly defined job duties

## Recommendations

- Streamline the hiring process

- Improve manager value proposition and retention

- Manage overtime/absenteeism

- Improve management of workers' compensation expenses

- Return DOC staffing to previous levels

- Optimize CSP trooper target and civilianize administrative functions

- Optimize CTECs administration and teacher levels

FUTURE

# Recommendations | Streamline services and pool resources

## Report Observations

- Some pooled resources but many repetitive functions operating individually within each agency

- Confusing landscape for residents who interact with multiple health and human services agencies

- Sub-optimal coordination across agencies with overlapping customers or geographic focus areas

- Uneven capabilities across agencies and lack of shared best-practices

## Recommendations

- Further centralize shared services

- Streamline similar human service programs and support functions

- Strengthen coordination of human service operations via a central office

- Integrate agencies with similar missions

# Recommendations | Digitize resident services and internal processes

## Report Observations

- Uneven digital capabilities across the State

- Many agencies operating on legacy IT systems and paper records

- Digital-laggard agencies unable to build capability individually

- Residents restricted in their ability to conduct motor vehicle transactions at home or from partner locations

- Below average audit coverage ratios within DRS

## Recommendations

- Expand usage of common payment platform

- Digitize document management

- Streamline Affirmative Action reporting

- Digitize more DMV transactions

- Complete Revenue Services digitization program

- Modernize Unemployment Insurance

- Digitize DMHAS patient records

- Adopt new maintenance and inspection tools in DOT

# Recommendations | Optimize sourcing

## Report Observations

- State has well-established and robust engagements in place but faces obstacles related to certain specialized services

- High number of direct care staff eligible for retirement

- Longstanding transit operating contracts with generally high costs and little transparency

- Decade-long litigation over bus certificate requirements

## Recommendations

- Expand non-profit engagement for providing LMHAs

- Expand non-profits for DDS group homes

- Bid out public transit service operations

- Contract operations of veterans' convalescent care

- Review transportation structure and maintenance contracting

# Recommendations | Design services to meet resident needs

## Report Observations

- Ongoing initiatives to control healthcare spend

- Potentially hundreds of millions of dollars in uncollected taxes

- Public transit services designed for old ways of working

- Depleting STF with no appetite to introduce new revenues

## FUTURE

## Recommendations

- Align rail and bus service to resident needs

- Adopt value-based health payments

- Control health spending and maximize federal funding

- Improve tax compliance

- Cut low-ROI film and tax programs

- Find new transportation revenues

# 1
# CREATES report context and approach

# Connecticut demographics

| | Attribute | 2019 |
|---|---|---|
| Population | Population | 3,565,287 |
| Age | 0-18 years | 25.5% |
| | 19-64 years | - |
| | 65+ | 17.7% |
| Race (Top 3 only) | White alone, percent | 79.7% |
| | White alone, not Hispanic or Latino, percent | 65.9% |
| | Hispanic or Latino, percent | 16.9% |
| | Black or African-American alone, percent | 12.2% |
| Education | High school graduate or higher, percent of persons age 25 years+, 2014-2018 | 90.5% |
| | Bachelor's degree or higher, percent of persons age 25 years+, 2014-2018 | 38.9% |
| Health | With a disability, under age 65 years, percent, 2014-2018 | 7.3% |
| | Persons without health insurance, under age 65 years, percent | 6.2% |
| Income and Poverty | Median household income (in 2018 dollars), 2014-2018 | $76,106 |
| | Per capita income in past 12 months (in 2018 dollars), 2014-2018 | $43,056 |
| | Persons in poverty, percent | 10.4% |
| Business | Total employment, 2018 | 1,528,867 |
| | Total annual payroll, 2018 ($1000) | 97,728,524 |
| | Total employment, percent change, 2017-2018 | -0.5% |

# CT has suffered significant net migration losses in recent years – COVID presents opportunity to mitigate

**Domestic net migration**

US Rank: 44th

Est. loss of ~130M people from 2015-19

**Birth rate**

US Rank: 47th

15%+ below national average

**International net migration**

US Rank: 16th

Somewhat offset by inflow of ~75M internationals

**Opportunity to attract domestic migration from neighboring states**

16,000

New Yorkers moved to Connecticut from March-June

NY & NJ are historical sources of net domestic inflows

# CT consistently scores poorly in CNBC's annual Top States for Business, driven by high costs and poor infrastructure

| | Weighting | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|
| **Overall** | **100%** | **33** | **43** ⬇ | **33** ⬆ | **37** ⬇ | **35** ⬆ |
| Workforce | 18% | **4** | 18 | **7** | 16 | 15 |
| Economy | 15% | 26 | 43 | 41 | 45 | 43 |
| Infrastructure | 14% | 46 | 47 | 47 | 47 | 43 |
| Cost of Doing Business | 14% | 47 | 47 | 43 | 46 | 43 |
| Quality Of Life | 13% | 11 | 25 | 23 | 22 | 20 |
| Education | 7% | 11 | 18 | **3** | **9** | **8** |
| Tech. & Innovation | 7% | 19 | 19 | 13 | 17 | 18 |
| Business Friendliness | 7% | 32 | 29 | 32 | 26 | 21 |
| Access To Capital | 3% | 30 | 25 | 20 | 18 | 20 |
| Cost Of Living | 2% | 49 | 46 | 45 | 43 | 43 |

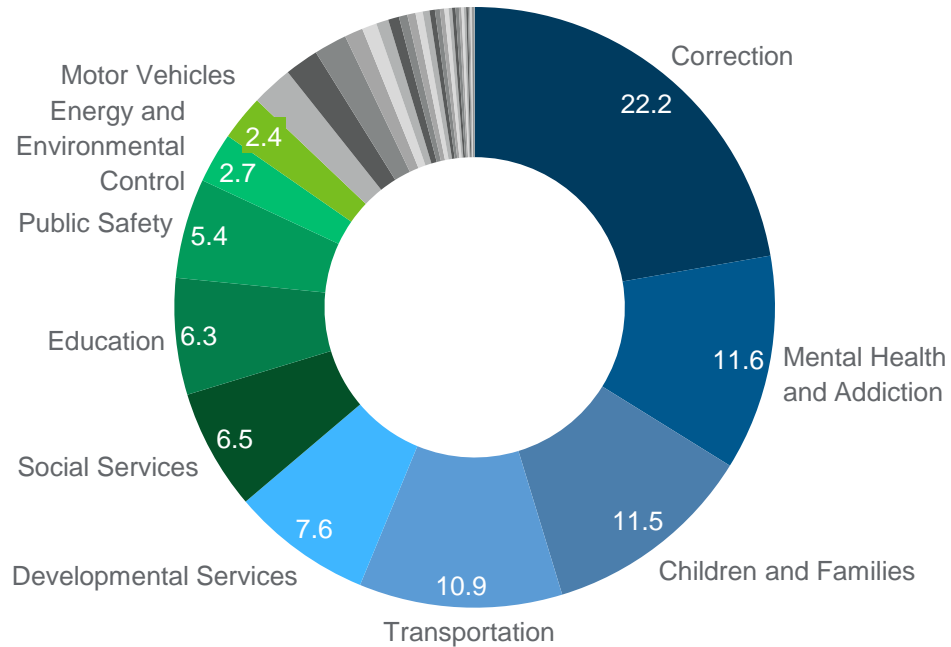Top 10 State     Bottom 10 State

- High taxes and energy costs, poor fiscal health, lack of infrastructure and income inequality are often cited as drags on CT's attractiveness

- High ranking schools, quality of life, young workforce, & strong innovation provide areas of strength

- State also fares poorly in Forbes 2020 survey (43rd)

CT's state expenses have grown nearly 3% CAGR since FY12, led by $2.5bn rise in Human Services (~40% rise)

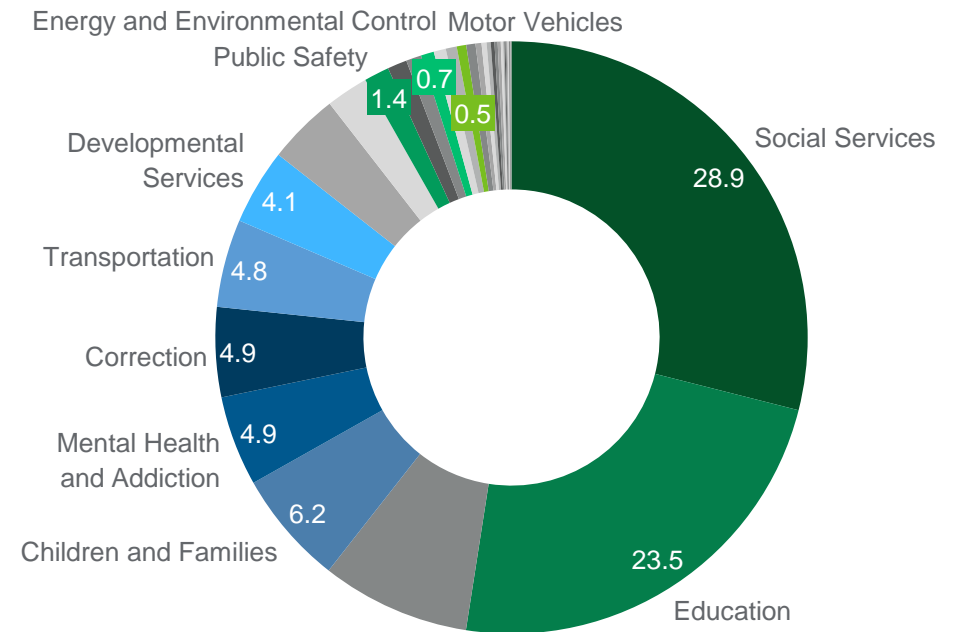Source: https://data.ct.gov/dataset/CTOSC-2013-and-2014-Expenses/43fc-9893

18
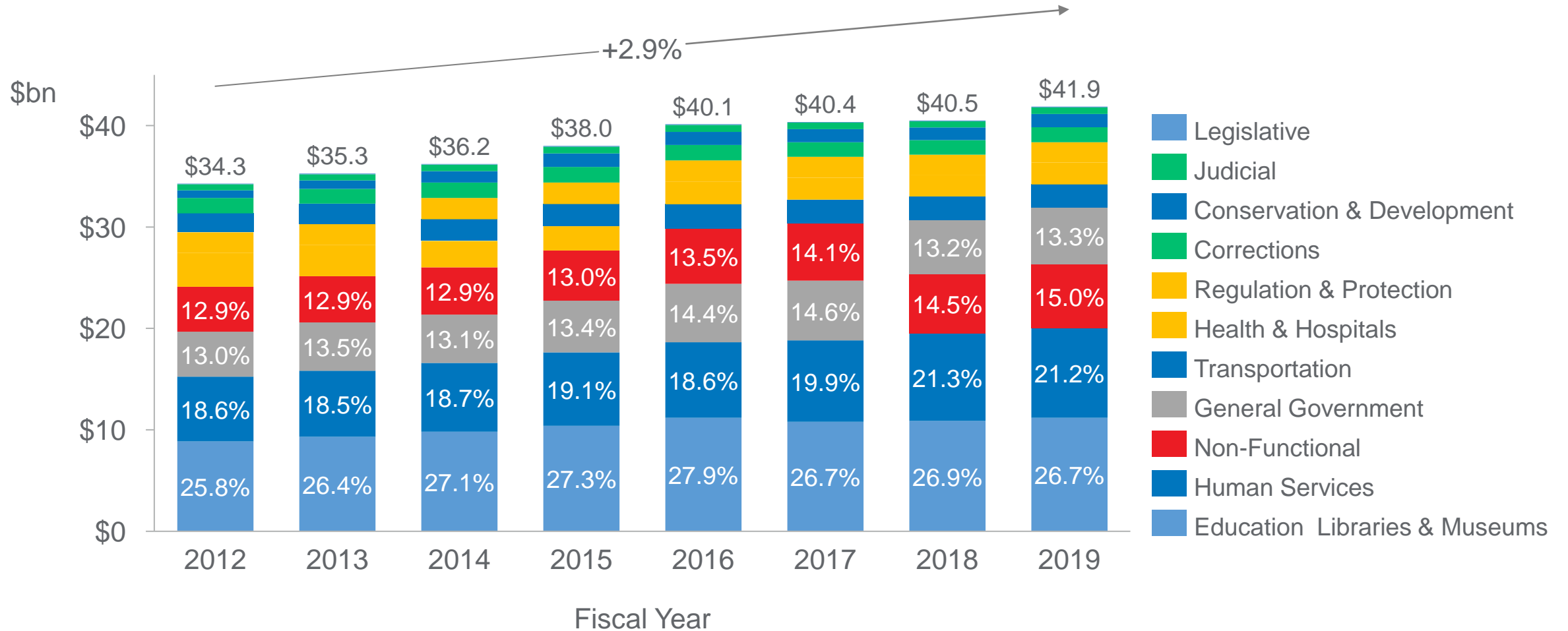
# CREATES covered State executive agencies, with focus on areas with greatest opportunities for efficiency and savings

## 10 largest agencies are 87% of total headcount…



Correction 22.2
Mental Health and Addiction 11.6
Children and Families 11.5
Transportation 10.9
Developmental Services 7.6
Social Services 6.5
Education 6.3
Public Safety 5.4
Energy and Environmental Control 2.7
Motor Vehicles 2.4

Thousand employees

## … and 80% of the 2020 budget



Social Services 28.9
Education 23.5
Children and Families 6.2
Mental Health and Addiction 4.9
Correction 4.9
Transportation 4.8
Developmental Services 4.1
Public Safety 1.4
Energy and Environmental Control 0.7
Motor Vehicles 0.5

$M

Also need to consider retirement risk impact across department

# Three-phase approach to improving Connecticut's efficiency

## Objectives

**Ensure continuity of operations**
Prevent the retirement surge from impacting services provision

**Manage expenses**
Lower costs by identifying potential efficiency improvements

**Improve service quality**
Create value through improved citizen experience, better distribution and improved outcomes

## Approach

### Baseline and calibration
Sep –Oct

**Analyze retirement surge** to understand risk and impact

**Identify improvement opportunities** by cluster

Develop **prioritization criteria** for improvement opportunities

**Develop stakeholder map**

### Develop recommendations
Oct - Dec

Filter and **prioritize improvement opportunities**

Develop **high-level business cases** for prioritized opportunities

Ensure prioritized opportunities address **retirement surge risk**

**Engage broad set of stakeholders** to test and refine improvement opportunities

### Report and roadmaps
Dec - Feb

Develop **high-level implementation plan** for prioritized initiatives

Develop **case for change** and supporting communications

Write **final report**

# CREATES identified improvement opportunities and integrate with other work

Focus was on operational efficiency improvements within current policy framework

## Focus of CREATES

**Op model and org structure**
Leverage more efficient delivery models, remove redundancies, optimizing spans/layers and sourcing

**Digitization**
Replace manual processes or services (internal and external) with digital and automation

**Process improvement**
New ways of improving current activities, including through simplification and deduplication

**Service design**
Enhance services for citizens and industry, eliminate non-value-add services and enable self-service

**Workforce management**
Across the employee lifecycle, including hiring, learning and development, deployment, retention

**Revenue optimization**
Identify new opportunities for revenue and improve revenue realization

## Additional State projects in progress

**IT efficiency analysis**
Review of the IT footprint conducted through the Department for Administrative Services

**Lean management**
Review of use of Lean techniques to follow-up on progress since official adoption in 2016

**Workspace realignment**
Updates to teleworking policy and projected impact on estate footprint

**Procurement**
Processes through which the State purchases services and current value from those services

We feed relevant ideas into this work and ensured alignment in final report

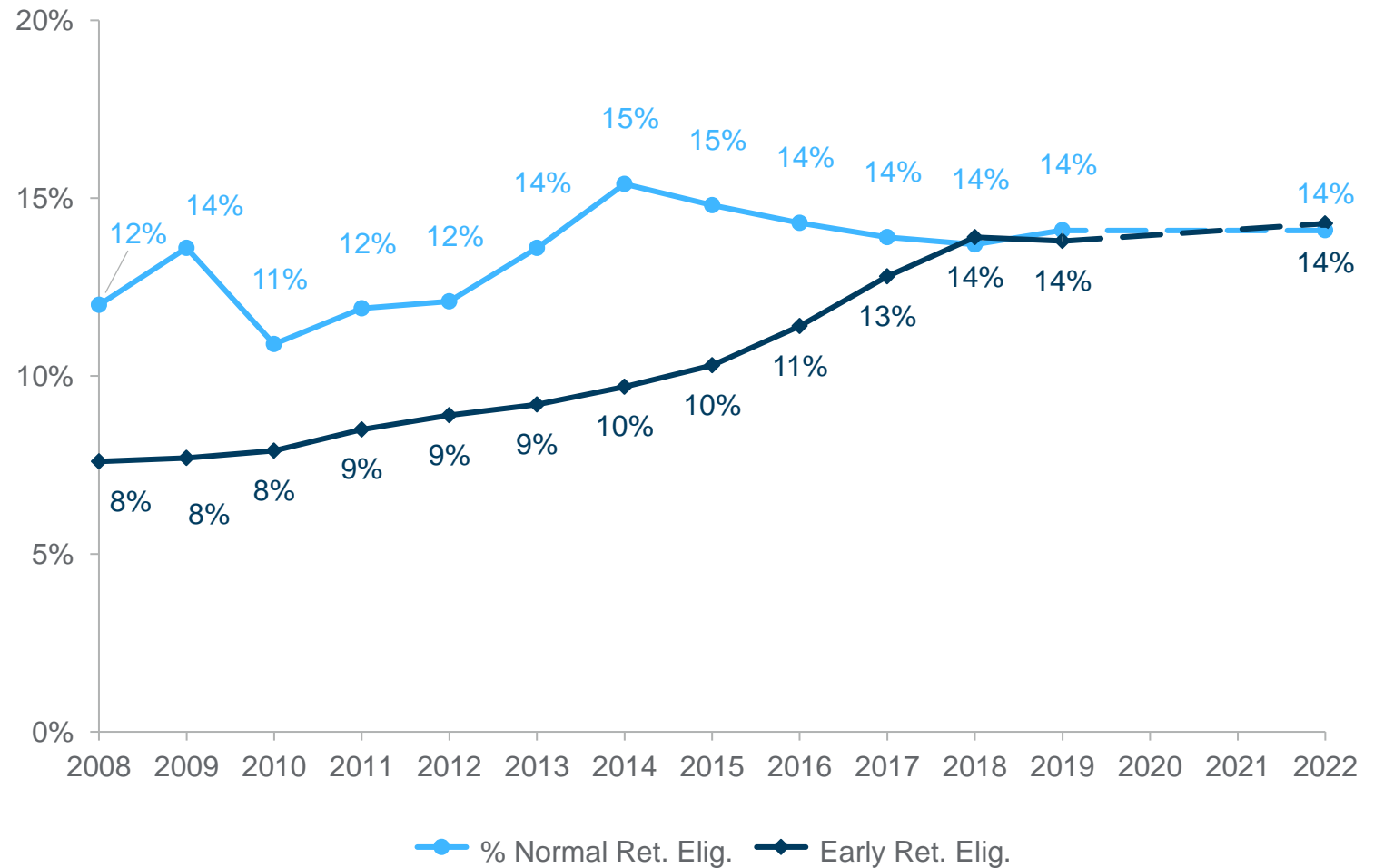# 2
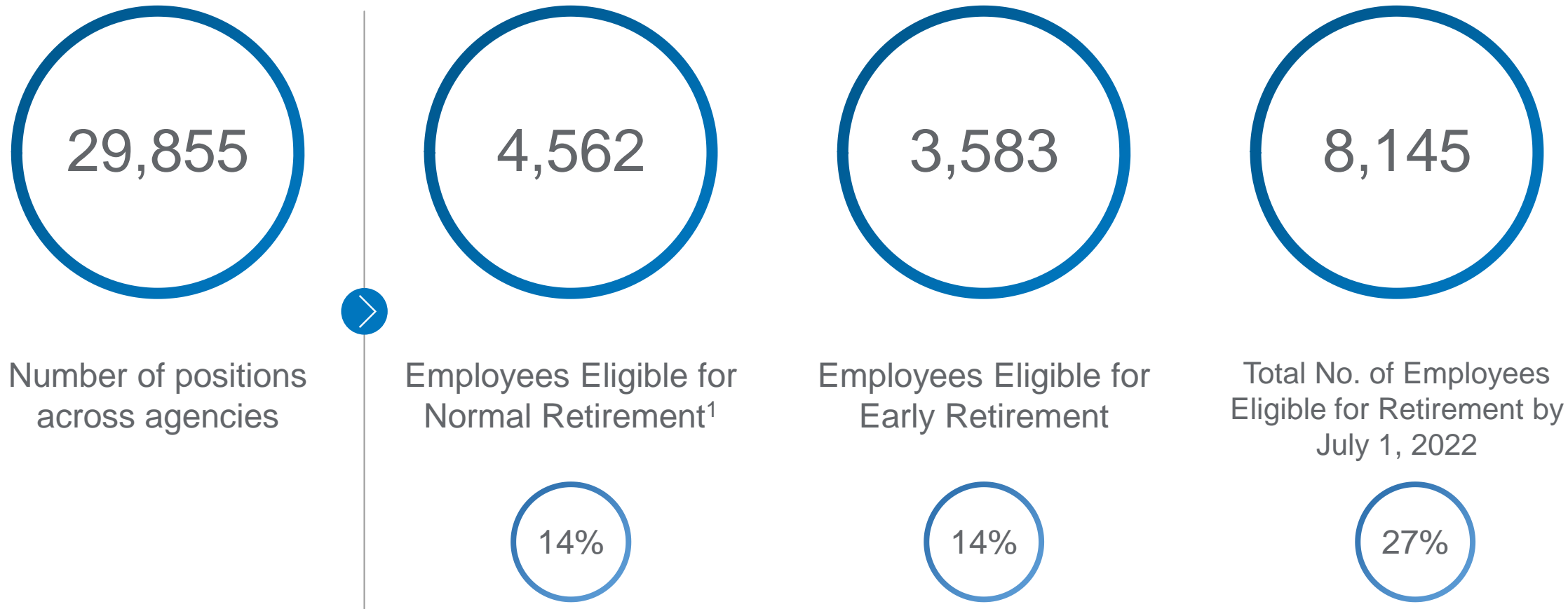# State Employee 2022 Retirement Surge

# 2.1
# State employee retirements

Over the last decade, the share of State workforce eligible for retirement has continued to rise

Share Eligible for Retirement

% Normal Ret. Elig.: 2008: 12%, 2009: 14%, 2010: 11%, 2011: 12%, 2012: 12%, 2013: 14%, 2014: 15%, 2015: 15%, 2016: 14%, 2017: 14%, 2018: 14%, 2019: 14%, 2022: 14%

Early Ret. Elig.: 2008: 8%, 2009: 8%, 2010: 8%, 2011: 9%, 2012: 9%, 2013: 9%, 2014: 10%, 2015: 10%, 2016: 11%, 2017: 13%, 2018: 14%, 2019: 14%, 2022: 14%

# 27% of workforce will be eligible to retire by July 1, 2022, split between those eligible for reduced/full benefits

**29,855**

Number of positions across agencies

**4,562**

Employees Eligible for Normal Retirement[1]

14%

**3,583**

Employees Eligible for Early Retirement

14%

**8,145**

Total No. of Employees Eligible for Retirement by July 1, 2022

27%

1. Includes DOC employees eligible for retirement under Hazardous Duty
Source: CT STARS database as of 1/5/2021

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# Agency lens | Retirement risk varies significantly by agency
DDS, DOT, DMHAS, DAS and the smallest agencies are at greatest risk
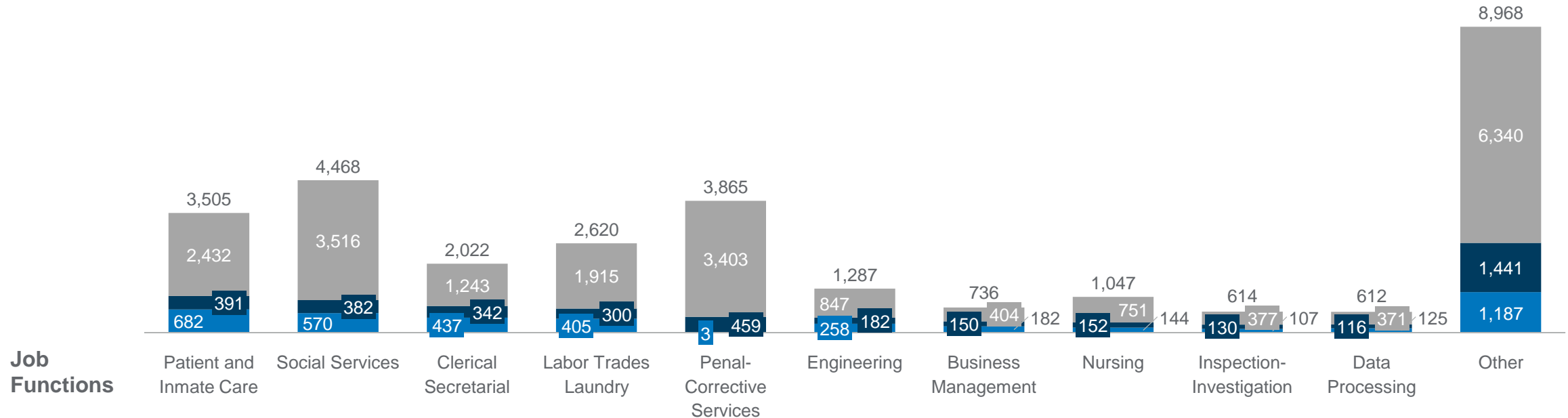
**Retirement-eligible employees at July 2022**
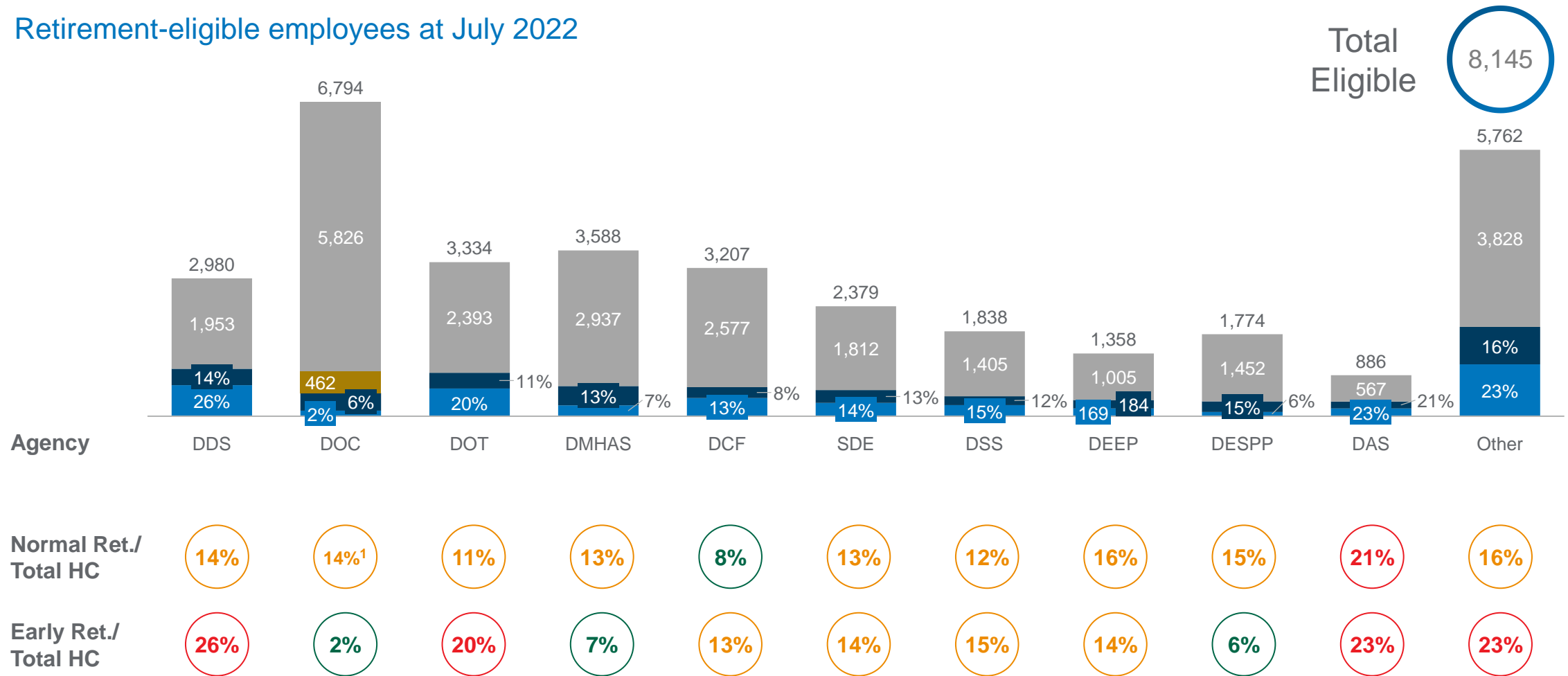
Total Eligible: 8,145



| | DDS | DOC | DOT | DMHAS | DCF | SDE | DSS | DEEP | DESPP | DAS | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Agency** | | | | | | | | | | | |
| Total | 2,980 | 6,794 | 3,334 | 3,588 | 3,207 | 2,379 | 1,838 | 1,358 | 1,774 | 886 | 5,762 |
| Other employees | 1,953 | 5,826 | 2,393 | 2,937 | 2,577 | 1,812 | 1,405 | 1,005 | 1,452 | 567 | 3,828 |
| Hazardous | | 462 | | | | | | | | | |
| Normal Ret. | 14% | 6% | 11% | 13% | 8% | 13% | 12% | 184 | 6% | 21% | 16% |
| Early Ret. | 26% | 2% | 20% | 7% | 13% | 14% | 15% | 169 | 15% | 23% | 23% |

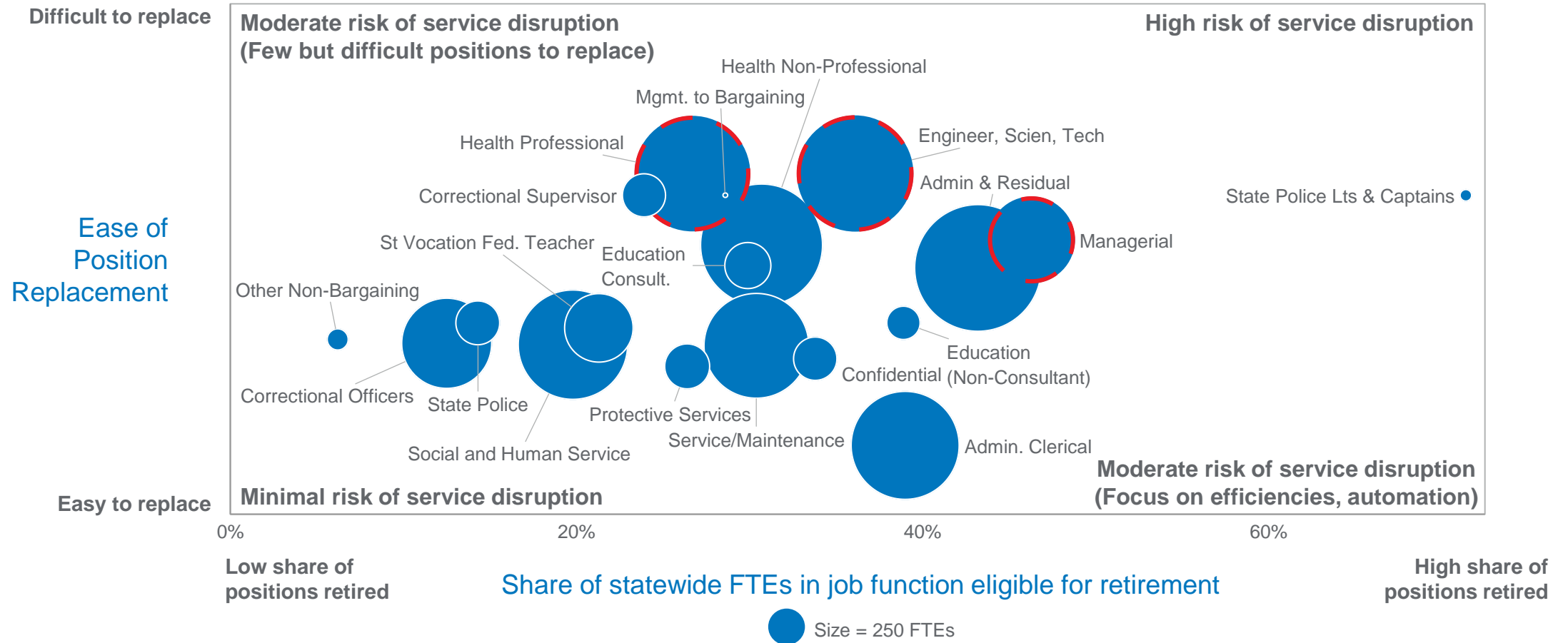| | DDS | DOC | DOT | DMHAS | DCF | SDE | DSS | DEEP | DESPP | DAS | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 14% | 14%[1] | 11% | 13% | 8% | 13% | 12% | 16% | 15% | 21% | 16% |
| **Early Ret./ Total HC** | 26% | 2% | 20% | 7% | 13% | 14% | 15% | 14% | 6% | 23% | 23% |

1. DOC Normal includes employees eligible for retirement under Hazardous Duty
Note: Color coding is based on % vs. statewide benchmark (Normal = 13.6%, Early = 13.8%); Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database as of 1/5/2021

**Legend:** ■ Other employees ■ Hazardous ■ Normal Ret.-Eligible ■ Early Ret.-Eligible

# Profession lens | Admin, health and managerial positions are at highest risk

Retirement-eligible employees at July 2022
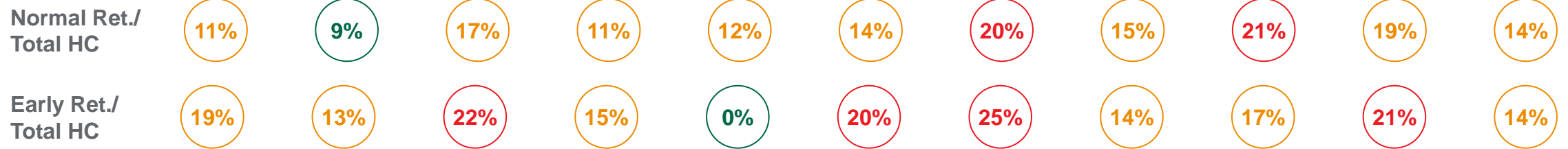


| Job Functions | Patient and Inmate Care | Social Services | Clerical Secretarial | Labor Trades Laundry | Penal-Corrective Services | Engineering | Business Management | Nursing | Inspection-Investigation | Data Processing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 3,505 | 4,468 | 2,022 | 2,620 | 3,865 | 1,287 | 736 | 1,047 | 614 | 612 | 8,968 |
| Other employees | 2,432 | 3,516 | 1,243 | 1,915 | 3,403 | 847 | 404 | 751 | 377 | 371 | 6,340 |
| Normal Ret.-Eligible | 391 | 382 | 342 | 300 | 459 | 182 | 182 | 144 | 107 | 125 | 1,441 |
| Early Ret.-Eligible | 682 | 570 | 437 | 405 | 3 | 258 | 150 | 152 | 130 | 116 | 1,187 |
| **Normal Ret./ Total HC** | 11% | 9% | 17% | 11% | 12% | 14% | 20% | 15% | 21% | 19% | 14% |
| **Early Ret./ Total HC** | 19% | 13% | 22% | 15% | 0% | 20% | 25% | 14% | 17% | 21% | 14% |

1. DOC Normal includes employees eligible for retirement under Hazardous Duty
Note: Color coding is based on % vs. statewide benchmark (Normal = 13.6%, Early = 13.8%); Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database as of 1/5/2021

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Legend: Other employees | Normal Ret.-Eligible | Early Ret.-Eligible

# Health professionals, engineers/scientists and managers represent greatest risk for service continuity due to difficulty to replace retired employees



**Difficult to replace**

**Moderate risk of service disruption (Few but difficult positions to replace)**

**High risk of service disruption**

Health Non-Professional

Mgmt. to Bargaining

Health Professional

Engineer, Scien, Tech

Correctional Supervisor

Admin & Residual

Ease of Position Replacement

St Vocation Fed. Teacher

Education Consult.

State Police Lts & Captains

Managerial

Other Non-Bargaining

Correctional Officers

State Police

Protective Services

Confidential

Education (Non-Consultant)

Social and Human Service

Service/Maintenance

Admin. Clerical

**Moderate risk of service disruption (Focus on efficiencies, automation)**

**Easy to replace**

**Minimal risk of service disruption**

0%   20%   40%   60%

**Low share of positions retired**

**High share of positions retired**

Share of statewide FTEs in job function eligible for retirement

● Size = 250 FTEs

Note: Ease of replacement based on job qualifications and prerequisites; Education B consists of education related consultants; "Mgmt. Trans. To Barg." consists of temporary unit managers transitioning to bargain units represented by A&R union
Source: STARS database, DAS HR

# Delayed retirement results in loss of 2% COLA floor, delays first COLA by ~18 months and increases healthcare costs for under 65

| | Retirement before 7/1/22 | | Retirement on or after 7/1/22 | |
|---|---|---|---|---|
| | Hazardous | Non-Hazardous | Hazardous | Non-Hazardous |
| **Cost of Living Adjustment** | | | | |
| Annual cost of living adjustment (COLA) | 2% or 60% of CPI-W[1] up to 6% and 75% of CPI-W above 6% | | CPI-W up to 2%, then 60% of CPI-W up to 6% and 75% of CPI-W above 6% ⭐ | |
| Minimum COLA | 2% | | 0% ⭐ | |
| Maximum COLA | 7.5% | | 7.5% | |
| First COLA Adjustment | ~12 months (9-15 months) | | 30 months (Kick-in added if annualized COLA > 5.5% first 18 months) [2] | |
| **Healthcare** | | | | |
| 65 years+/Medicare-Covered Retirees | No change | | No change | |
| Premium share paid by employees < 25 yrs. service | 0 to 1.5% | 1.5% to 3.0% | 3.0% ⭐ | 5.0% ⭐ |
| Medicare Part B Premium Reimbursement | State pays 100% premium for Medicare-covered retirees | | 50% reimbursement of add'l cost beyond standard premium for high earners [3] (~$1.2-2.4k cost p.a. to individual) [4] ⭐ | |

> **No relief provided to early retirees in terms of benefit reduction**

1. COLA = annual Cost of Living Adjustment, based on CPI-W (Consumer Price Index for Urban Wage Earners & Clerical Workers)  2. Kick-in = [ (60% * CPI-W)–2.5%] * 1.5
3. $85K salary for single filers  4. Additional premiums start at $2,429 per year for single filers with salaries $87-109K, $3,470 from $109-$136K, $4,512 from $136-$162K
Source: SEBAC 2017 agreement

# Department of Transportation

1,424

238 Transportation Maintainers (Levels 2-4)

1,100

89 Engineer 2s + 105 Engineer 3s + 48 Supervising Engineers

50 Fiscal / Admin Officers (inc. Assoc./Asst./Managers/ Supervisors)

10 Bridge Safety Inspectors

Total Eligible | 941

116
269

143
218

89
31 | 24

79
21 | 13

73
15 | 7

35
12 | 9

44
10 | 9

44
6 | 9

27
6 | 5

13
3 | 1

63
7 | 7

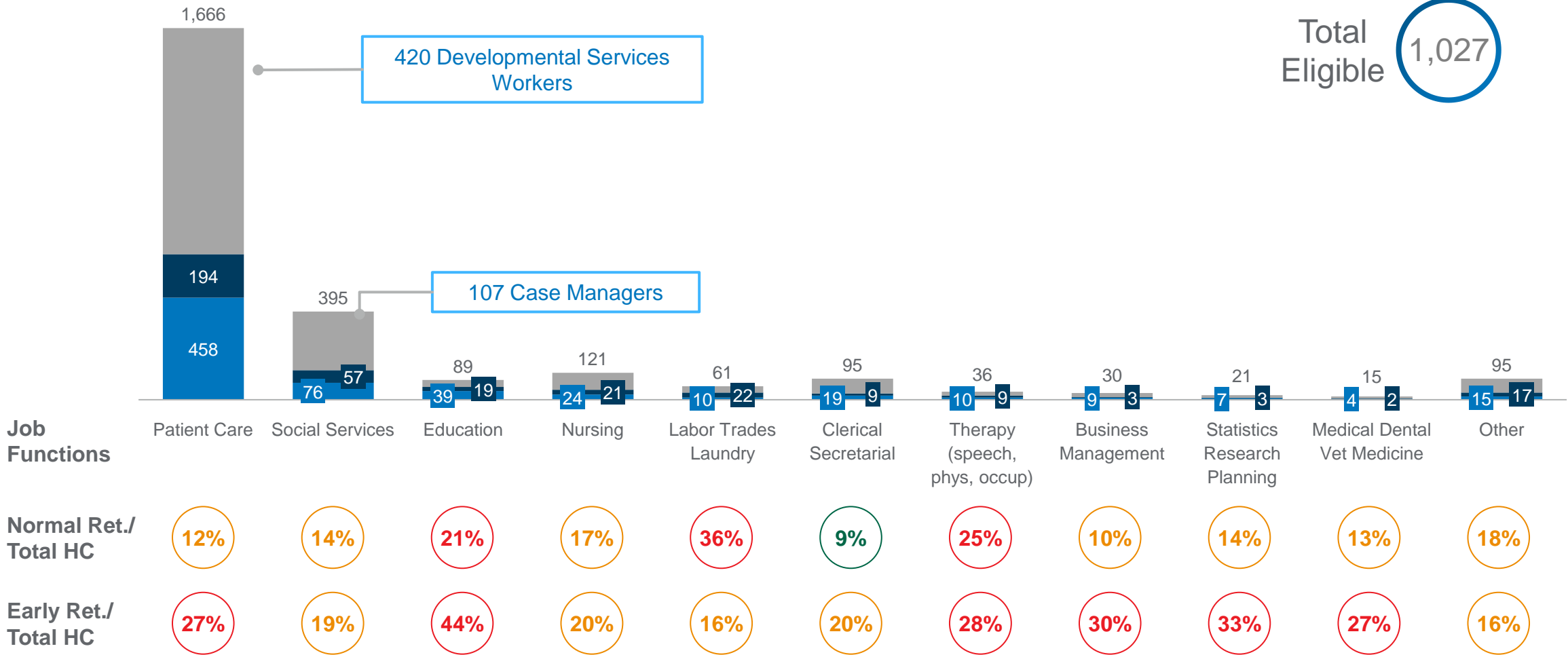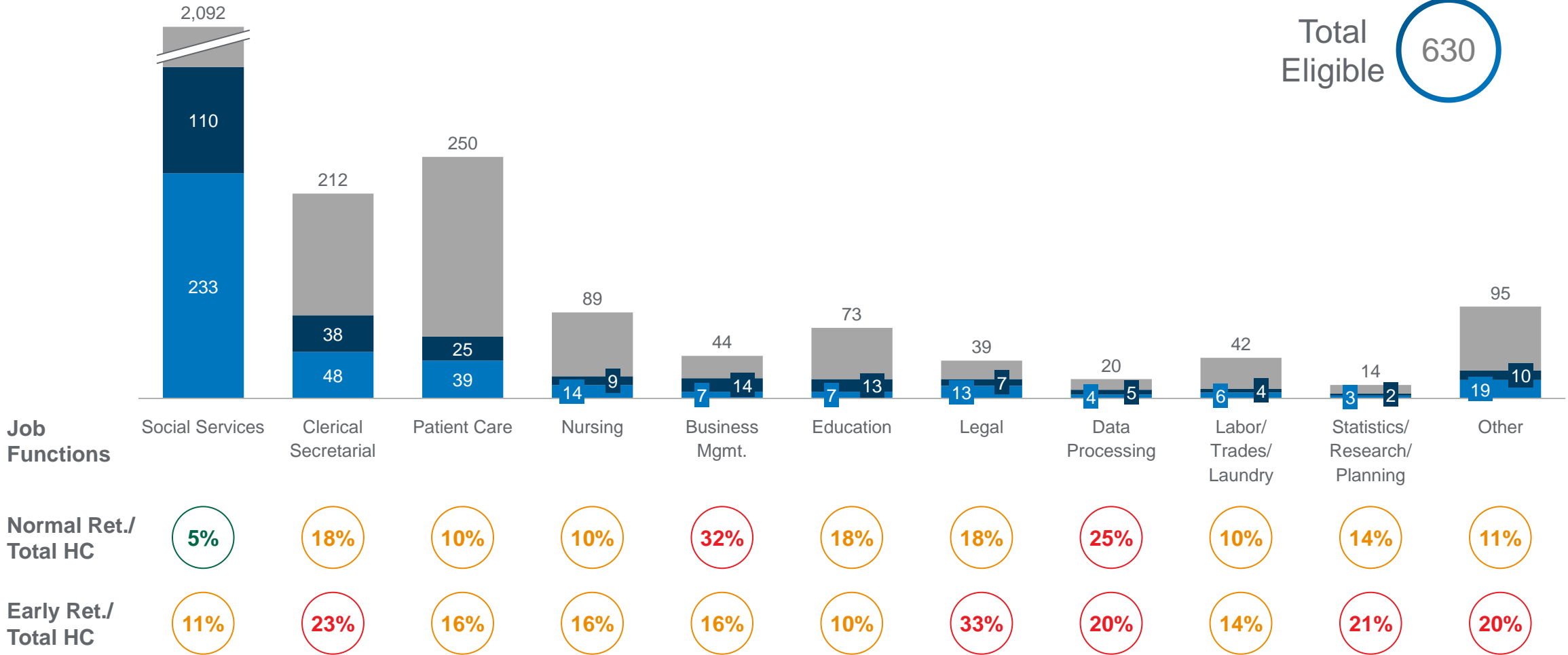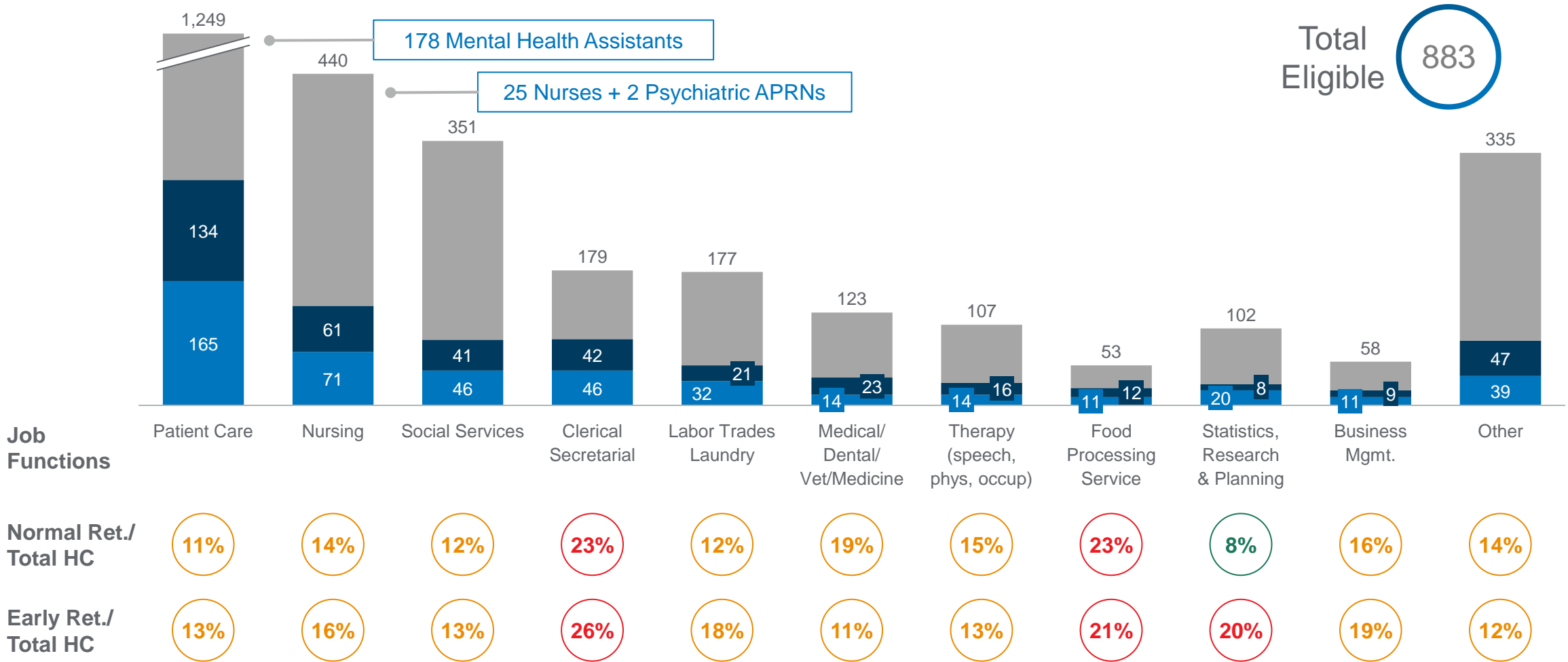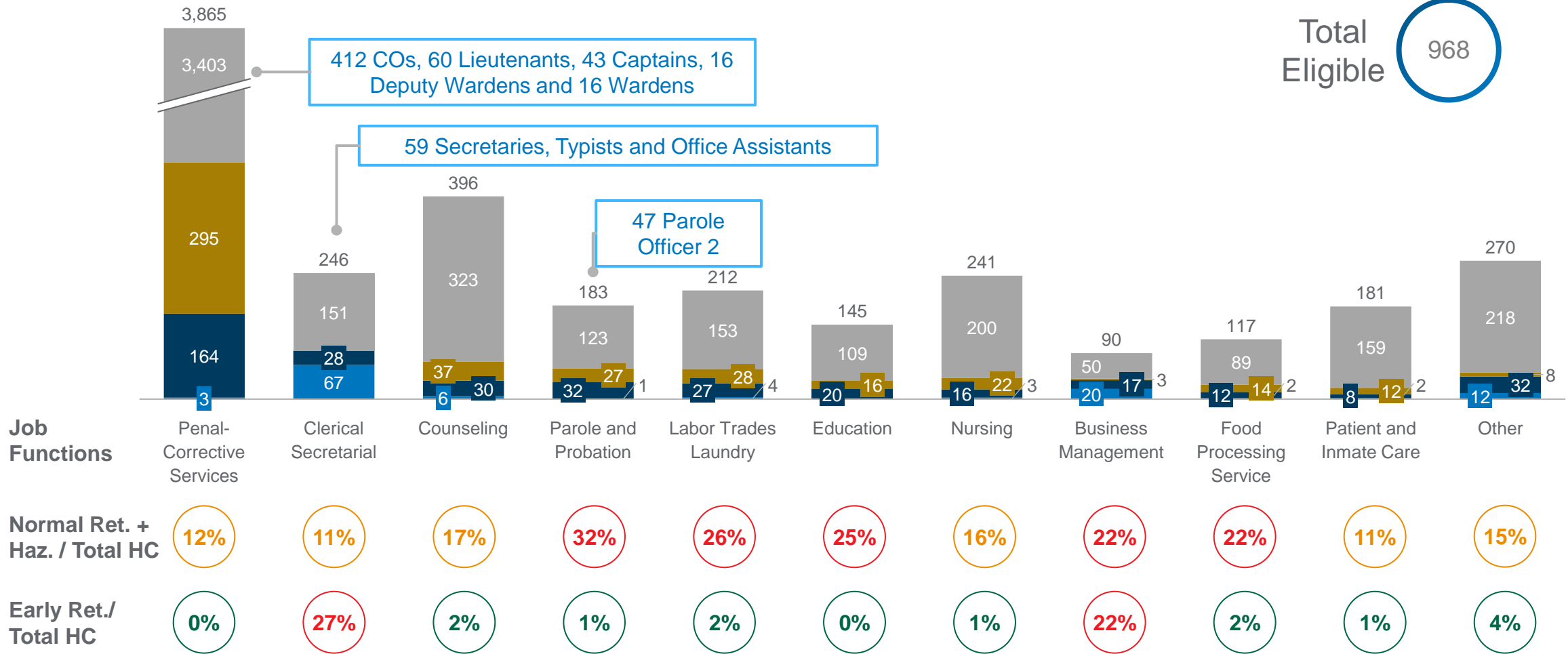| Job Functions | Labor Trades Laundry | Engineering | Business Management | Clerical Secretarial | Accounting Auditing | Inspection-Investigation | Data Processing | Acquistion Leasing | Stores | Architecture | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 8% | 13% | 27% | 16% | 10% | 26% | 20% | 20% | 19% | 8% | 11% |
| Early Ret./ Total HC | 19% | 20% | 35% | 27% | 21% | 34% | 23% | 14% | 22% | 23% | 11% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

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Ineligible | Normal Eligible | Early Eligible

# Department of Motor Vehicles



**Total Eligible** 228

408

169

63 Vehicle Examiners + 12 Processing Technicians

20 License Agents + 9 Inspectors + 8 Division Managers

16 Motor Vehicle Analysts

| Job Functions | Clerical Secretarial | Inspection-Investigation | Business Management | Data Processing | Statistics Research Planning | Legal | Accounting Auditing | Labor Trades Laundry | Social Services | Stores | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 408 | 169 | 77 | 40 | 20 | 15 | 19 | 19 | 3 | 1 | 9 |
| Ineligible | | | | | | | | | | | |
| Normal Eligible | 43 | 35 | 8 | 10 | 6 | 7 | 3 | 2 | 1 | 1 | 1 |
| Early Eligible | 55 | 24 | 22 | 2 | 2 | 1 | 2 | 3 | 1 | | 0 |
| Normal Ret./ Total HC | 11% | 21% | 10% | 25% | 30% | 47% | 16% | 11% | 0% | 100% | 11% |
| Early Ret./ Total HC | 13% | 14% | 29% | 5% | 10% | 7% | 11% | 16% | 33% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
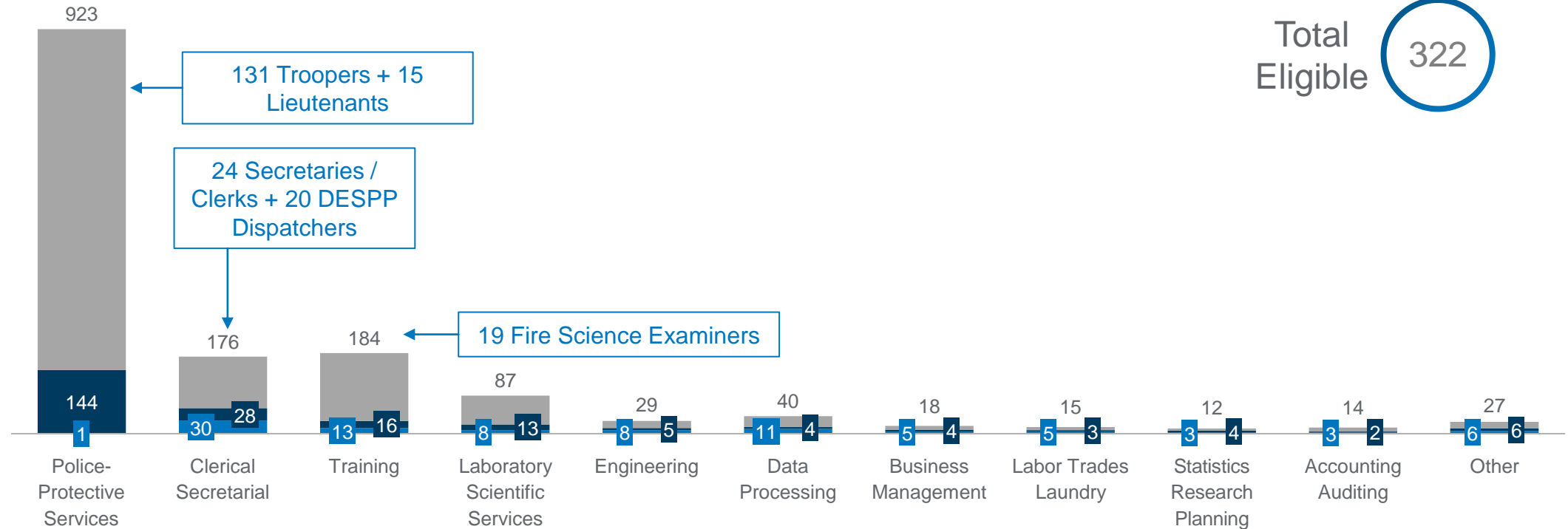Source: CT STARS database as of 1/5/2021

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Ineligible   Normal Eligible   Early Eligible

# Department of Revenue Services

352

99 Revenue Examiners + 55 Tax Corrections Examiners

18 IT Personnel

18 Revenue Agents (1-3)

Total Eligible 248



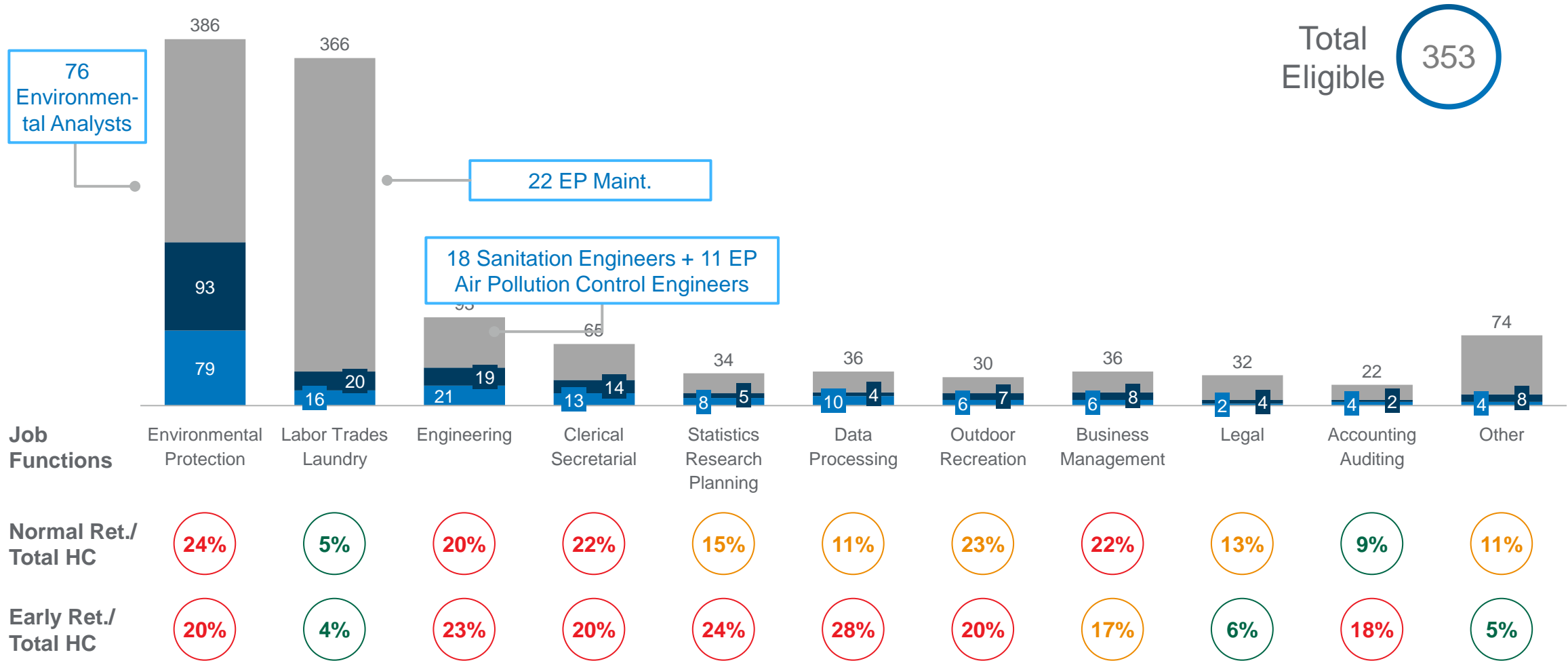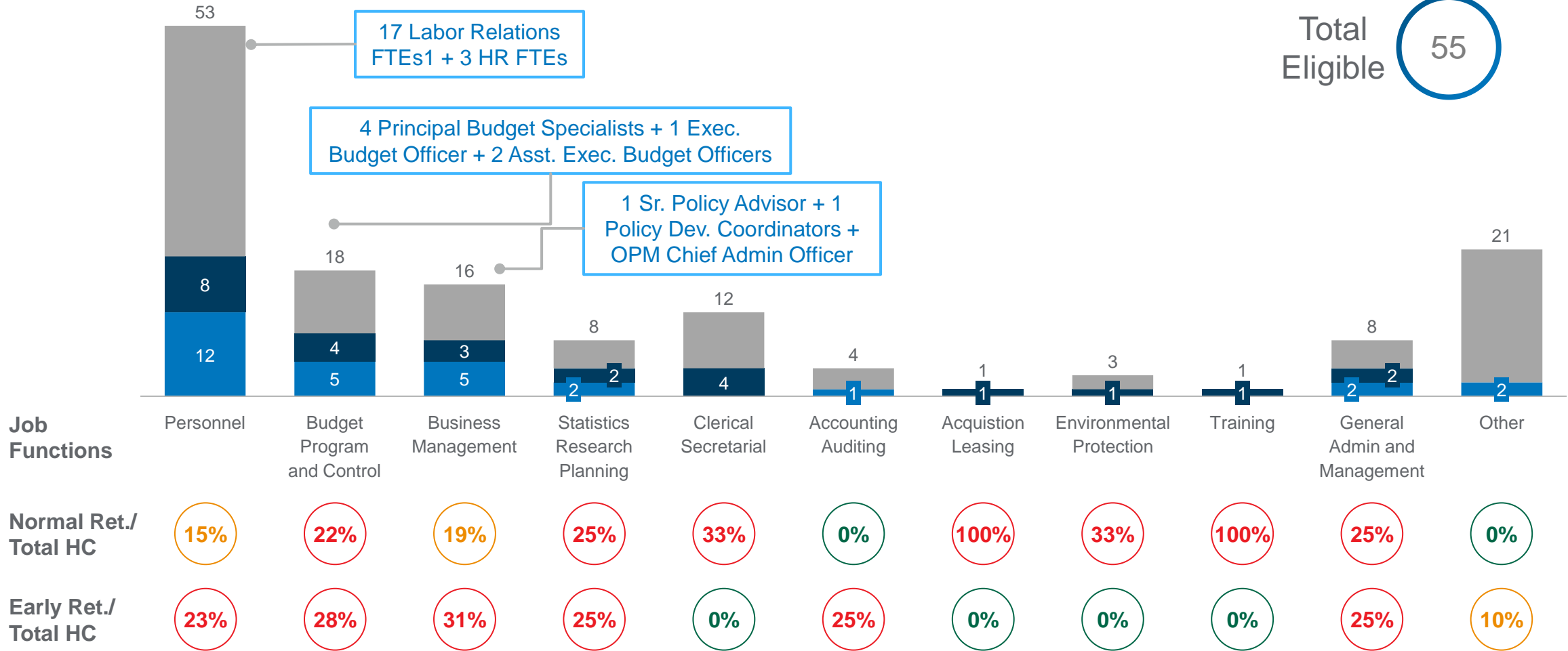| Job Functions | Tax Programs and Control | Data Processing | Inspection-Investigation | Clerical Secretarial | Accounting Auditing | Business Management | Legal | Social Services | Office Equipment Operation | Stat. Research Planning | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Ineligible (gray total) | 352 | 42 | 55 | 19 | 36 | 8 | 9 | 2 | 2 | 7 | 11 |
| Normal Eligible | 72 | 8 | 14 | 3 | 1 | 3 | 1 | 2 | 2 | 2 | 0 |
| Early Eligible | 110 | 13 | 8 | 3 | 3 | | 1 | | | | 2 |
| Normal Ret./ Total HC | 20% | 31% | 15% | 16% | 8% | 0% | 11% | 0% | 0% | 0% | 18% |
| Early Ret./ Total HC | 31% | 19% | 25% | 16% | 3% | 38% | 11% | 100% | 100% | 29% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

32

■ Ineligible  ■ Normal Eligible  ■ Early Eligible

# Department of Economic and Community Development



**Total Eligible: 50**
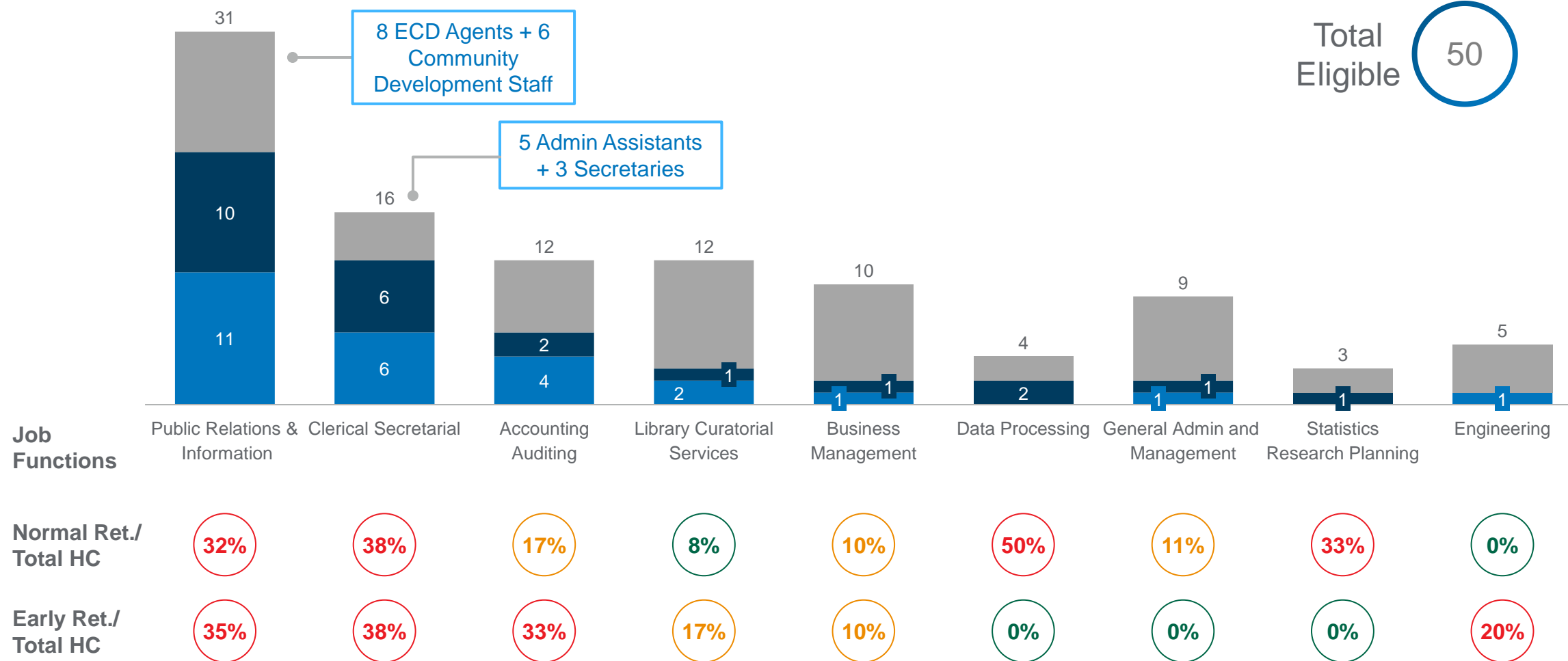
8 ECD Agents + 6 Community Development Staff

5 Admin Assistants + 3 Secretaries

| Job Functions | Public Relations & Information | Clerical Secretarial | Accounting Auditing | Library Curatorial Services | Business Management | Data Processing | General Admin and Management | Statistics Research Planning | Engineering |
|---|---|---|---|---|---|---|---|---|---|
| Total | 31 | 16 | 12 | 12 | 10 | 4 | 9 | 3 | 5 |
| Ineligible | | | | | | | | | |
| Normal Eligible | 10 | 6 | 2 | 1 | 1 | 2 | 1 | 1 | |
| Early Eligible | 11 | 6 | 4 | 2 | 1 | | 1 | | 1 |
| **Normal Ret./ Total HC** | 32% | 38% | 17% | 8% | 10% | 50% | 11% | 33% | 0% |
| **Early Ret./ Total HC** | 35% | 38% | 33% | 17% | 10% | 0% | 0% | 0% | 20% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
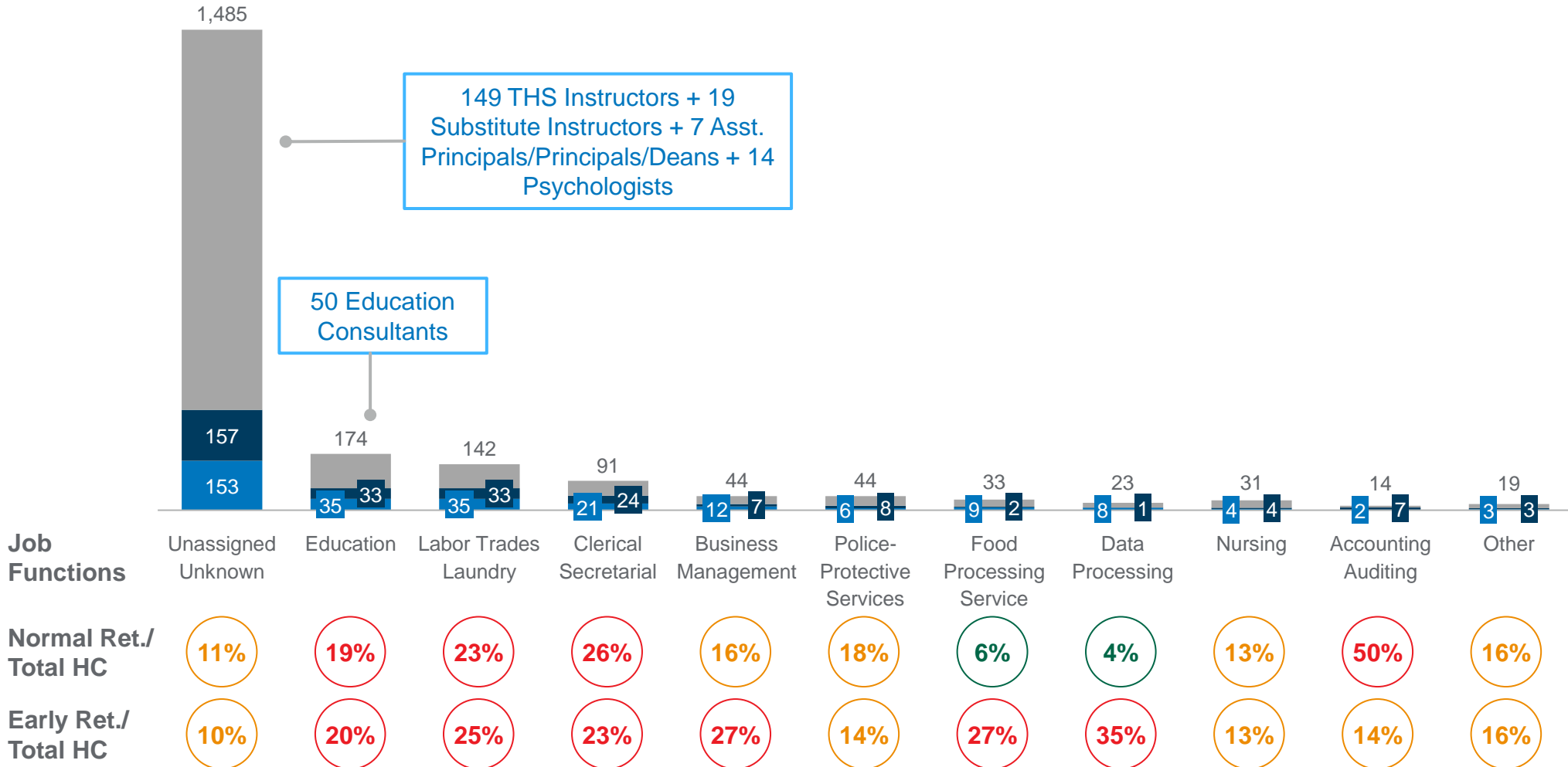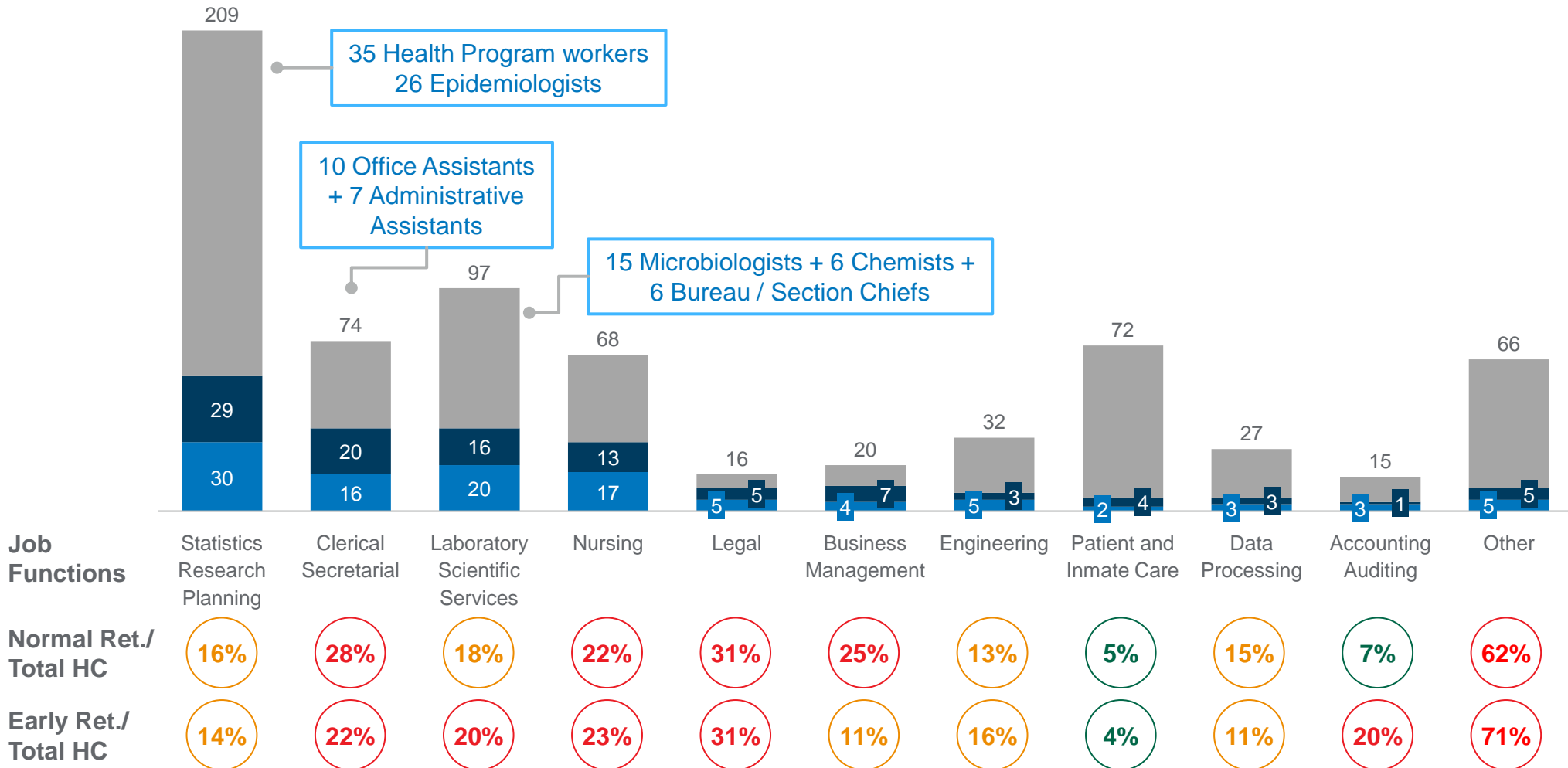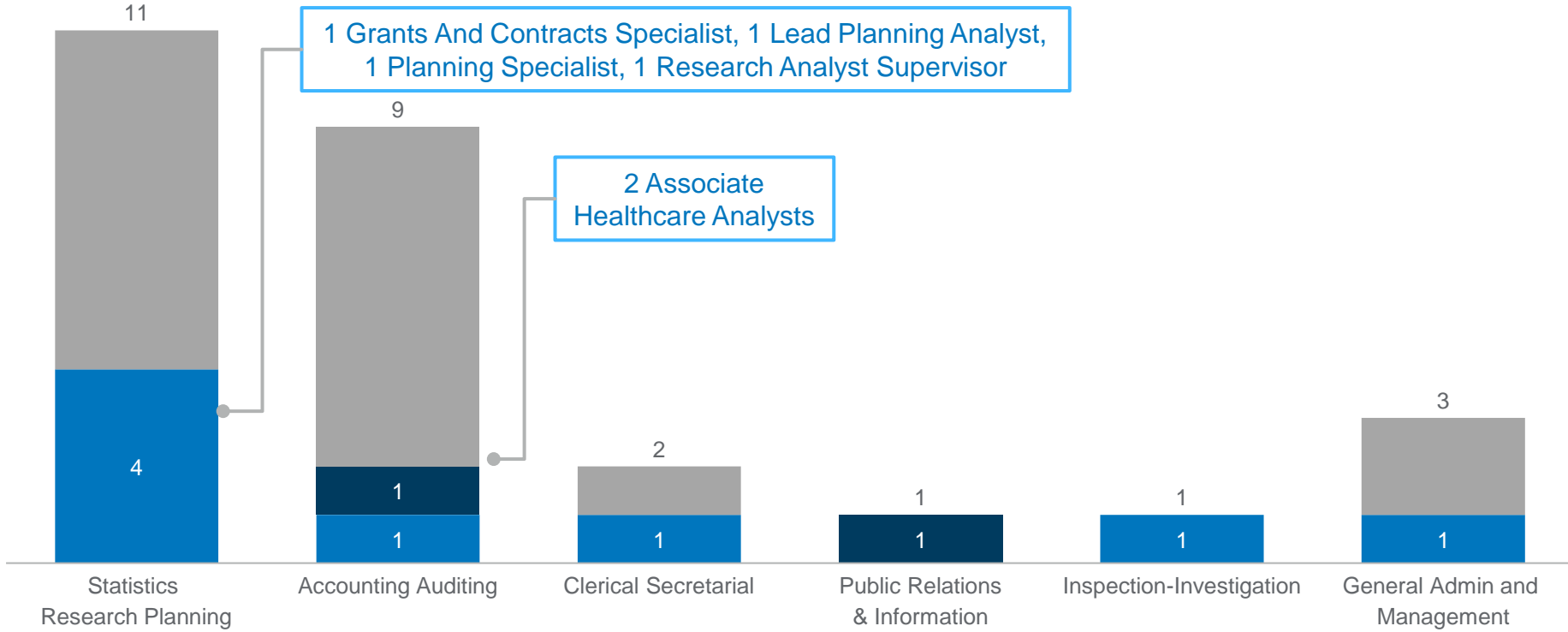Source: CT STARS database as of 1/5/2021

33

Ineligible    Normal Eligible    Early Eligible

# Department of Housing



Total Eligible **17**

11

4 ECD Agents + 3 Community Development Specialists

3

4

22 SS Program Assistance Specialists

3 Associate Accountant

4

1

2

3

1

3

1

4

1

1

1

**Job Functions**

| Public Relations & Information | Social Services | Accounting Auditing | Architecture | StatisticsResearchPlanning | Business Management | Clerical Secretarial |

**Normal Ret./ Total HC**

27%  0%  25%  0%  0%  25%  0%

**Early Ret./ Total HC**

36%  33%  50%  33%  33%  0%  100%
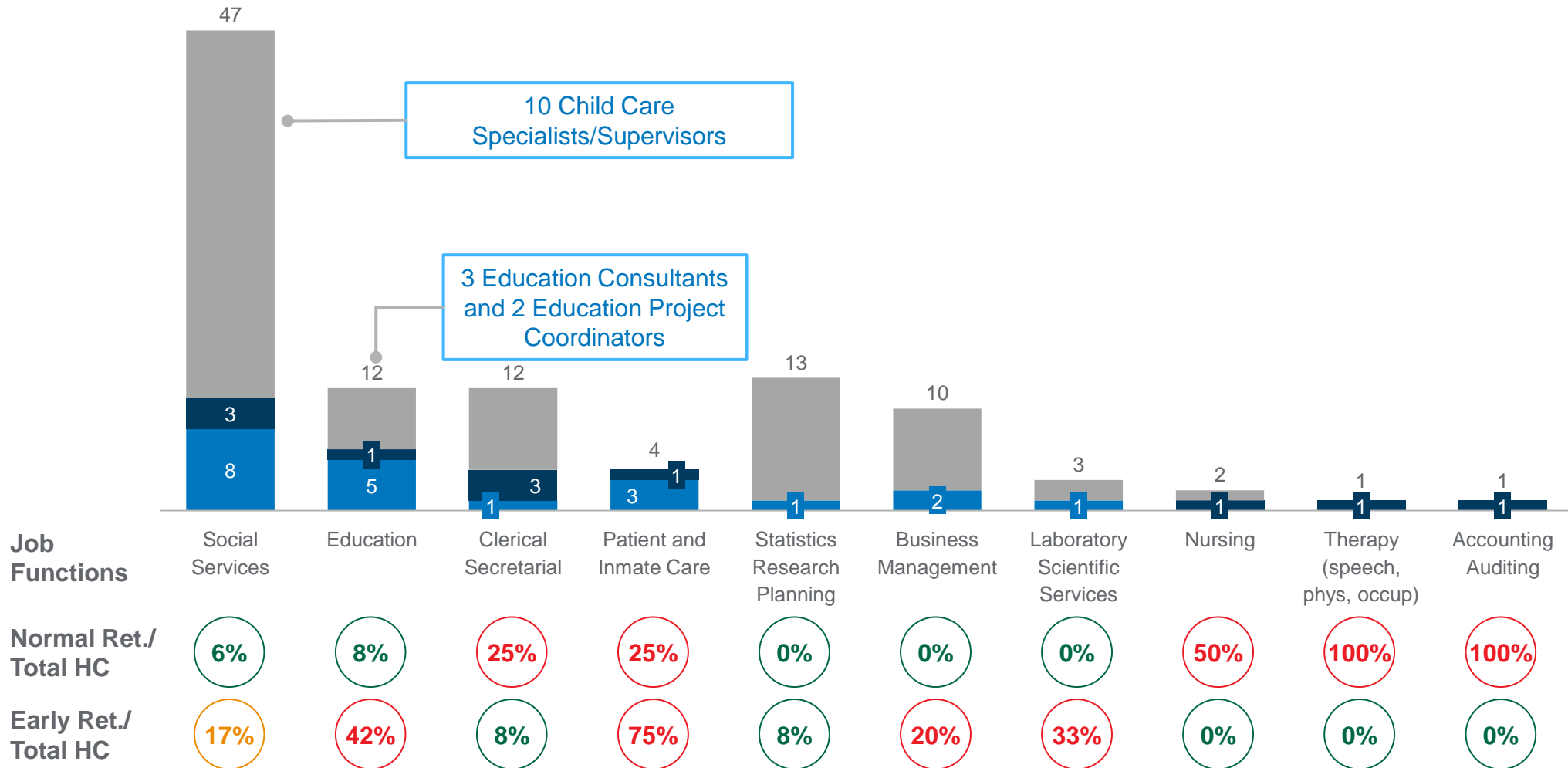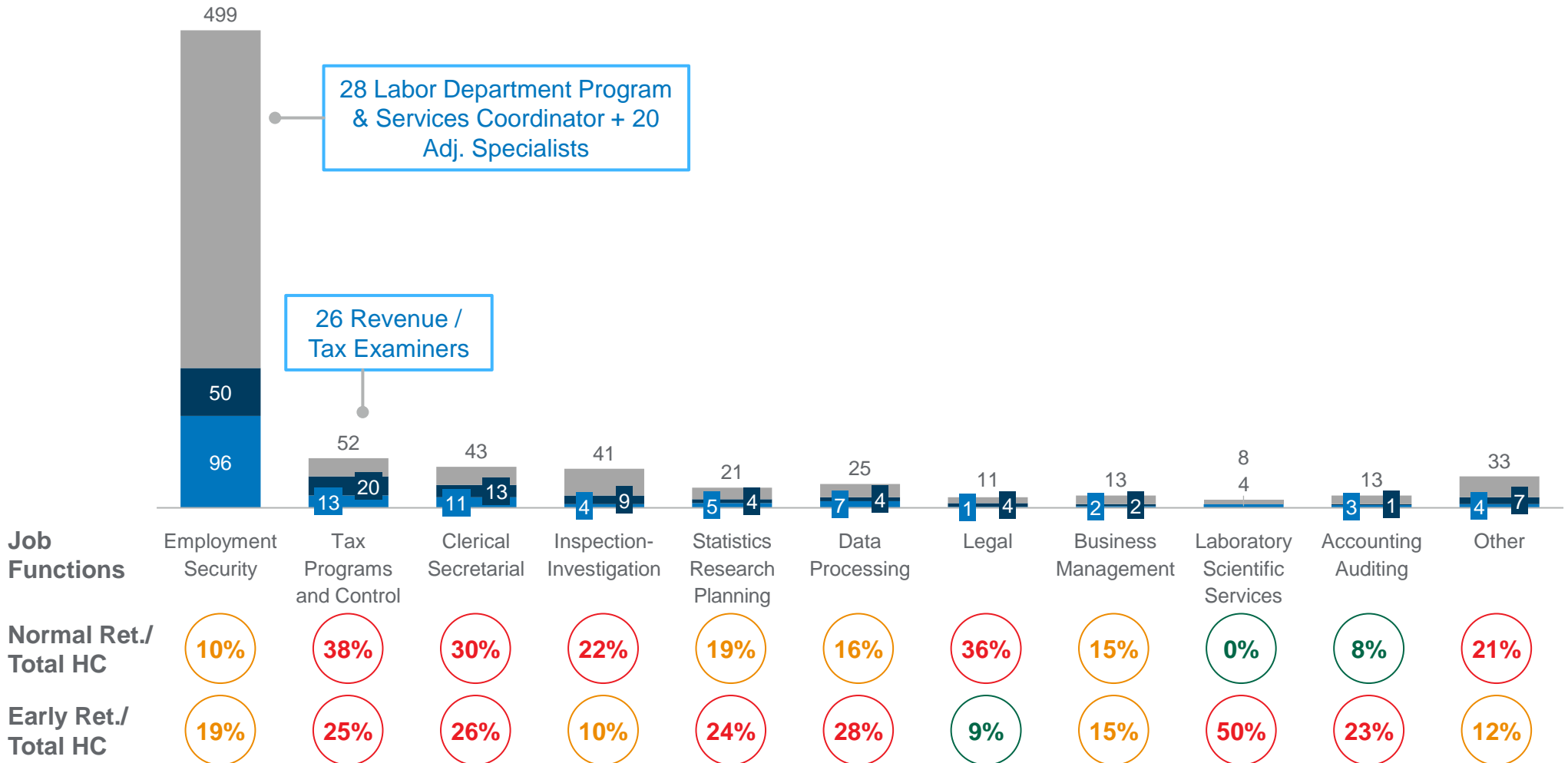
Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

34

Ineligible    Normal Eligible    Early Eligible

# Department of Social Services



1,383

69 Eligibility Services Workers +
21 Child Support Workers
+ 18 Social Workers

143

185

11 Administrative Assistants

Total Eligible 433

| Job Functions | Social Services | Clerical Secretarial | Accounting Auditing | Statistics Research Planning | Data Processing | Business Management | Nursing | Legal | General Admin and Management | Office Equipment Operation | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 55 | 56 | 46 | 29 | 16 | 21 | 14 | 4 | 1 | 20 |
| Early Eligible | 185 | 18 | 13 | 7 | 4 | 4 | 2 | 2 | | | 3 |
| Normal Eligible | 143 | 1 | 8 | 11 | 5 | 4 | 3 | 2 | 2 | 1 | 5 |
| Normal Ret./ Total HC | 10% | 20% | 14% | 24% | 17% | 25% | 14% | 14% | 0% | 100% | 25% |
| Early Ret./ Total HC | 13% | 33% | 23% | 15% | 14% | 25% | 10% | 14% | 50% | 0% | 15% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
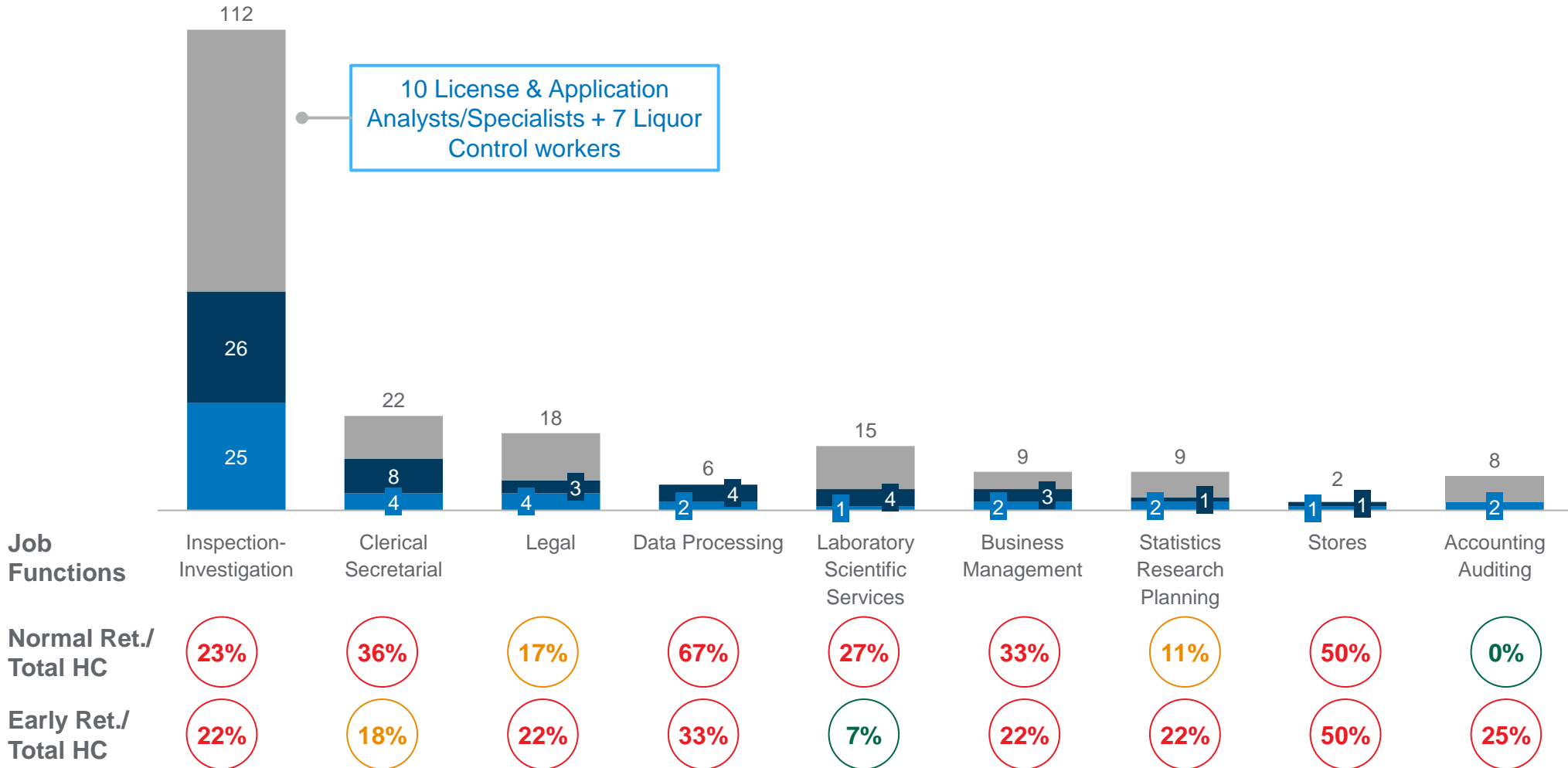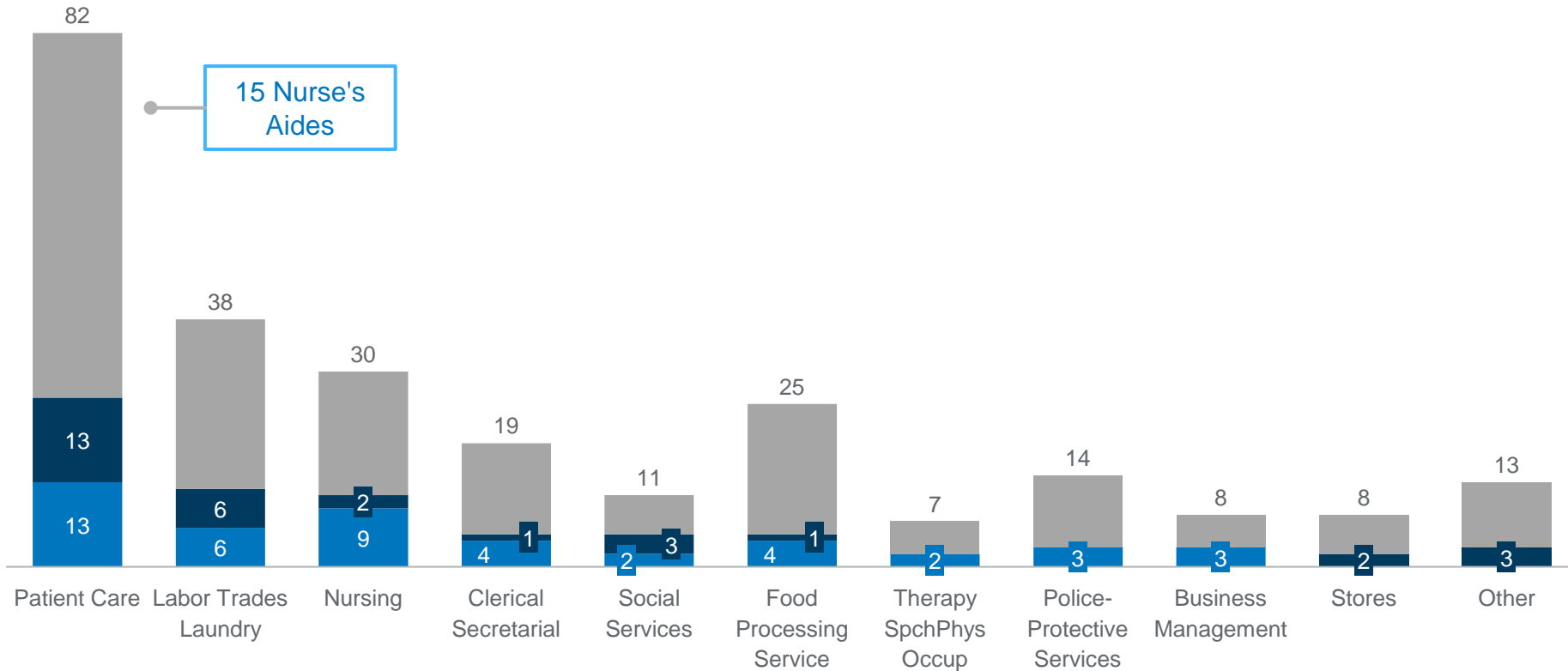Source: CT STARS database as of 1/5/2021

35

Ineligible    Normal Eligible    Early Eligible

# Aging and Disability Services



163

**13 Vocational Rehab Counselors + 8 Disability Claims Specialists**

**10 Educational Consultants**

Total Eligible: 102

68
41
39
23
8
7
1
1
1
15

| | Counseling | Education | Clerical Secretarial | Social Services | Business Management | Data Processing | Labor Trades Laundry | Statistics Research Planning | Purchasing | Training | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Normal Eligible | 19 | 10 | 8 | 7 | 3 | | 1 | 1 | 1 | 1 | 5 |
| Early Eligible | 13 | 8 | 8 | 5 | 7 | 2 | 1 | | | | 2 |

**Job Functions**

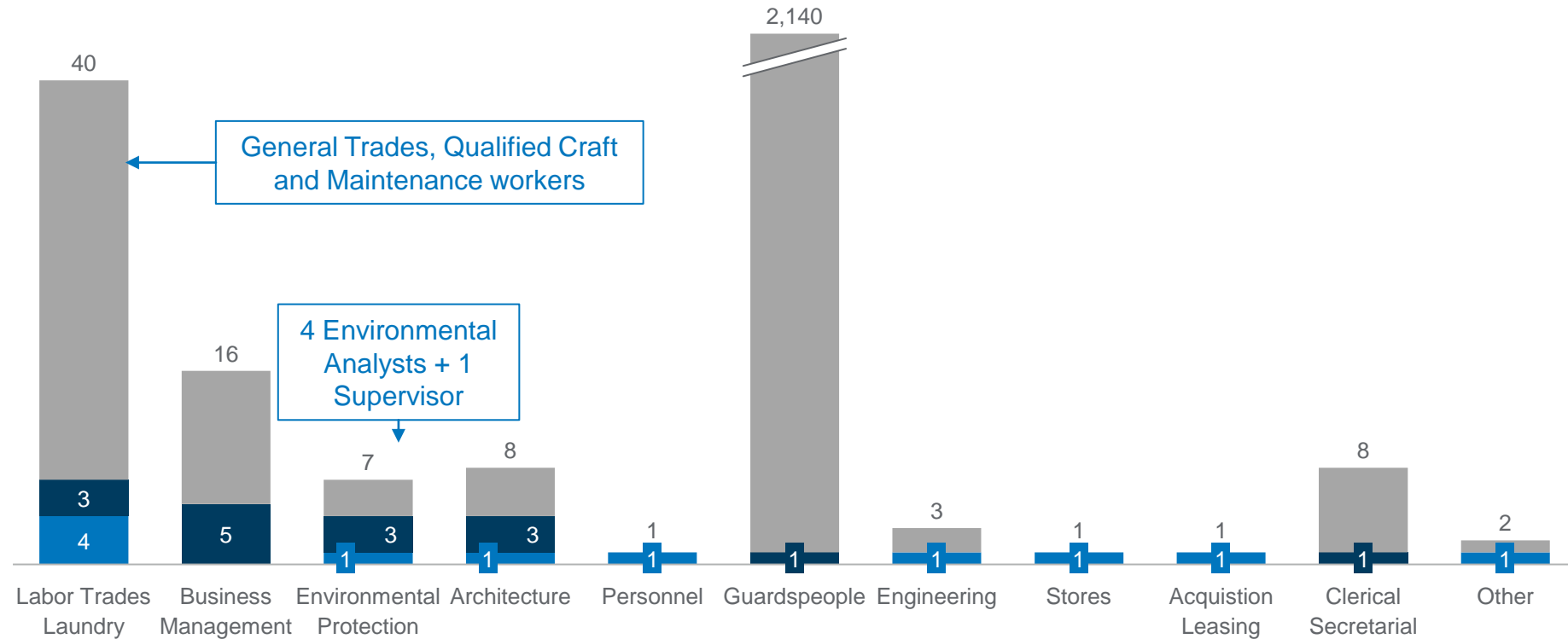| | Counseling | Education | Clerical Secretarial | Social Services | Business Management | Data Processing | Labor Trades Laundry | Statistics Research Planning | Purchasing | Training | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 12% | 15% | 20% | 18% | 13% | 0% | 14% | 100% | 100% | 100% | 33% |
| **Early Ret./ Total HC** | 8% | 12% | 20% | 13% | 30% | 25% | 14% | 0% | 0% | 0% | 13% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

36

Ineligible  Normal Eligible  Early Eligible

# Department of Developmental Services

DDS



420 Developmental Services Workers

107 Case Managers

Total Eligible: 1,027

| | Patient Care | Social Services | Education | Nursing | Labor Trades Laundry | Clerical Secretarial | Therapy (speech, phys, occup) | Business Management | Statistics Research Planning | Medical Dental Vet Medicine | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 1,666 | 395 | 89 | 121 | 61 | 95 | 36 | 30 | 21 | 15 | 95 |
| Ineligible | 1,666 | 395 | | | | | | | | | |
| Normal Eligible | 194 | 57 | 19 | 21 | 22 | 9 | 9 | 3 | 3 | 2 | 17 |
| Early Eligible | 458 | 76 | 39 | 24 | 10 | 19 | 10 | 9 | 7 | 4 | 15 |
| **Normal Ret./ Total HC** | 12% | 14% | 21% | 17% | 36% | 9% | 25% | 10% | 14% | 13% | 18% |
| **Early Ret./ Total HC** | 27% | 19% | 44% | 20% | 16% | 20% | 28% | 30% | 33% | 27% | 16% |

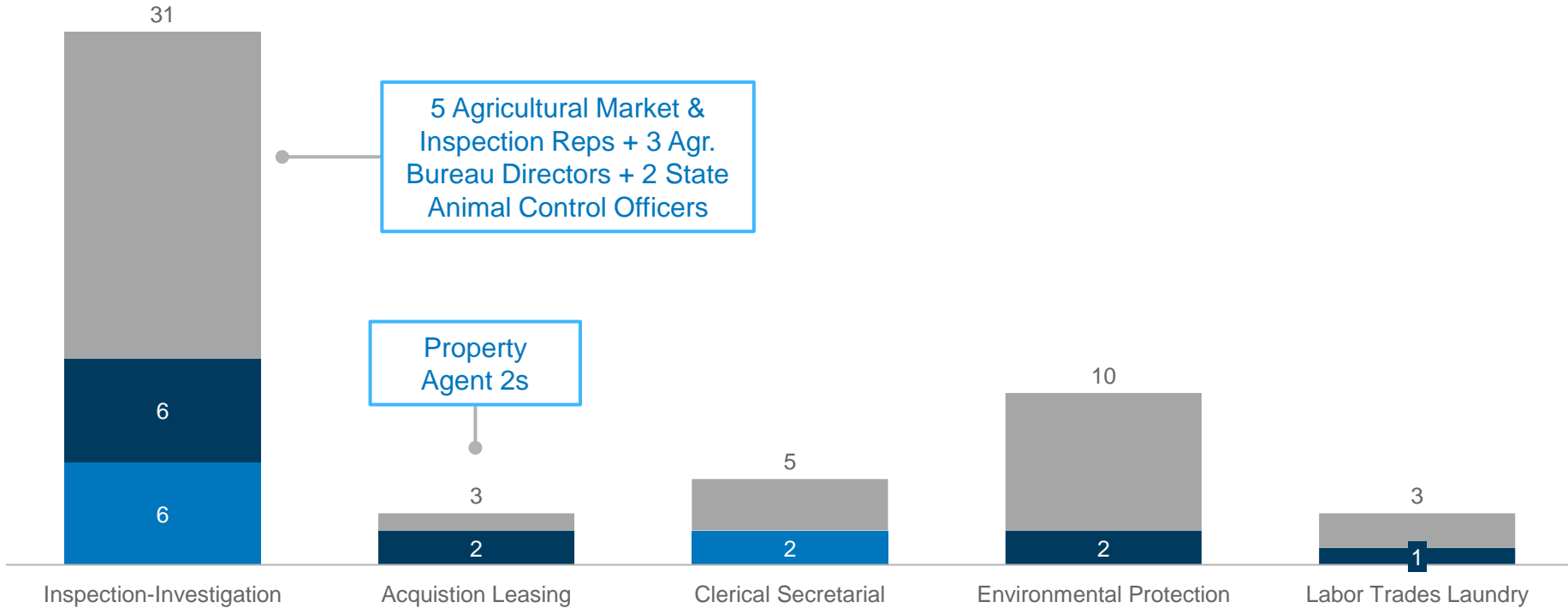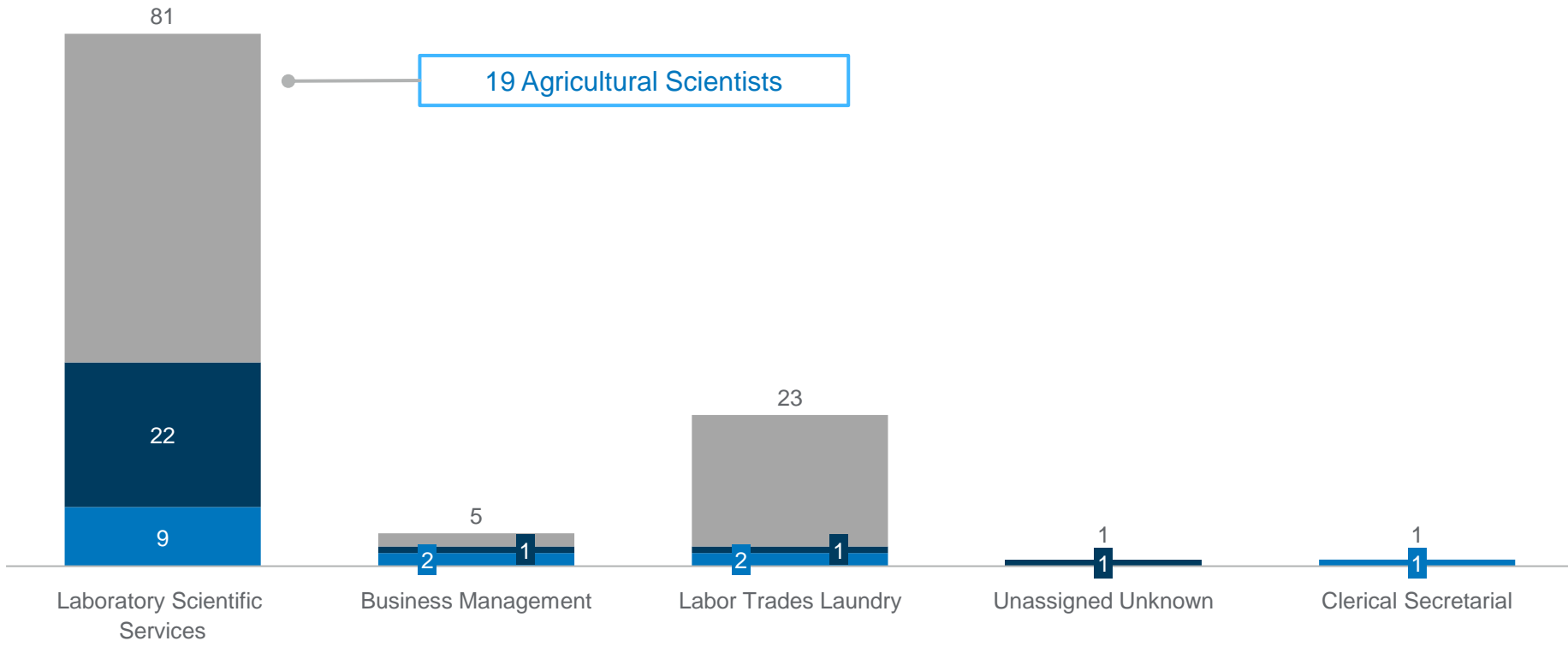**Job Functions**

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

37

Ineligible   Normal Eligible   Early Eligible

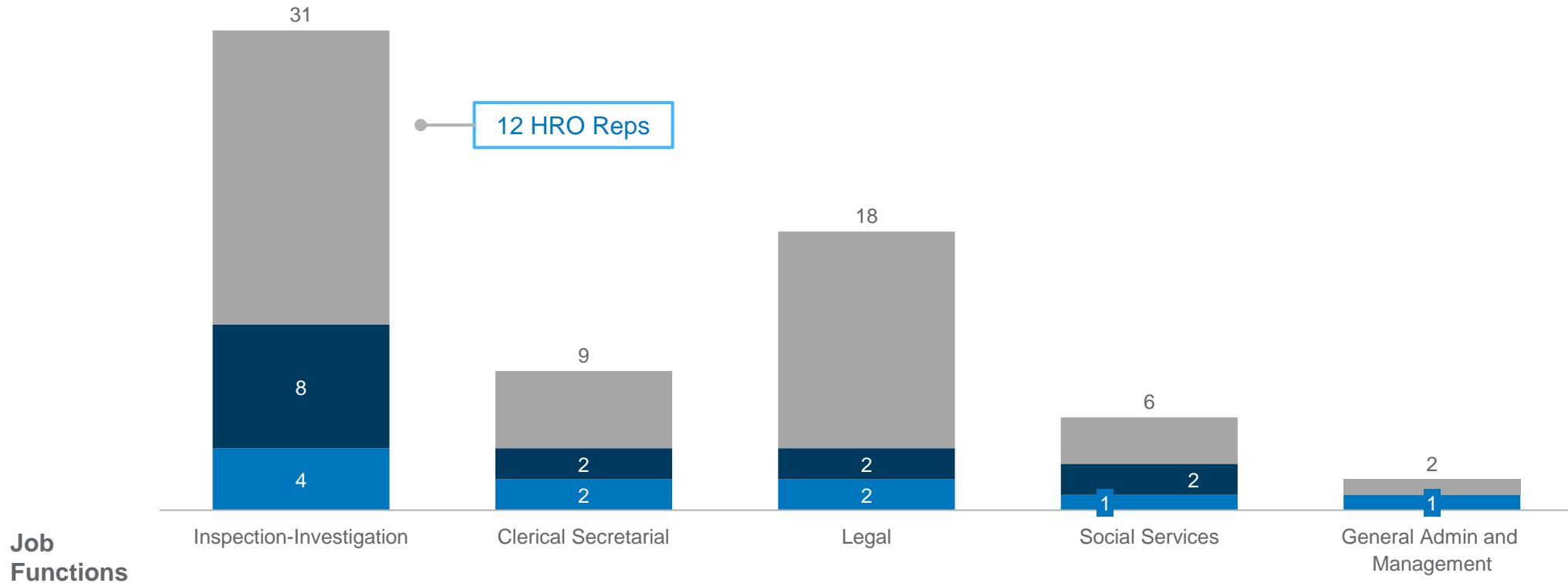# Department of Children and Families

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

# Department of Mental Health and Addiction Services

dmhas

**Total Eligible** 883

1,249 — 178 Mental Health Assistants

Patient Care: 165 (Early Eligible), 134 (Normal Eligible), Ineligible

440 — 25 Nurses + 2 Psychiatric APRNs

Nursing: 71, 61

Social Services: 351 — 46, 41

Clerical Secretarial: 179 — 46, 42

Labor Trades Laundry: 177 — 32, 21

Medical/Dental/Vet/Medicine: 123 — 14, 23

Therapy (speech, phys, occup): 107 — 14, 16

Food Processing Service: 53 — 11, 12

Statistics, Research & Planning: 102 — 20, 8

Business Mgmt.: 58 — 11, 9

Other: 335 — 39, 47

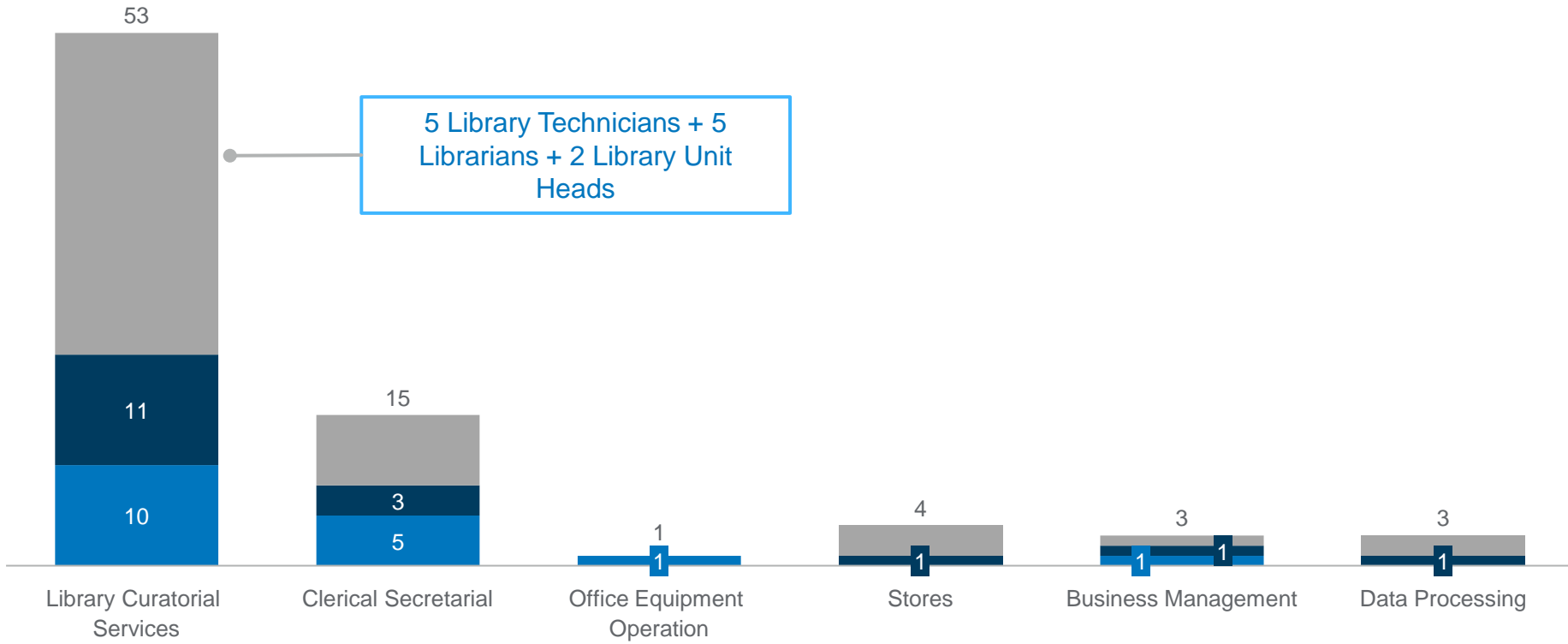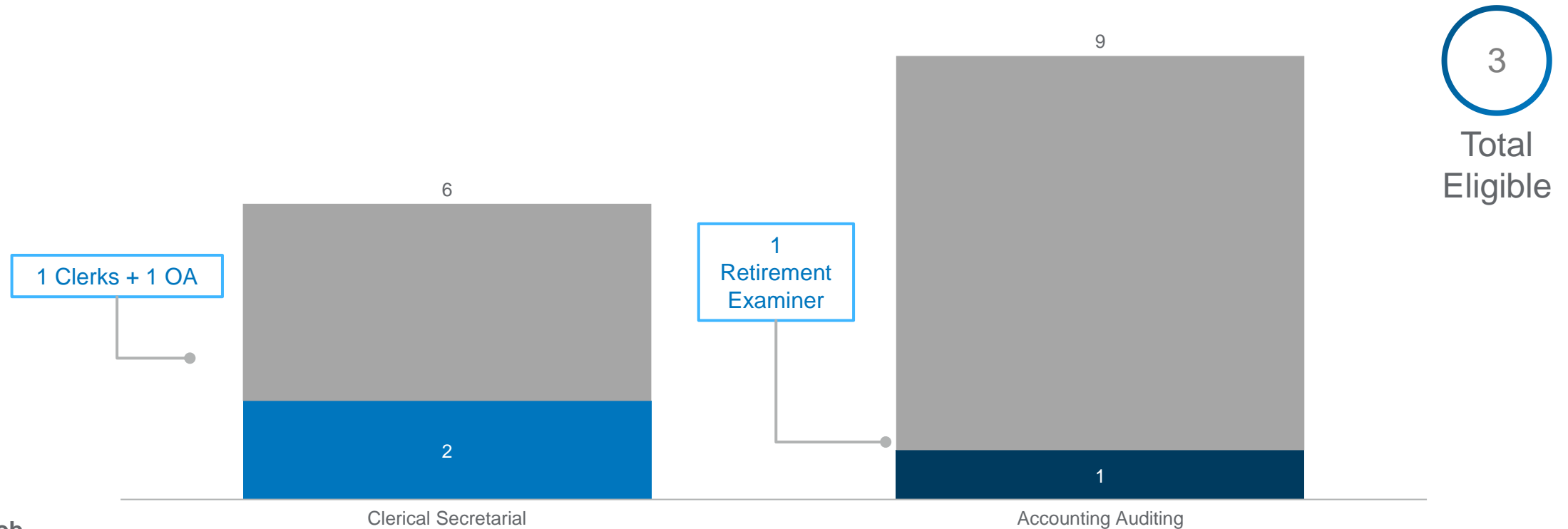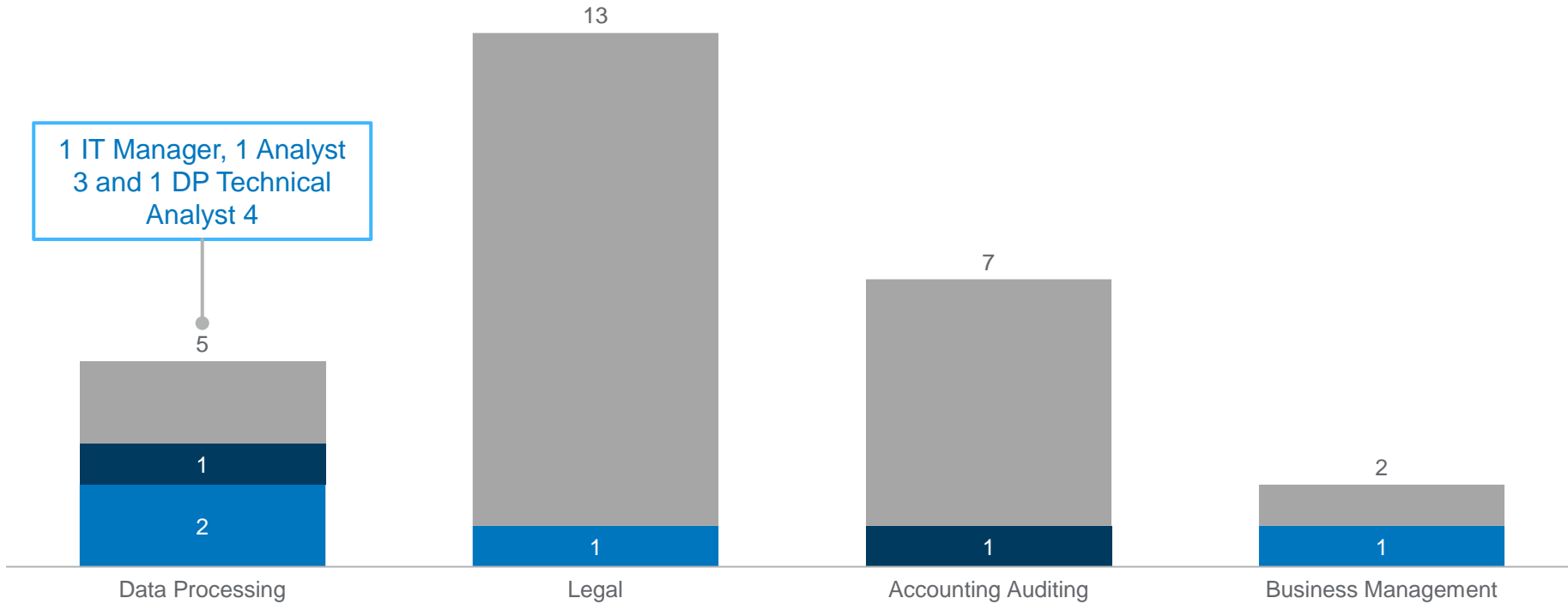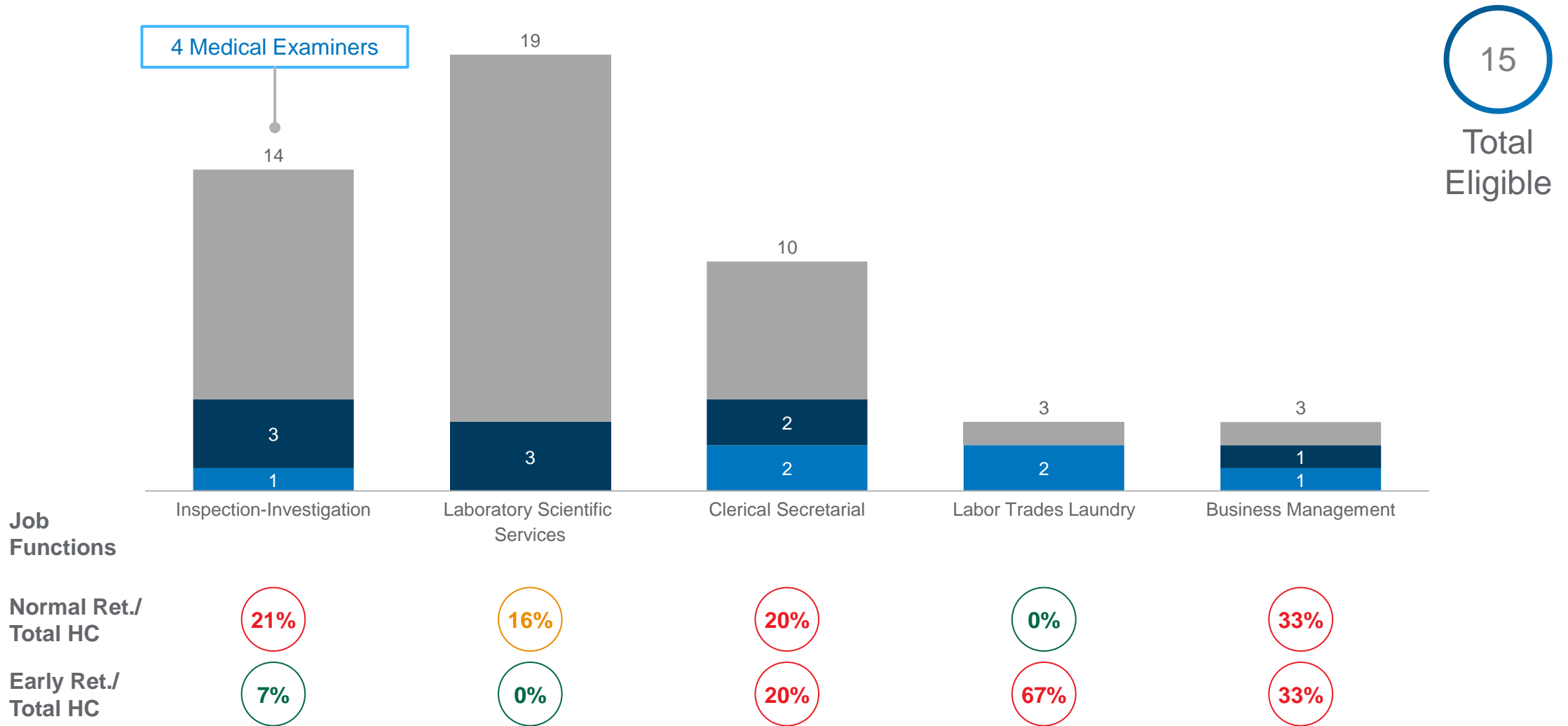| Job Functions | Patient Care | Nursing | Social Services | Clerical Secretarial | Labor Trades Laundry | Medical/Dental/Vet/Medicine | Therapy (speech, phys, occup) | Food Processing Service | Statistics, Research & Planning | Business Mgmt. | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./Total HC** | 11% | 14% | 12% | 23% | 12% | 19% | 15% | 23% | 8% | 16% | 14% |
| **Early Ret./Total HC** | 13% | 16% | 13% | 26% | 18% | 11% | 13% | 21% | 20% | 19% | 12% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

39

Ineligible · Normal Eligible · Early Eligible

# Department of Corrections



412 COs, 60 Lieutenants, 43 Captains, 16 Deputy Wardens and 16 Wardens

59 Secretaries, Typists and Office Assistants

47 Parole Officer 2

Total Eligible 968

| Job Functions | Penal-Corrective Services | Clerical Secretarial | Counseling | Parole and Probation | Labor Trades Laundry | Education | Nursing | Business Management | Food Processing Service | Patient and Inmate Care | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 3,865 | 246 | 396 | 183 | 212 | 145 | 241 | 90 | 117 | 181 | 270 |
| Ineligible | 3,403 | 151 | 323 | 123 | 153 | 109 | 200 | 50 | 89 | 159 | 218 |
| Hazardous Eligible | 295 | | 37 | 27 | 28 | 16 | 22 | | 14 | 12 | 32 |
| Normal Eligible | 164 | 28 | 30 | 32 | 27 | 20 | 16 | 20 | 12 | 8 | 12 |
| Early Eligible | 3 | 67 | 6 | 1 | 4 | | 3 | 17/3 | 2 | 2 | 8 |
| Normal Ret. + Haz. / Total HC | 12% | 11% | 17% | 32% | 26% | 25% | 16% | 22% | 22% | 11% | 15% |
| Early Ret./ Total HC | 0% | 27% | 2% | 1% | 2% | 0% | 1% | 22% | 2% | 1% | 4% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Includes hazardous duty eligible employees.
Source: CT STARS database as of 1/5/2021

Ineligible     Hazardous Eligible     Normal Eligible     Early Eligible

# Department of Administrative Services

32 HR Generalists, 10 HR Specialists + 18 HR Associates/Assistants

33 IT Analysts (1 RC, 2, 3) + 12 IT Managers / Supervisors / Experts

12 Fiscal / Admin Officers + 8 Reimbursement Analysts

12 Construction Services Project Manager

Total Eligible: 319

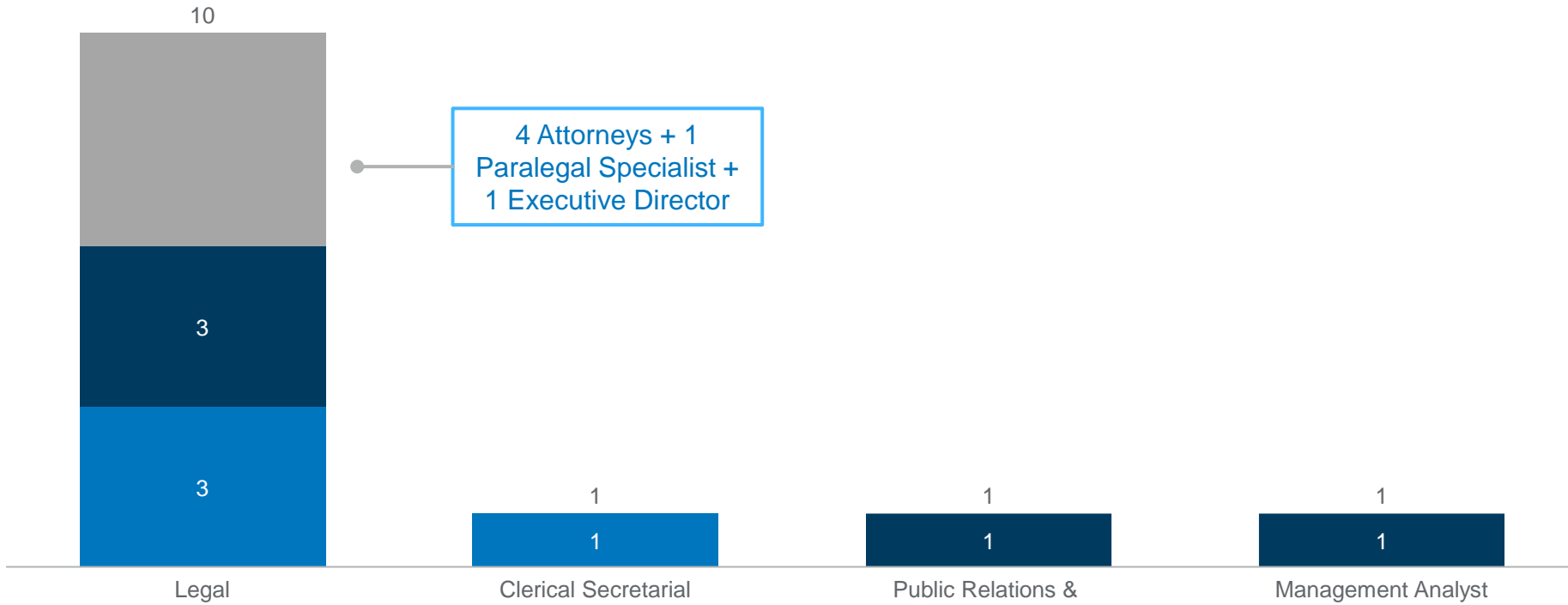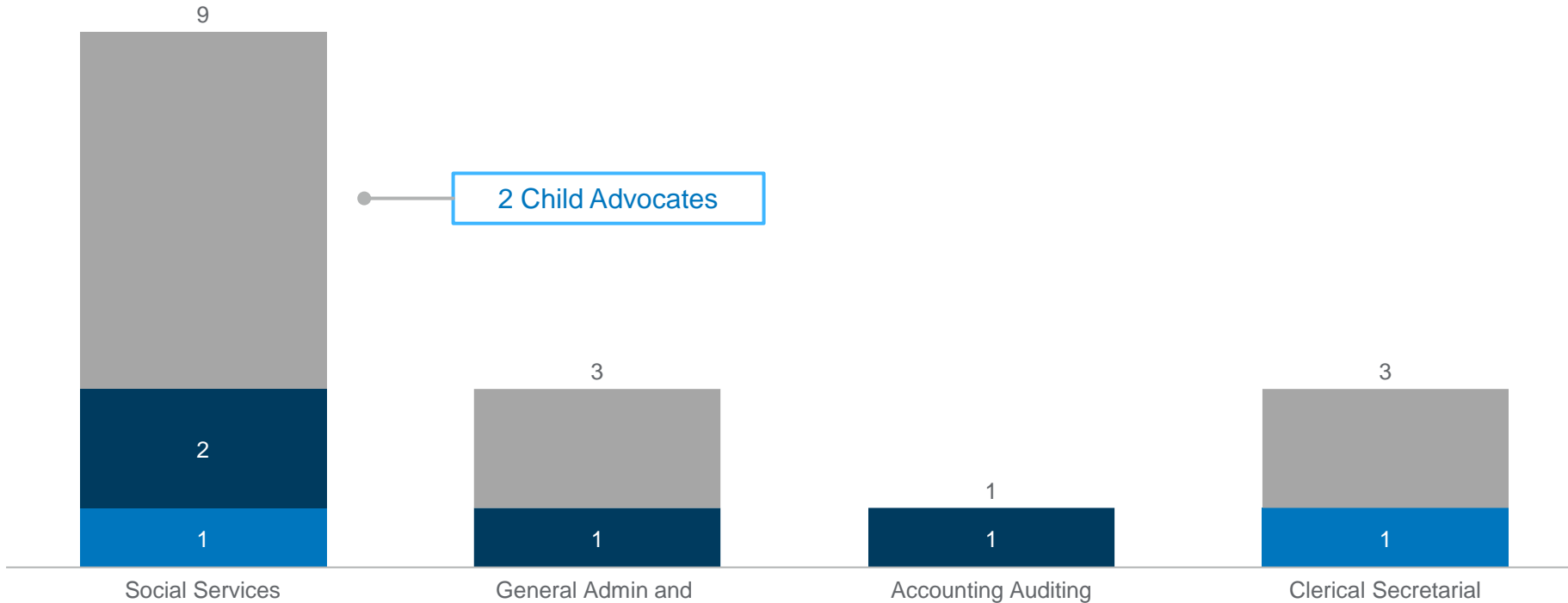| Job Functions | Personnel | Data Processing | Business Management | Clerical Secretarial | Inspection-Investigation | Labor Trades Laundry | Engineering | Purchasing | Accounting Auditing | Architecture | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 203 | 138 | 69 | | 40 | 32 | 22 | 28 | 17 | 18 | 95 |
| Normal Eligible | 28 | 34 | 17 | 12 | 17 | 11 | 12 | 3 | 3 | 1 | 9 |
| Early Eligible | 55 | 32 | 19 | 18 | 7 | 8 | 3 | 11 | 5 | 3 | 11 |
| Normal Ret./ Total HC | 14% | 25% | 25% | 16% | 43% | 34% | 55% | 11% | 29% | 17% | 9% |
| Early Ret./ Total HC | 27% | 23% | 28% | 25% | 18% | 25% | 14% | 39% | 18% | 6% | 12% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

41

Legend: Ineligible | Normal Eligible | Early Eligible

# Department of Emergency Services and Public Protection



Total Eligible: **322**

| | Police-Protective Services | Clerical Secretarial | Training | Laboratory Scientific Services | Engineering | Data Processing | Business Management | Labor Trades Laundry | Statistics Research Planning | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 923 | 176 | 184 | 87 | 29 | 40 | 18 | 15 | 12 | 14 | 27 |
| Normal Eligible | 144 | 30 | 13 | 8 | 8 | 11 | 5 | 5 | 3 | 3 | 6 |
| Early Eligible | 1 | 28 | 16 | 13 | 5 | 4 | 4 | 3 | 4 | 2 | 6 |
| **Normal Ret./ Total HC** | 16% | 16% | 9% | 15% | 17% | 10% | 22% | 20% | 33% | 14% | 22% |
| **Early Ret./ Total HC** | 0% | 17% | 7% | 9% | 28% | 28% | 28% | 33% | 25% | 21% | 22% |

131 Troopers + 15 Lieutenants

24 Secretaries / Clerks + 20 DESPP Dispatchers

19 Fire Science Examiners

Legend: Ineligible | Normal Eligible | Early Eligible

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database, BCG analysis

# Department of Energy and Environmental Protection

# Office of Policy and Management

53

17 Labor Relations
FTEs1 + 3 HR FTEs

4 Principal Budget Specialists + 1 Exec.
Budget Officer + 2 Asst. Exec. Budget Officers

1 Sr. Policy Advisor + 1
Policy Dev. Coordinators +
OPM Chief Admin Officer

Total
Eligible  55

21

18

16

8

12

8

8      4

5

5

2   2

4

4

1   1

3

1

1

1

8

2   2

2

| Job Functions | Personnel | Budget Program and Control | Business Management | Statistics Research Planning | Clerical Secretarial | Accounting Auditing | Acquistion Leasing | Environmental Protection | Training | General Admin and Management | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 15% | 22% | 19% | 25% | 33% | 0% | 100% | 33% | 100% | 25% | 0% |
| Early Ret./ Total HC | 23% | 28% | 31% | 25% | 0% | 25% | 0% | 0% | 0% | 25% | 10% |

1. Includes 12 Agency Labor Relations Specialists
Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

44

Ineligible    Normal Eligible    Early Eligible

# State Department of Education



567 Total Eligible

1,485

149 THS Instructors + 19 Substitute Instructors + 7 Asst. Principals/Principals/Deans + 14 Psychologists

50 Education Consultants

| Job Functions | Unassigned Unknown | Education | Labor Trades Laundry | Clerical Secretarial | Business Management | Police-Protective Services | Food Processing Service | Data Processing | Nursing | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | | 174 | 142 | 91 | 44 | 44 | 33 | 23 | 31 | 14 | 19 |
| Normal Eligible | 157 | 33 | 33 | 24 | 7 | 8 | 2 | 1 | 4 | 7 | 3 |
| Early Eligible | 153 | 35 | 35 | 21 | 12 | 6 | 9 | 8 | 4 | 2 | 3 |
| Normal Ret./ Total HC | 11% | 19% | 23% | 26% | 16% | 18% | 6% | 4% | 13% | 50% | 16% |
| Early Ret./ Total HC | 10% | 20% | 25% | 23% | 27% | 14% | 27% | 35% | 13% | 14% | 16% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

45

Ineligible    Normal Eligible    Early Eligible

# Department of Public Health



216 Total Eligible

35 Health Program workers
26 Epidemiologists

10 Office Assistants + 7 Administrative Assistants

15 Microbiologists + 6 Chemists + 6 Bureau / Section Chiefs

| Job Functions | Statistics Research Planning | Clerical Secretarial | Laboratory Scientific Services | Nursing | Legal | Business Management | Engineering | Patient and Inmate Care | Data Processing | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 209 | 74 | 97 | 68 | 16 | 20 | 32 | 72 | 27 | 15 | 66 |
| Normal Eligible | 29 | 20 | 16 | 13 | 5 | 7 | 3 | 4 | 3 | 1 | 5 |
| Early Eligible | 30 | 16 | 20 | 17 | 5 | 4 | 5 | 2 | 3 | 3 | 5 |
| Normal Ret./ Total HC | 16% | 28% | 18% | 22% | 31% | 25% | 13% | 5% | 15% | 7% | 62% |
| Early Ret./ Total HC | 14% | 22% | 20% | 23% | 31% | 11% | 16% | 4% | 11% | 20% | 71% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

46

■ Ineligible  ■ Normal Eligible  ■ Early Eligible

# Office of Early Childhood



10 Child Care Specialists/Supervisors

3 Education Consultants and 2 Education Project Coordinators

32 Total Eligible

| Job Functions | Social Services | Education | Clerical Secretarial | Patient and Inmate Care | Statistics Research Planning | Business Management | Laboratory Scientific Services | Nursing | Therapy (speech, phys, occup) | Accounting Auditing |
|---|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 6% | 8% | 25% | 25% | 0% | 0% | 0% | 50% | 100% | 100% |
| Early Ret./ Total HC | 17% | 42% | 8% | 75% | 8% | 20% | 33% | 0% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

48

Ineligible  Normal Eligible  Early Eligible

# Department of Labor



28 Labor Department Program & Services Coordinator + 20 Adj. Specialists

26 Revenue / Tax Examiners

264 Total Eligible

| Job Functions | Employment Security | Tax Programs and Control | Clerical Secretarial | Inspection-Investigation | Statistics Research Planning | Data Processing | Legal | Business Management | Laboratory Scientific Services | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 499 | 52 | 43 | 41 | 21 | 25 | 11 | 13 | 8 | 13 | 33 |
| Normal Ret./ Total HC | 10% | 38% | 30% | 22% | 19% | 16% | 36% | 15% | 0% | 8% | 21% |
| Early Ret./ Total HC | 19% | 25% | 26% | 10% | 24% | 28% | 9% | 15% | 50% | 23% | 12% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

Legend: Ineligible | Normal Eligible | Early Eligible

# Department of Children and Families



10 License & Application Analysts/Specialists + 7 Liquor Control workers

**93** Total Eligible

| Job Functions | Inspection-Investigation | Clerical Secretarial | Legal | Data Processing | Laboratory Scientific Services | Business Management | Statistics Research Planning | Stores | Accounting Auditing |
|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 23% | 36% | 17% | 67% | 27% | 33% | 11% | 50% | 0% |
| Early Ret./ Total HC | 22% | 18% | 22% | 33% | 7% | 22% | 22% | 50% | 25% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

50

Ineligible   Normal Eligible   Early Eligible

# Department of Veterans Affairs



15 Nurse's Aides

79 Total Eligible

| | Patient Care | Labor Trades Laundry | Nursing | Clerical Secretarial | Social Services | Food Processing Service | Therapy SpchPhys Occup | Police-Protective Services | Business Management | Stores | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 82 | 38 | 30 | 19 | 11 | 25 | 7 | 14 | 8 | 8 | 13 |
| Normal Eligible | 13 | 6 | 2 | 1 | 3 | 1 | | | | 2 | 3 |
| Early Eligible | 13 | 6 | 9 | 4 | 2 | 4 | 2 | 3 | 3 | | |
| Normal Ret./ Total HC | 16% | 16% | 7% | 5% | 27% | 4% | 0% | 0% | 0% | 25% | 23% |
| Early Ret./ Total HC | 16% | 16% | 30% | 21% | 18% | 16% | 29% | 21% | 38% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

51

Ineligible ▪ Normal Eligible ▪ Early Eligible

# Department of Banking



76

12 Financial Examiners + 12 Assoc. Financial Examiners

47 Total Eligible

|  | Accounting Auditing | Clerical Secretarial | Legal | Inspection-Investigation | Business Management | Stores |
|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 15% | 11% | 8% | 50% | 0% | 0% |
| Early Ret./ Total HC | 23% | 56% | 23% | 50% | 50% | 100% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

52

Ineligible    Normal Eligible    Early Eligible

# Insurance Department

**74** Total Eligible
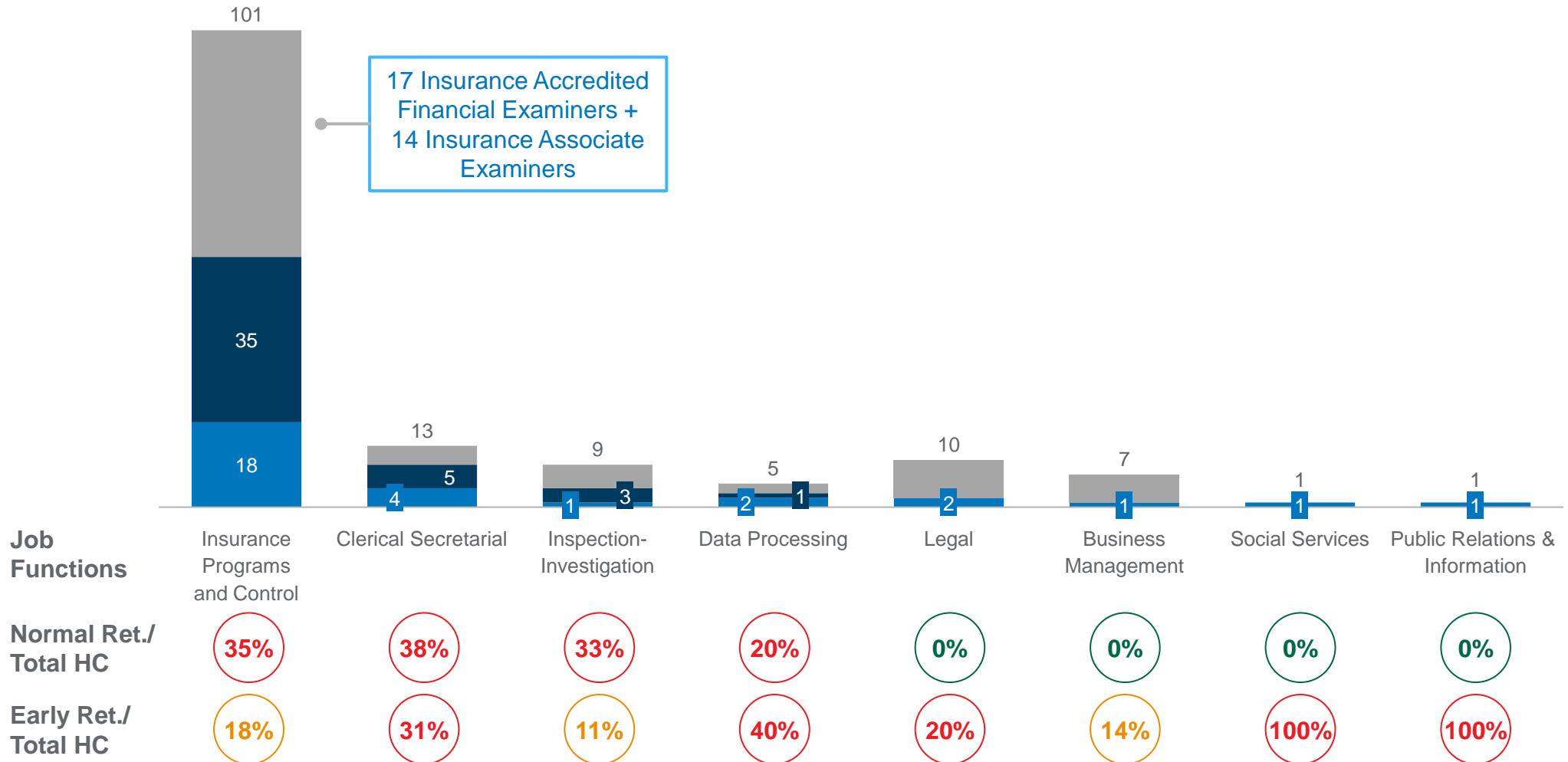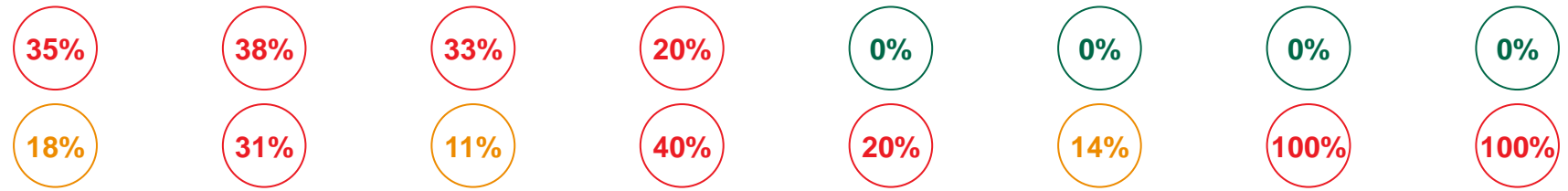
101

17 Insurance Accredited Financial Examiners + 14 Insurance Associate Examiners

35

18

13

4 | 5

9

1 | 3

5

2 | 1

10

2

7

1

1

1

1

1

| Job Functions | Insurance Programs and Control | Clerical Secretarial | Inspection-Investigation | Data Processing | Legal | Business Management | Social Services | Public Relations & Information |
|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 35% | 38% | 33% | 20% | 0% | 0% | 0% | 0% |
| **Early Ret./ Total HC** | 18% | 31% | 11% | 40% | 20% | 14% | 100% | 100% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

53

Ineligible   Normal Eligible   Early Eligible

# Military Department



**26 Total Eligible**

General Trades, Qualified Craft and Maintenance workers

4 Environmental Analysts + 1 Supervisor

| | Labor Trades Laundry | Business Management | Environmental Protection | Architecture | Personnel | Guardspeople | Engineering | Stores | Acquistion Leasing | Clerical Secretarial | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 3% | 31% | 43% | 38% | 0% | 0% | 0% | 0% | 0% | 13% | 0% |
| **Early Ret./ Total HC** | 10% | 0% | 14% | 13% | 100% | 0% | 33% | 100% | 100% | 0% | 50% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database, BCG analysis

54

Ineligible   Normal Eligible   Early Eligible

# Department of Agriculture

19 Total Eligible

5 Agricultural Market & Inspection Reps + 3 Agr. Bureau Directors + 2 State Animal Control Officers

Property Agent 2s

**Job Functions**

| | Inspection-Investigation | Acquistion Leasing | Clerical Secretarial | Environmental Protection | Labor Trades Laundry |
|---|---|---|---|---|---|
| Total bar | 31 | 3 | 5 | 10 | 3 |
| Normal Eligible | 6 | 2 | | 2 | 1 |
| Early Eligible | 6 | | 2 | | |
| **Normal Ret./ Total HC** | 19% | 67% | 0% | 22% | 33% |
| **Early Ret./ Total HC** | 19% | 0% | 40% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

55

Ineligible  Normal Eligible  Early Eligible

# Agricultural Experiment Station

19 Agricultural Scientists

81

22

9

5

2 1

23

2 1

1 1

1 1

39
Total Eligible

**Job Functions**

| Laboratory Scientific Services | Business Management | Labor Trades Laundry | Unassigned Unknown | Clerical Secretarial |
|---|---|---|---|---|

**Normal Ret./ Total HC**

| 27% | 20% | 4% | 100% | 0% |
|---|---|---|---|---|

**Early Ret./ Total HC**

| 11% | 40% | 9% | 0% | 100% |
|---|---|---|---|---|

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

56

Ineligible  Normal Eligible  Early Eligible

# Commission on Human Rights and Opportunities



**24 Total Eligible**

**12 HRO Reps**

| | Inspection-Investigation | Clerical Secretarial | Legal | Social Services | General Admin and Management |
|---|---|---|---|---|---|
| Total | 31 | 9 | 18 | 6 | 2 |
| Normal Eligible | 8 | 2 | 2 | 2 | |
| Early Eligible | 4 | 2 | 2 | 1 | 1 |

**Job Functions**

| | Inspection-Investigation | Clerical Secretarial | Legal | Social Services | General Admin and Management |
|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 26% | 22% | 11% | 33% | 0% |
| **Early Ret./ Total HC** | 13% | 22% | 11% | 17% | 50% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

57

Ineligible ■ Normal Eligible ■ Early Eligible

# Connecticut State Library

53

**5 Library Technicians + 5 Librarians + 2 Library Unit Heads**

34
Total Eligible

| Job Functions | Library Curatorial Services | Clerical Secretarial | Office Equipment Operation | Stores | Business Management | Data Processing |
|---|---|---|---|---|---|---|
| Ineligible | 32 | 7 | | 3 | 1 | 2 |
| Normal Eligible | 11 | 3 | | 1 | 1 | 1 |
| Early Eligible | 10 | 5 | 1 | 1 | 1 | |
| Total | 53 | 15 | 1 | 4 | 3 | 3 |

| | Library Curatorial Services | Clerical Secretarial | Office Equipment Operation | Stores | Business Management | Data Processing |
|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 21% | 20% | 0% | 25% | 33% | 33% |
| **Early Ret./ Total HC** | 19% | 33% | 100% | 0% | 33% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.

Source: CT STARS database as of 1/5/2021

58

Ineligible  Normal Eligible  Early Eligible

# Teachers Retirement Board



6

2

1 Clerks + 1 OA

9

1

1
Retirement
Examiner

3
Total
Eligible

**Job
Functions**

Clerical Secretarial

Accounting Auditing

**Normal Ret./
Total HC**

0%

11%

**Early Ret./
Total HC**

33%

0%

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

59
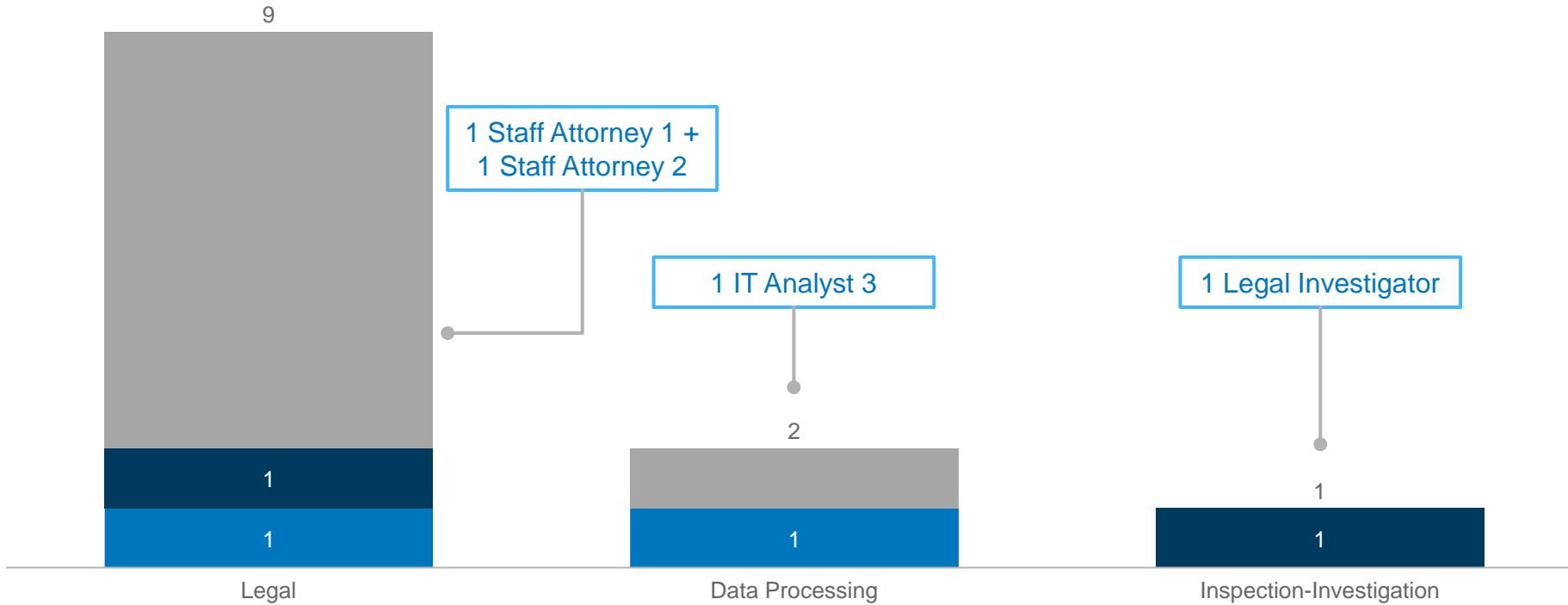
Ineligible    Normal Eligible    Early Eligible

# State Election Enforcement Commission

5
Total Eligible

1 IT Manager, 1 Analyst 3 and 1 DP Technical Analyst 4

| Job Functions | Data Processing | Legal | Accounting Auditing | Business Management |
|---|---|---|---|---|
| | 5 | 13 | 7 | 2 |
| | Ineligible | Ineligible | Ineligible | Ineligible |
| | 1 (Normal Eligible) | | 1 (Normal Eligible) | |
| | 2 (Early Eligible) | 1 (Early Eligible) | | 1 (Early Eligible) |
| **Normal Ret./ Total HC** | 20% | 0% | 14% | 0% |
| **Early Ret./ Total HC** | 40% | 8% | 0% | 50% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

61

Ineligible    Normal Eligible    Early Eligible

# Office of the Chief Medical Examiner



4 Medical Examiners

15 Total Eligible

| Job Functions | Inspection-Investigation | Laboratory Scientific Services | Clerical Secretarial | Labor Trades Laundry | Business Management |
|---|---|---|---|---|---|
| Normal Ret./ Total HC | 21% | 16% | 20% | 0% | 33% |
| Early Ret./ Total HC | 7% | 0% | 20% | 67% | 33% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

Ineligible    Normal Eligible    Early Eligible

# Freedom of Information Commission



4 Attorneys + 1 Paralegal Specialist + 1 Executive Director

9 Total Eligible

**Job Functions**

| | Legal | Clerical Secretarial | Public Relations & Information | Management Analyst |
|---|---|---|---|---|
| **Normal Ret./ Total HC** | 30% | 0% | 100% | 100% |
| **Early Ret./ Total HC** | 30% | 100% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

Ineligible    Normal Eligible    Early Eligible

# Office of Governmental Accountability



6 Total Eligible

9

2 Child Advocates

2

1

3

1

3

1

1

1

1

**Job Functions**

Social Services | General Admin and Management | Accounting Auditing | Clerical Secretarial

**Normal Ret./ Total HC**

22% | 33% | 100% | 0%

**Early Ret./ Total HC**

11% | 0% | 0% | 33%

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

64

Ineligible | Normal Eligible | Early Eligible

# Overview of retirement risk (survey results)

# Survey results indicate 72% of self-identified eligible employees leaning towards retirement, led by DESPP, DOC and DMV

## Retirement Decision by Self-Identified Eligible[1]
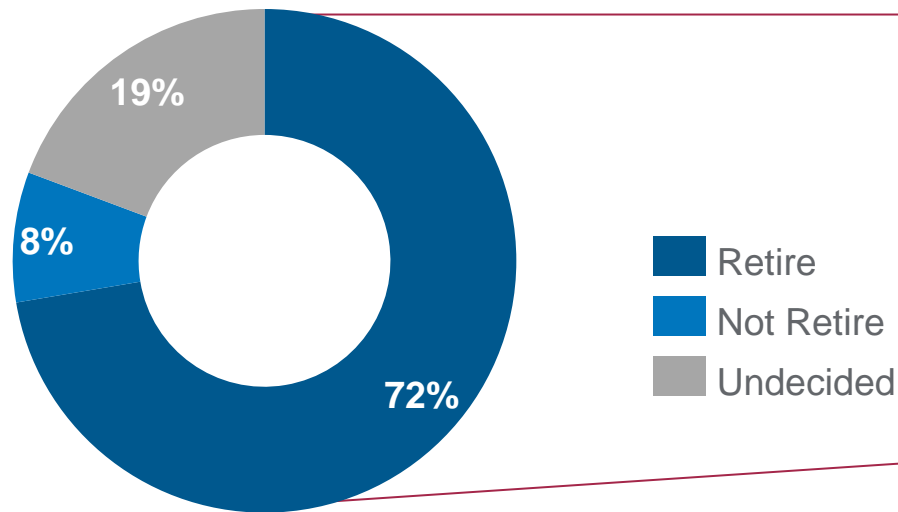


- Retire
- Not Retire
- Undecided

19%
8%
72%
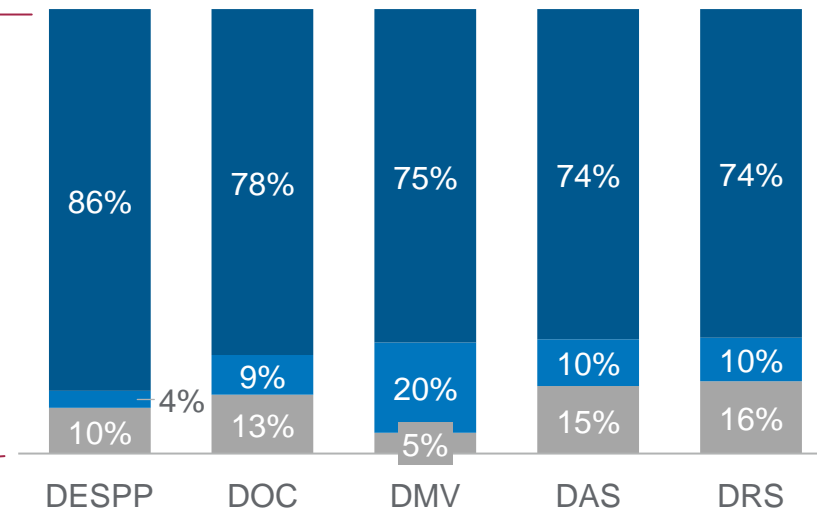
**50%** Uptake among Early Retirement eligible

**75%+** Intent among State Police, Corrections, Health Non-Professionals, Service / Maintenance and Protective Services job functions

**31%** Intend to move out of CT upon retirement

## Five agencies have significantly higher uptake intentions[2]



| | DESPP | DOC | DMV | DAS | DRS |
|---|---|---|---|---|---|
| Retire | 86% | 78% | 75% | 74% | 74% |
| Not Retire | 4% | 9% | 20% | 10% | 10% |
| Undecided | 10% | 13% | 5% | 15% | 16% |

**"** **Most common reasons cited for retirement include**

- *Changes to COLA ranked as top reason by 46% and as a factor by 75%*
- *Health benefits ranked as top reason by 24% and a factor by 64%*
- *Concerns surrounding COVID-19 cited by just 19% - vaccine unlikely to be a catalyst for changing intentions*

**"** **Most common factors cited for being undecided include**

- *Having a better understanding of the retirement benefit changes named the top factor by 77% and named as a factor by 91%*
- *Continued enjoyment of the job cited by 58%*

# Significantly higher retirement intent and certainty for workers eligible for full benefits (84% vs. 50%) – 35% of early-eligible employees remain undecided

## Retirement Decision by Self-Identified Full Eligible[1]
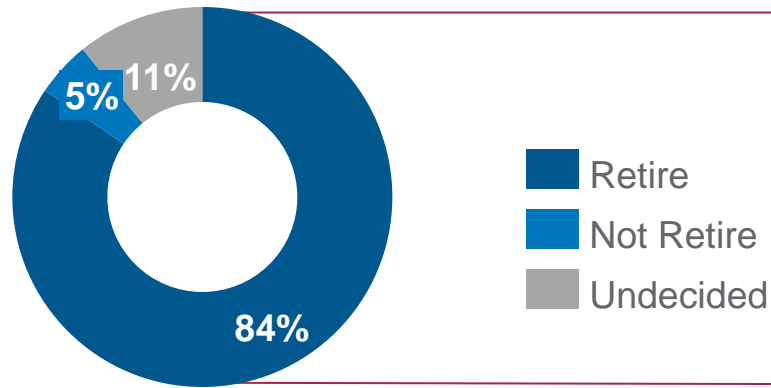
- 84% Retire
- 5% Not Retire
- 11% Undecided

### Retire / Not Retire / Undecided

## Five agencies have significantly higher uptake intentions[2]

| | DESPP | DRS | DCF | DMV | DAS |
|---|---|---|---|---|---|
| Retire | 92% | 91% | 88% | 88% | 87% |
| Not Retire | 1% | 2% | 3% | 3% | 7% |
| Undecided | 6% | 6% | 10% | 10% | 7% |
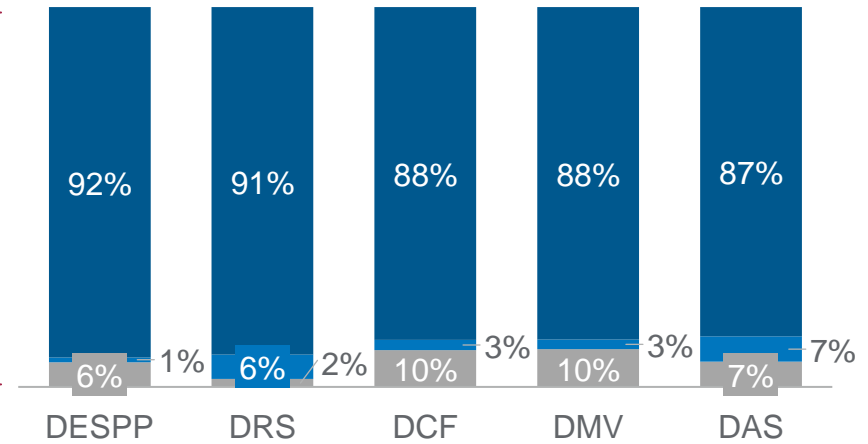
## Retirement Decision by Self-Identified Early Eligible[1]

- 50% Retire
- 15% Not Retire
- 35% Undecided

### Retire / Not Retire / Undecided

| | DAS | DRS | SDE | DDS | DESPP |
|---|---|---|---|---|---|
| Retire | 58% | 56% | 54% | 54% | 53% |
| Not Retire | 16% | 13% | 13% | 15% | 17% |
| Undecided | 27% | 31% | 33% | 31% | 30% |
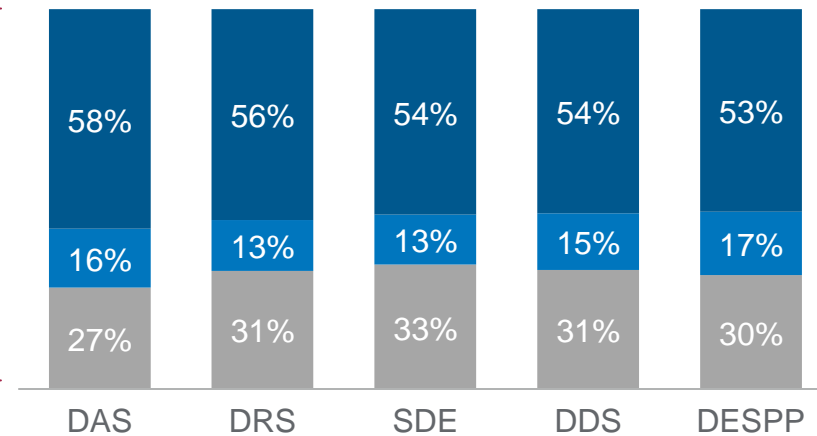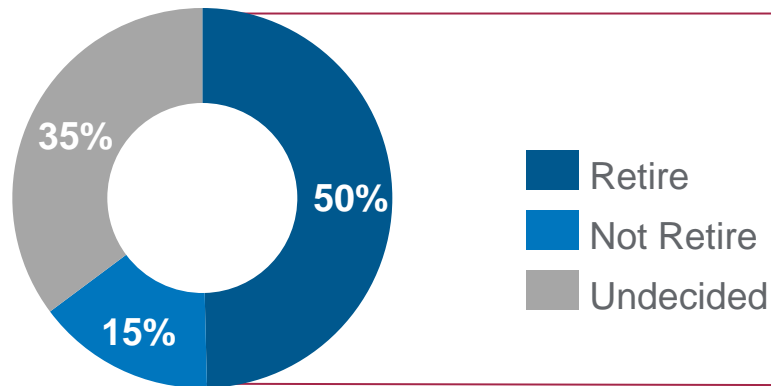
1. N = 2,575 (1,680 eligible for Full and 895 for Partial benefits)   2. Filters for agencies with at least 30 responses

# Retirement intent varies by job group

| Job group | Agencies impacted | Number of employees | % eligible to retire | Est. % planning to retire | Potential retirement impact |
|---|---|---|---|---|---|
| Social workers[1] | DCF, DDS, DMHAS, DSS, DOC, DOE, ADS | 3,784 | 23% | 71% | 618 / 252 / 2,914 → 3,784 |
| Corrections officers | DOC | 3,440 | 12% | **89%** | 367 / 45 / 3,028 → 3,440 |
| Nurses[2] | DMHAS, DOC, DDS, DCF, DVA, DPH, DOE, DSS, DOI, OEC | 1,646 | 26% | 79% | 309 / 82 / 1,255 → 1,646 |
| High school instructors[3] | DOE | 1,277 | 21% | 69% | 194 / 1,006 / 77 → 1,277 |
| Secretaries and clerks | All | 1,207 | 44% | 75% | 396 / 131 / 681 → 1,208 |
| Transportation maintainers[4] | DOT | 979 | 25% | **81%** | 198 / 735 / 47 → 980 |
| State Police trooper[5] | DESPP | 930 | 14% | **86%** | 799 / 113 / 18 → 930 |
| Eligibility services workers[6] | DSS, DCF, ADS | 922 | 18% | 73% | 755 / 122 / 45 → 922 |
| Mental health assistants[7] | DMHAS | 800 | 25% | **84%** | 165 / 604 / 32 → 801 |
| Transportation engineers[8] | DOT | 797 | 35% | 63% | 177 / 103 / 517 → 797 |

1. Includes children, clinical, case aides, developmental  2. Includes NPs, aides, coordinators, consultants and per diem RNs  3. Includes instructors and department heads  4. Includes grades 1-4
5. Includes first class through Master Sergeant  6. Includes specialists and supervisors  7. Includes grades 1-2  8. Includes engineer techs, district engineers and principal engineers

Changes to COLA was listed as a top 2 factor in deciding to retire by two-thirds of respondents intending to retire, followed by changes to health benefits

Retiring = 1,863

Legend: 1, 2, 3, 4, 5+

| Factor | 1 | 2 | 3 | 4 | 5+ |
|---|---|---|---|---|---|
| Changes to COLA make it more attractive to retire now | 863 | 381 | 79 | 32 | 43 |
| Changes to health benefits make it more attractive to retire now | 453 | 546 | 106 | 40 | 42 |
| Was already planning to retire | 359 | 61 | 95 | 35 | 129 |
| Limited upward mobility opportunities | 35 | 53 | 140 | 58 | 137 |
| No longer enjoy my job | 58 | 61 | 75 | 87 | 133 |
| My job is stressful and/or dangerous | 39 | 57 | 101 | 85 | 124 |
| The workload of my job has expanded | 26 | 46 | 99 | 96 | 135 |
| I am nervous about health & safety risks due to COVID-19 | 30 | 32 | 71 | 48 | 167 |

1. N = 2,575 (1,680 eligible for Full and 895 for Partial benefits)

X Axis

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# COLA and health coverage changes minor impact for most employees; targeted marketing and education campaign may change views

**NPV of lifetime benefits**
15-year retirement

Annual benefit/salary value



**Worker A**
Eligible for Full Retirement

- Retire 2022, 2% COLA Floor
- Retire 2025, COLA (no floor)

| **$529k** Retire 2022, 2% COLA floor | **$684k** Retire 2025, COLA (no floor) |
|---|---|

**Worker B**
3 Years Short of Full Retirement

- Retire 2022, 2% COLA Floor
- Retire 2025, COLA (no floor)
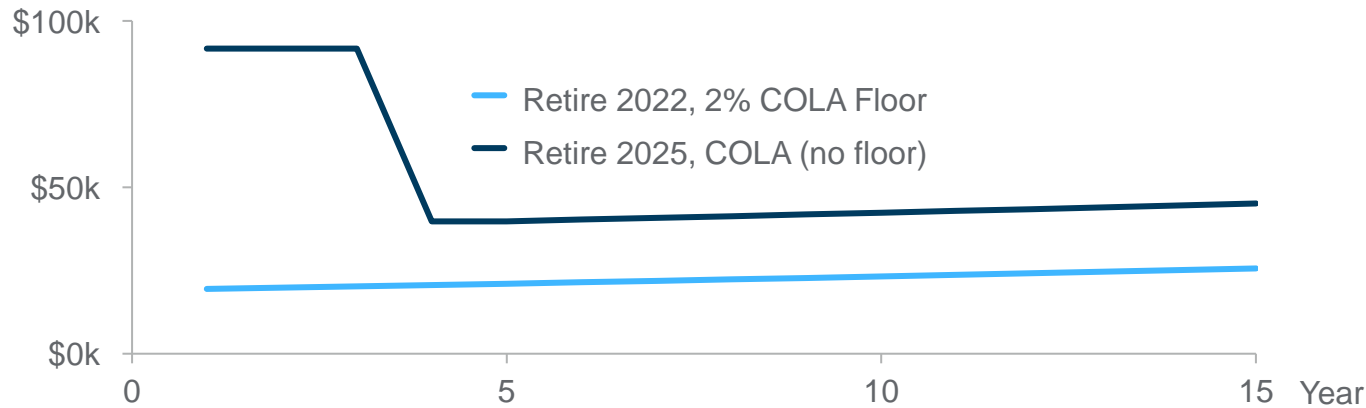
| **$286k** Retire 2022, 2% COLA floor | **$684k** Retire 2025, COLA (no floor) |
|---|---|

Note: Scenarios based on median annual rate of ~$92k and 28 service years, 2.1% CPI-W est. (actual CT COLA based on 60% of CPI-W up to 2%)
Breakeven Supplemental Salaries – salaries above this value would make retiring now more beneficial from NPV perspective

70

# Comments in survey highlight importance of HR, career development and telework; common government issues which are top-of mind for eligible retirees

**Management specific issues (5.3%)**
Pay raises for managers, fair treatment of managers, etc.

**Issues with management (6.3%)**
"Top heavy", less managerial layers, better communication from management, less micromanagement, etc.

**Taxation & compensation (4.1%)**
Reduce state taxes, competitive compensation for employees

**Automation & technology (7.3%)**
Replace paperwork with electronic workflows, offer more services online, improved electronic health records, more data sharing, etc.

**Spending (2.3%)**
Reduce government spending, change contracting processes, etc**.**

**Teleworking (19%)**
**Continue teleworking options beyond the COVID-19 pandemic**

**Miscellaneous (7.2%)**
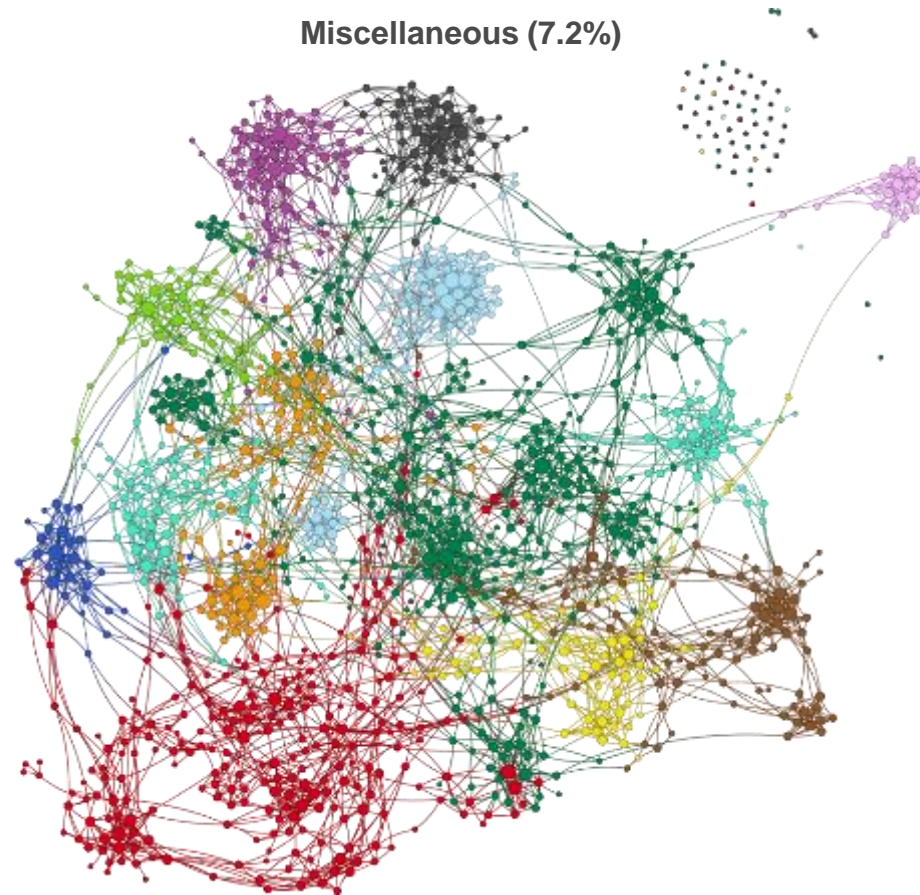


**Accountability & the police accountability bill (1.6%)**
Increased accountability of employees, revisit the police accountability bill

**HR, hiring & career development (25%)**
**Quickly fill vacancies, increased staff, more recognition, more trainings, merit-based promotions, etc.**

**Process improvements (8.4%)**
Reduce paperwork, eliminate redundancy and streamline processes such as hiring, contracting, etc.

**Retirement related issues (7.4%)**
Remove early retirement penalty, make information around retirement easily accessible, avoid making changes to retirement benefits, etc.

**COLA changes (5.1%)**
Extend COLA past 2022, better communication around changes to COLA

Semantic analysis based on ~1,350 responses with free text components. Each node represent a response.
Source: Quid; BCG Center for Growth & Innovation Analytics

71

# By Agency | Retirement intentions highest among hazardous duty agencies

Respondents



| | DDS | DOC | DMHAS | DOT | DCF | SDE | DSS | DEEP | DESPP | DAS | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 164 | 203 | 283 | 257 | 194 | 177 | 158 | 118 | 184 | 105 | 732 |
| Not Retire | 9% | 9% | 6% | 6% | 7% | 7% | 10% | 14% | 4% | 10% | 10% |
| Undecided | 19% | 13% | 22% | 25% | 24% | 20% | 18% | 16% | 10% | 15% | 20% |
| Retire | 73% | 78% | 72% | 69% | 69% | 73% | 72% | 70% | 86% | 74% | 69% |
| # Eligible Workers | 1,092 | 1,092 | 961 | 957 | 661 | 568 | 432 | 377 | 334 | 332 | 1,777 |

1. N = 2,575 (1,680 eligible for Full and 895 for Partial benefits)

72
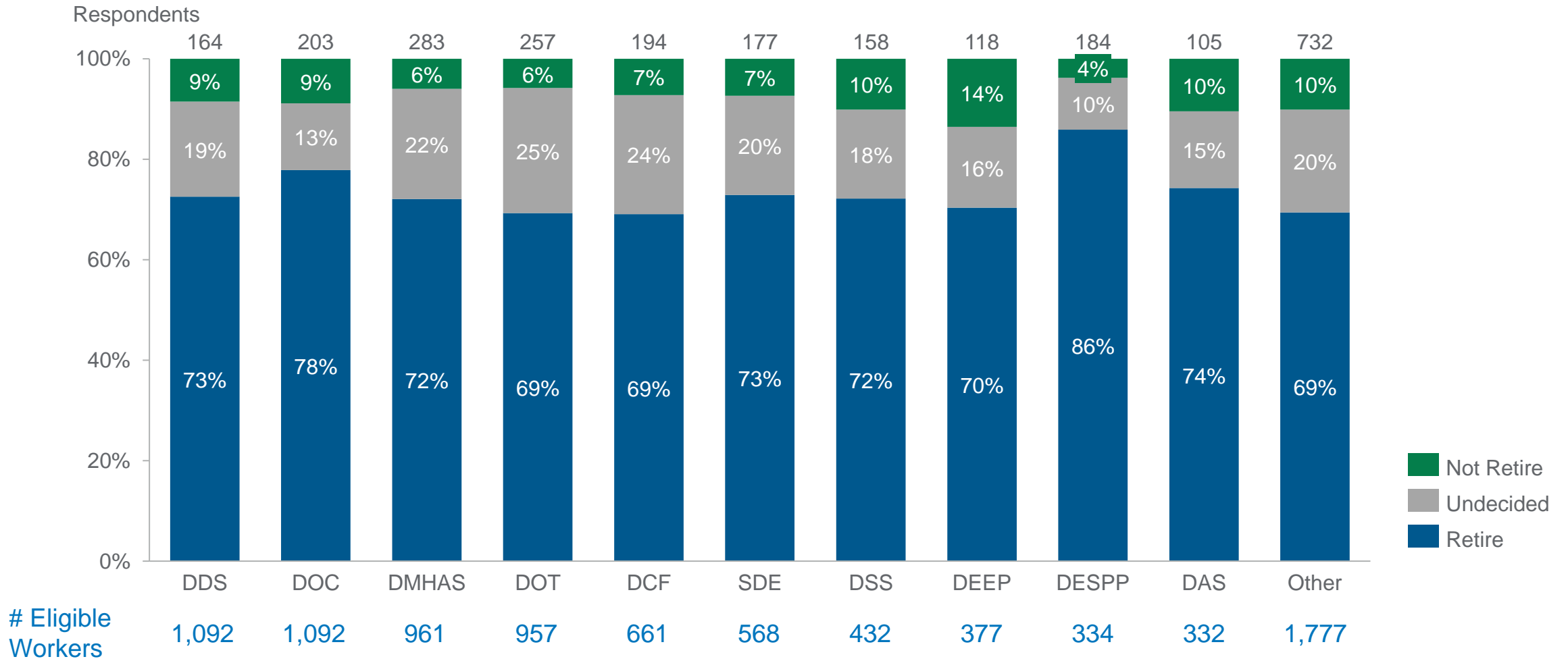
# By Job Function | Health workers among highest retirement uptake



Respondents

| | Admin & Residual | Health Non-Prof. | Health Prof. | Engin., Science & Tech | Admin. Cler. | Social & Human Serv. | Service / Mainten. | Education | Corr. Officers | Managerial | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 372 | 77 | 213 | 309 | 198 | 298 | 114 | 162 | 19 | 289 | 524 |
| Not Retire | 9% | 1% | 10% | 12% | 8% | 8% | 2% | 10% | 5% | 9% | 8% |
| Undecided | 21% | 17% | 17% | 23% | 18% | 21% | 15% | 20% | 5% | 24% | 16% |
| Retire | 71% | 82% | 73% | 65% | 75% | 71% | 83% | 70% | 89% | 67% | 77% |
| # Eligible Workers | 1,066 | 1,036 | 918 | 881 | 798 | 792 | 740 | 669 | 595 | 495 | 593 |
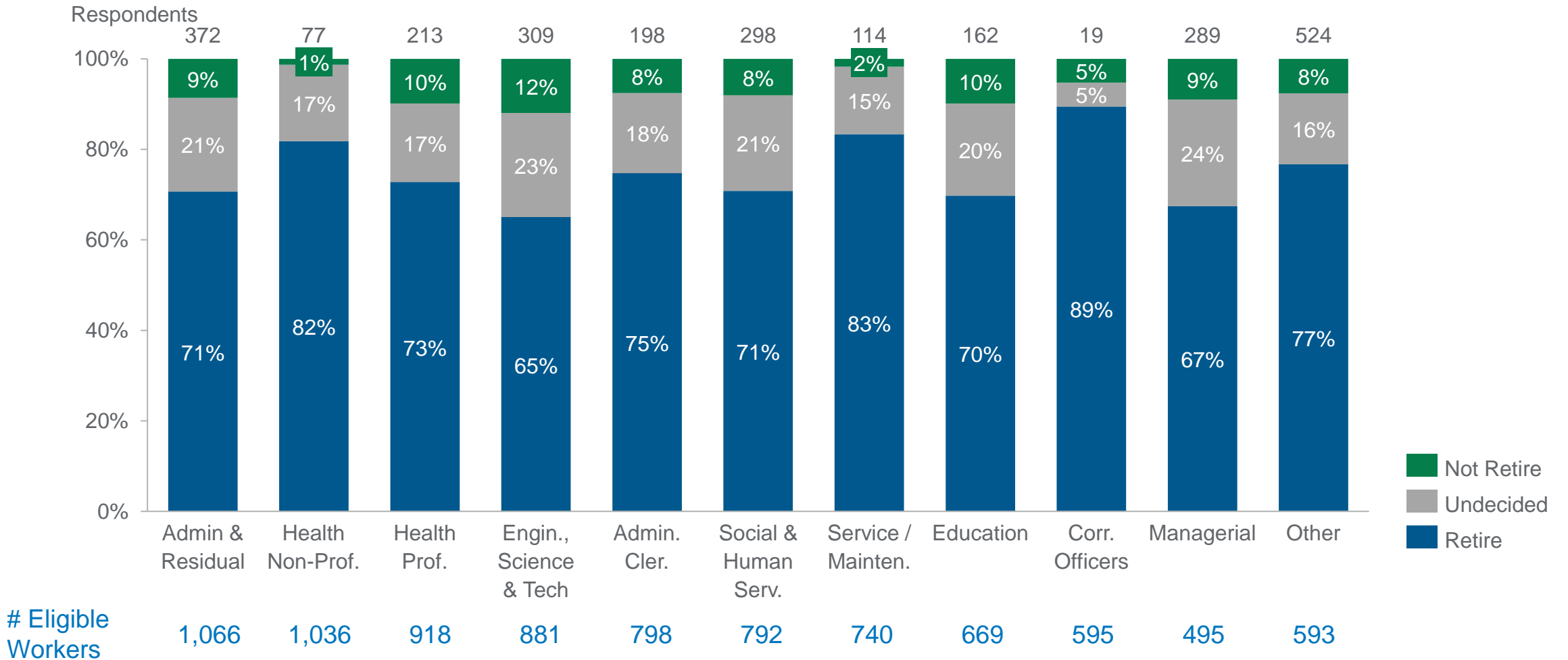
1. N = 2,575 (1,680 eligible for Full and 895 for Partial benefits)

# Largest jobs within agencies | Health and human services fields at greater risk of service continuity as providers intent outpaces non-direct care workers



DOT

DMHAS

DDS

% of Respondents

**DOT**
- Eng., Sci. & Tech: Retire 63, Undecided 28, Not Retire 9
- Other: Retire 76, Undecided 22, Not Retire 2

**DMHAS**
- Health Prof.: Retire 77, Undecided 15, Not Retire 8
- Other: Retire 69, Undecided 26, Not Retire 5

**DDS**
- Soc. & Hum. Svcs.: Retire 77, Undecided 13, Not Retire 10
- Other: Retire 71, Undecided 21, Not Retire 8

Legend: Not Retire | Undecided | Retire
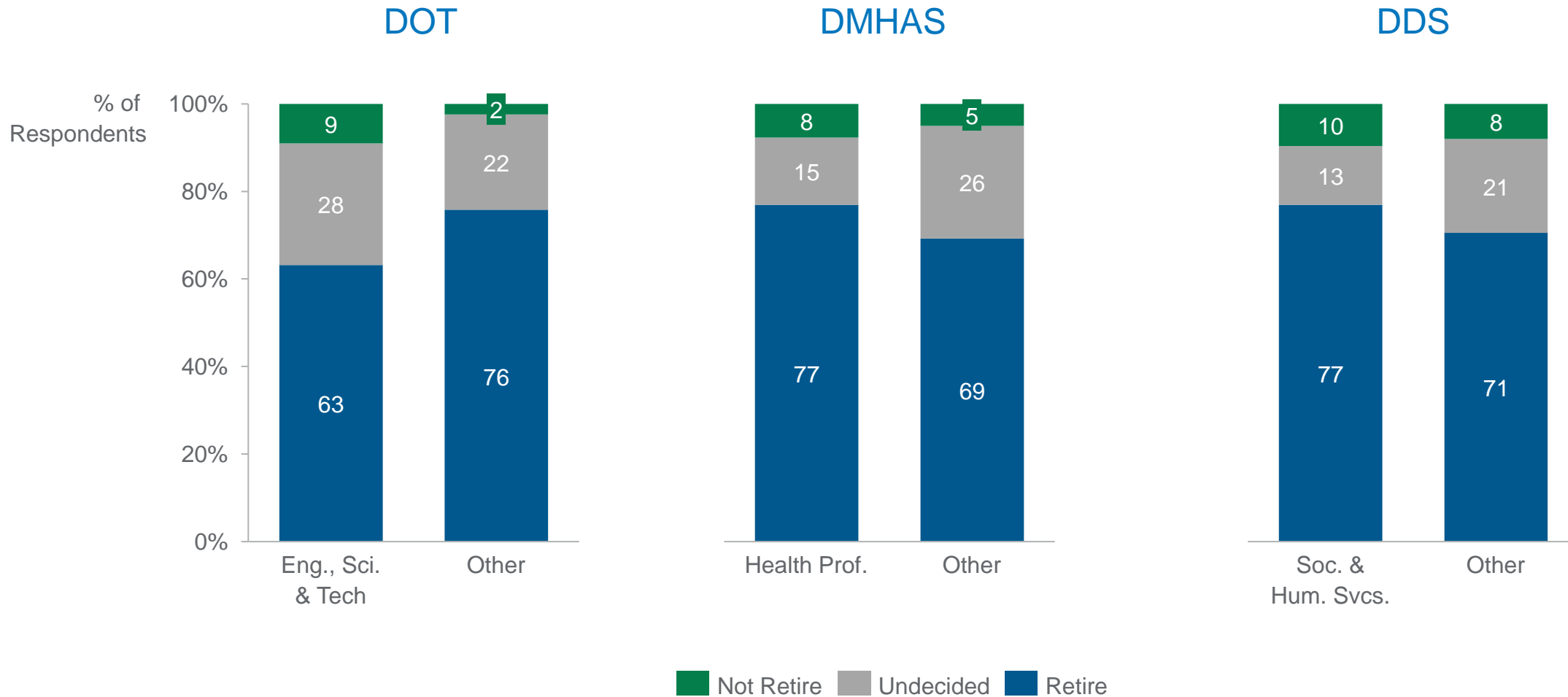
# By Agency and Eligibility | Early retirement intent typically ~30%+ below that of those eligible for Full Retirement

% of Respondents



Legend: ■ Early - Retiring  ■ Full - Retiring
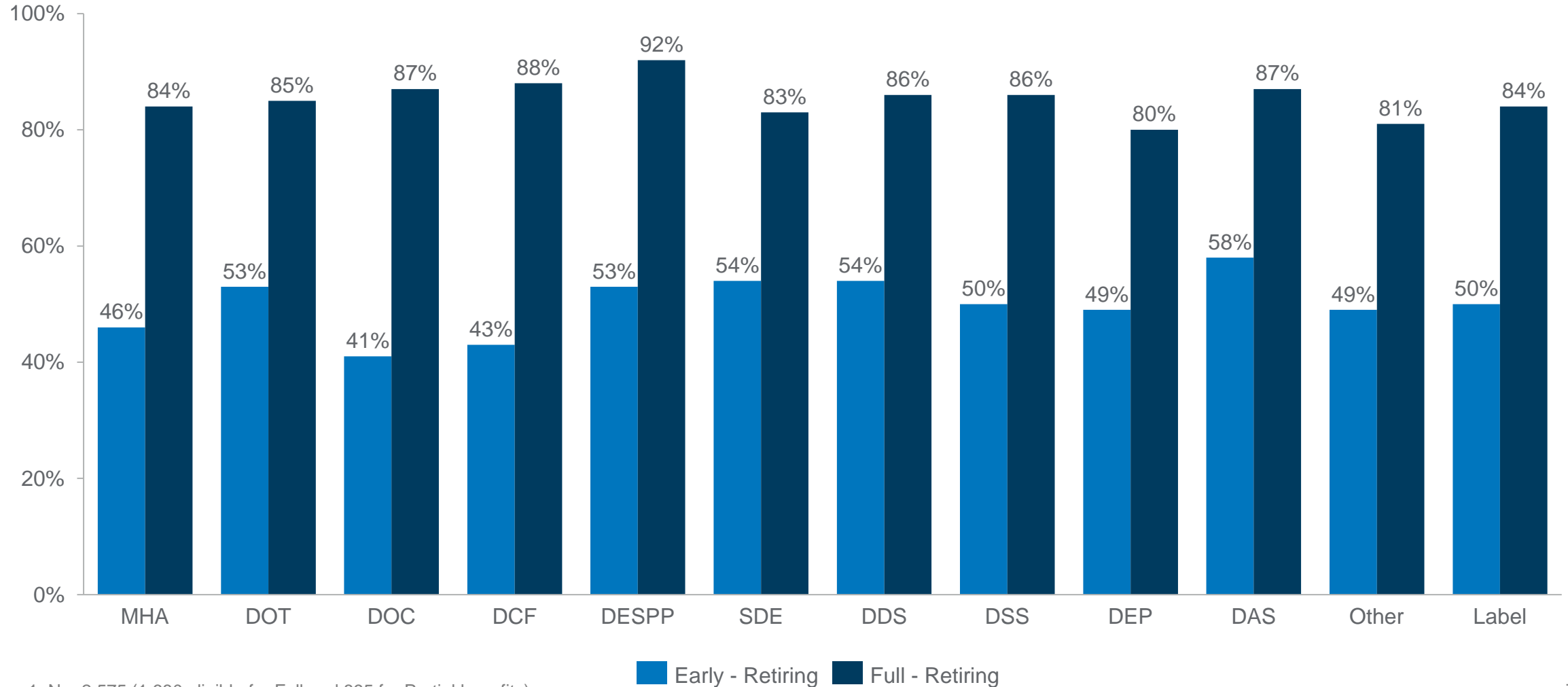
Leading reasons for not retiring include ability to increase pension through added service time (71%) or increased earnings (60%), as well as enjoying work (61%)

Not Retiring = 215

**Can increase my pension by adding additional service years:** 38, 56, 36, 15, 8

**I enjoy my job:** 47, 22, 16, 24, 22

**Can increase my pension by earning more income in the coming years:** 25, 31, 36, 18, 20

**I do not see enough different in my pension benefits between retiring now vs. after 7/1/22:** 11, 6, 15, 16, 48

**I am unlikely to find another job in the private sector:** 3, 8, 7, 10, 50

**Overtime is a significant portion of my take-home pay:** 0, 6, 2, 6, 21

Legend: 1, 2, 3, 4, 5+

# Vast majority of undecideds cite the need for a better understanding of the relative financial benefits – opportunity to use education to guide decisions

Undecided = 497



Having a better understanding of the financial benefits: 1 = 381, 2 = 47, 3 = 17, 4 = 9

Whether I continue to enjoy my job: 1 = 68, 2 = 111, 3 = 68, 4 = 40

My ability to find a private sector job: 1 = 29, 2 = 90, 3 = 86, 4 = 54

Whether I earn a promotion: 1 = 19, 2 = 58, 3 = 64, 4 = 70

Legend: 1, 2, 3, 4

77

# 'HR, hiring & career dev.' and 'Teleworking' are the frequent top suggestions across agencies



| Agency | Count |
|---|---|
| Administrative Services | 55 |
| Aging and Disability Services | 24 |
| Agriculture Experiment Station | 5 |
| Banking | 5 |
| Children and Families | 107 |
| Connecticut State Library | 2 |
| Consumer Protection | 8 |
| Corrections | 92 |
| Developmental Services | 83 |
| Early Childhood | 7 |
| Economic and Community Development | 4 |
| Education | 94 |
| Emergency Services and Public Protection | 86 |
| Energy and Environmental Control | 76 |
| Insurance | 11 |
| Labor | 38 |
| Mental Health and Addiction | 159 |
| Military | 2 |
| Motor Vehicles | 34 |
| Other | 108 |
| Policy and Management | 8 |
| Public Health | 57 |
| Revenue Services | 43 |
| Social Services | 82 |
| Transportation | 124 |
| Veterans' Affairs | 10 |

Legend:
- Accountability
- Automation & technology
- COLA changes
- HR, hiring & career dev.
- Issues with management
- Management specific issues
- Miscellaneous
- Process improvements
- Retirement related issues
- Spending
- Taxation & compensation
- Teleworking

100%

Semantic analysis based on ~1300 responses. Each node represent a response.
Source: Quid; BCG Center for Growth & Innovation Analytics

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# 'HR, hiring & career dev.' and 'Teleworking' are the frequent top suggestions across job functions as well



| | |
|---|---|
| Admin and Residual | 195 |
| Administrative Clerical | 87 |
| Correctional Officer | 6 |
| Correctional Supervisor | 20 |
| Education | 93 |
| Engineer, Science and Tech | 171 |
| Health Non-Professional | 42 |
| Health Professional | 132 |
| Managerial | 161 |
| Other | 102 |
| Other Non-Bargaining | 4 |
| Protective Services | 36 |
| Service / Maintenance | 48 |
| Social and Human Services | 174 |
| State Police | 47 |
| State Police Lieutenant / Captain | 6 |

Legend:
- Accountability
- Automation & technology
- COLA changes
- HR, hiring & career dev.
- Issues with management
- Management specific issues
- Miscellaneous
- Process improvements
- Retirement related issues
- Spending
- Taxation & compensation
- Teleworking

100%

# Insights from state workers largely support teleworking and need for more tools / automation, as well as consolidating agencies

" Employees that can work from home during COVID should continue to be able to work from home. This can reduce building sizes and help decrease traffic from commuting

" Allow us to continue working from home even after COVID…most of us are more productive…, the State can save on rentals, electricity, etc., and we can help the environment…

" I think rather than having so many experienced workers retire - the state could benefit from offering these experienced workers a part time schedule

" Look at 'non-essential' employees (myself included) - if these folks are 'non-essential' - well, why do we need them?

" Systemically, there are no incentives for state employees to be more competitive and accountable. We cannot recruit in a timely fashion. We do not reward employees for good work.

" [Fill] positions [ahead] of departure. An enormous amount of time and effort are wasted in the current process of waiting for positions to become vacant

" Filling vacancies needs to be revamped as it is unnecessarily lengthy, arduous and inefficient and has created an unfair burden on existing staff

" I work in a hospital and we have been so shortstaffed for the last few years that everyone is exhausted. Its really hard to work with people that are too tired to really care about their jobs.

" Extend the 7/1/22 cutoff date by at least another couple years…Many employees planning to retire in 2022 …would plan to work longer if this date is extended.

" Use technology wisely to automate low-level tasks for employees to concentrate on resolving more complex issues... Enhance online service for increased accessibility self-help

# Insights from DSS respondents support teleworking and improved hiring processes

Share of comments
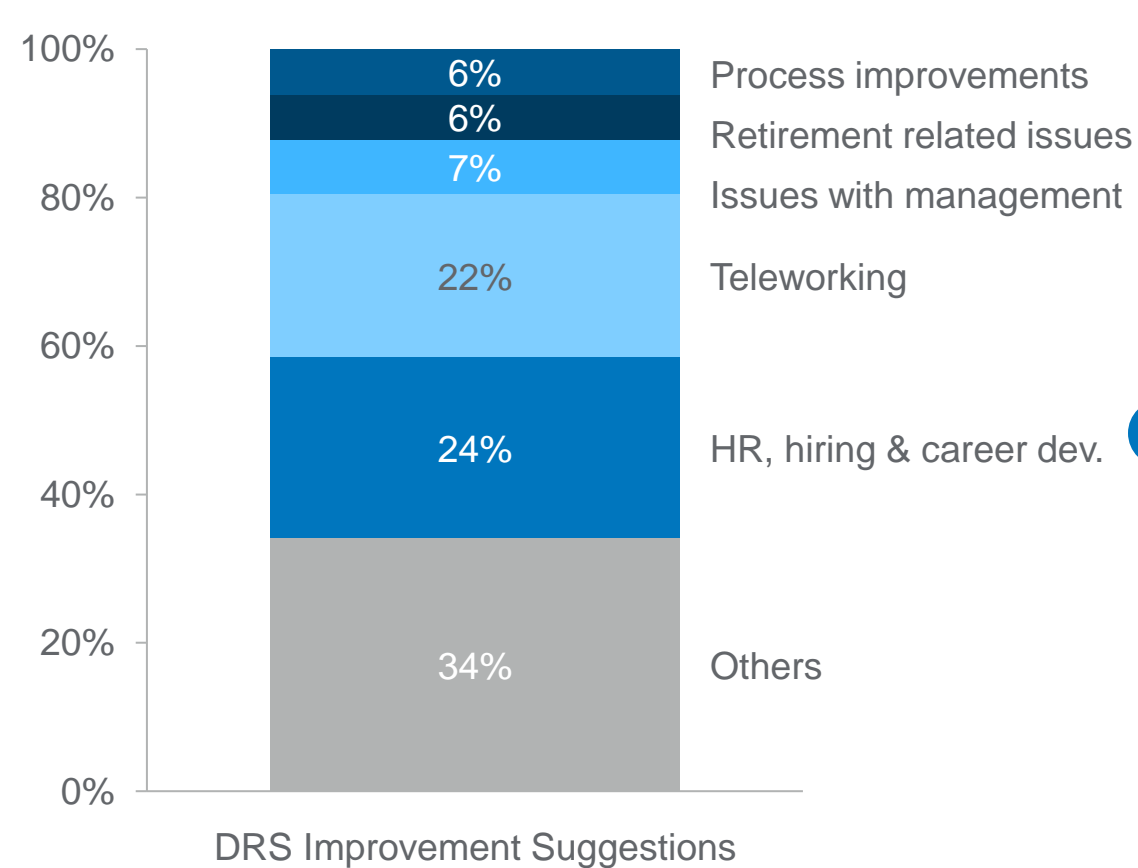


- 6% Process improvements
- 6% Retirement related issues
- 7% Issues with management
- 22% Teleworking
- 24% HR, hiring & career dev.
- 34% Others

DRS Improvement Suggestions

" Rather than having so many experienced workers retire - the state could benefit from offering these experienced workers a part time schedule

" Remove constraints that prevent us from doing work we were able to do in the past which are covered under our job specifications. Also give us the opportunity to work out of our job specification class.

" Continue to show flexibility such as telework options [and] continue to consolidate services amongst agencies.

" I think we should plan to have the retired person's position posted prior to their retirement so agencies can have a smooth transition of new staff.

# 2.2
# Changes to state employee pensions

# Delayed retirement results in loss of 2% COLA floor, delays first COLA by ~18 months and increases healthcare costs for under 65

| | Retirement before 7/1/22 | | Retirement on or after 7/1/22 | |
|---|---|---|---|---|
| | Hazardous | Non-Hazardous | Hazardous | Non-Hazardous |
| **Cost of Living Adjustment** | | | | |
| Annual cost of living adjustment (COLA) | 2% or 60% of CPI-W[1] up to 6% and 75% of CPI-W above 6% | | CPI-W up to 2%, then 60% of CPI-W up to 6% and 75% of CPI-W above 6% ⭐ | |
| Minimum COLA | 2% | | 0% ⭐ | |
| Maximum COLA | 7.5% | | 7.5% | |
| First COLA Adjustment | ~12 months (9-15 months) | | 30 months (Kick-in added if annualized COLA > 5.5% first 18 months) [2] | |
| **Healthcare** | | | | |
| 65 years+/Medicare-Covered Retirees | No change | | No change | |
| Premium share paid by employees < 25 yrs. service | 0 to 1.5% | 1.5% to 3.0% | 3.0% ⭐ | 5.0% ⭐ |
| Medicare Part B Premium Reimbursement | State pays 100% premium for Medicare-covered retirees | | 50% reimbursement of add'l cost beyond standard premium for high earners [3] (~$1.2-2.4k cost p.a. to individual) [4] ⭐ | |

> **No relief provided to early retirees in terms of benefit reduction**

1. COLA = annual Cost of Living Adjustment, based on CPI-W (Consumer Price Index for Urban Wage Earners & Clerical Workers)  2. Kick-in = [ (60% * CPI-W)–2.5%] * 1.5
3. $85K salary for single filers  4. Additional premiums start at $2,429 per year for single filers with salaries $87-109K, $3,470 from $109-$136K, $4,512 from $136-$162K
Source: SEBAC 2017 agreement

# Retirement changes do not provide clear economic incentive to retire – ability to find supplemental income could drive decisions

Annual benefit/salary value

**Worker A**
Eligible for Full Retirement

— Retire 2022, 2% COLA Floor
— Retire 2025, COLA (no floor)

$100k
$50k
$0k

0     5     10     15    Year

**Worker B**
3 Years Short of Full Retirement

— Retire 2022, 2% COLA Floor
— Retire 2025, COLA (no floor)

$100k
$50k
$0k

0     5     10     15    Year
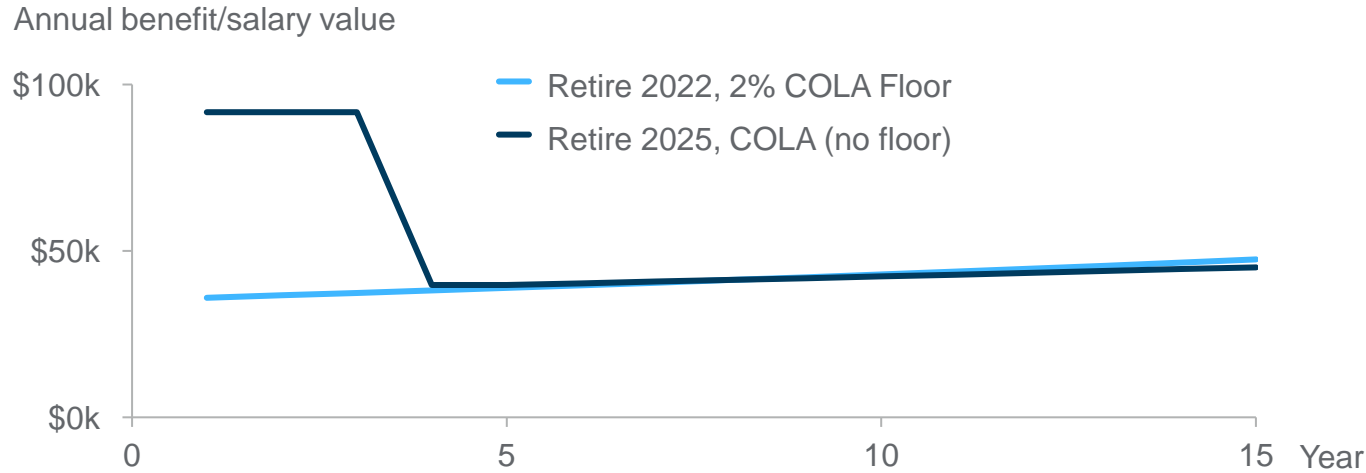
**NPV of lifetime benefits**
15-year retirement

| **$529k** Retire 2022, 2% COLA floor | **$684k** Retire 2025, COLA (no floor) |

**Breakeven Supplemental Salary: ~$54k**
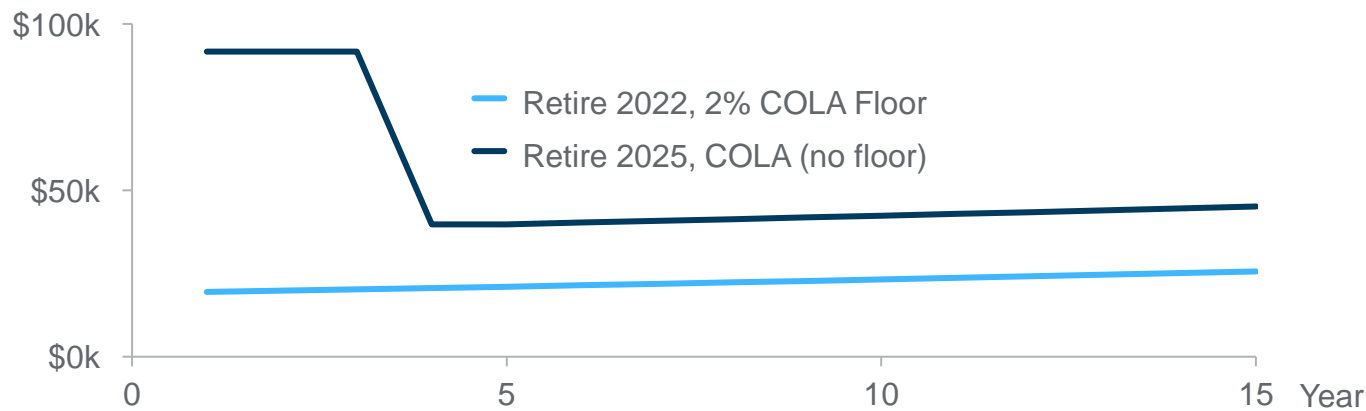
Scenarios do not account for potential earned income from new employment

| **$286k** Retire 2022, 2% COLA floor | **$684k** Retire 2025, COLA (no floor) |

**Breakeven Supplemental Salary: ~$138k**

Note: Scenarios based on median annual rate of ~$92k and 28 service years, as well as 2.1% CPI-W est. (actual CT COLA based on 60% of CPI-W up to 2%) Breakeven Supplemental Salaries – salaries above this value would make retiring now more beneficial from NPV perspective

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# For many workers, retirement changes do not provide clear economic incentive to retire before 2022 effective date

Pension benefit p.a. (non-adjusted)

Worker A
Eligible for Full Retirement
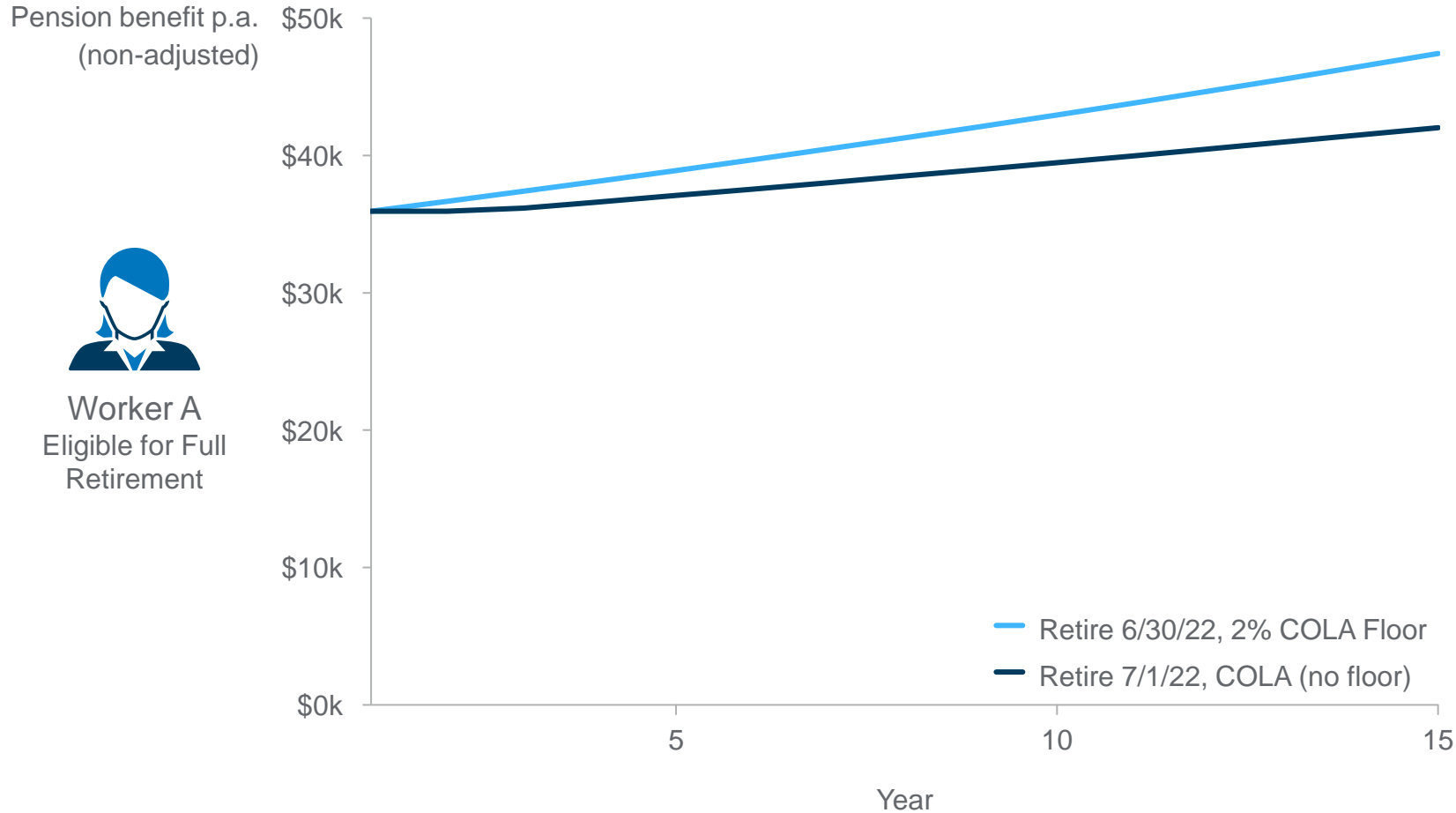


Based on median salary for retirement eligible employees, the difference in expected cumulative value between retiring on 6/30/22 and 7/1/22 over 15 years is ~$35k[1]

For many employees, this difference may be offset by an additional year of working at full salary[2]

Retire 6/30/22, 2% COLA Floor
Retire 7/1/22, COLA (no floor)

1. Discounted at 2% for Net Present Value   2. Each additional year of service also adds to annual benefit percent (not included in this analysis)
Note: Scenario based on median annual rate of ~$92k and 28 service years, as well as expected CPI-W of 2.1% (actual CT COLA based on 60% of CPI-W up to 2%);

# 2.2
# Challenges and opportunities for Connecticut

# Budget includes value of $20m in FY22 and $155m in FY23 tied to opportunities from CREATES

## Priority initiatives for implementation (FY22 & FY23)

| Agency initiatives | Cross-agency initiatives |
| --- | --- |

**Agency initiatives**

- Close prison facilities and units
- Optimize CTEC administrative and teacher levels
- Increase revenue through application of analytics
- Expand DECD contracting to AdvanceCT

**Cross-agency initiatives**

- Streamline hiring process; manage OT/absences
- Centralize payroll
- Manage workers' comp expense
- Expand common payment platform
- Streamline Affirmative Action reporting
- Increase office co-location

**Program led by Steering Committee with representation from OPM and DAS, supported by a project management office to track progress and savings**

# 3.0
# Key state-wide opportunities

# Four major types of implementation challenges for consideration

| | | Description | Examples | Questions for Implementation |
|---|---|---|---|---|
| | **Opportunities already underway by agencies** Ensure completion | Opportunities currently being implemented by state agencies | • DoC prison closures • DRS tax digitization program • DoL unemployment modernization | • How do we track progress? • How do we get early warning signs of challenges? |
| | **Opportunities with clear agency path** Get started and then track | Opportunities not underway, but with clear agency ownership | • New non-service transportation revenues • Increase office co-location | • How do we create initial momentum for these? |
| | **Opportunities challenging to start** Align stakeholders and catalyze decision | Opportunities that require key decisions from leadership and political will to implement | • Increase use of non-profits for LMHA services • Cut low-ROI film/tax credits | • How do we create buy-in, especially over the long term? • Should we prioritize a subset of these opportunities? |
| | **Cross-govt opportunities complex to deliver** Shape and find ownership | Opportunities that require coordination among multiple stakeholders to implement and manage | • Improve managerial value proposition and retention • Develop common grant platform • Consolidate human service agency back-office functions | • Who is the logical owner? • How should we leverage Fellows to lead change? |

# Some questions to be resolved in order to implement CREATES opportunities

### Who is accountable for implementation?

What is the role of agency leadership? Of OPM? Of DAS?

For initiatives without clear agency owners (e.g., workers comp), who should be accountable?

### What team(s) is/are responsible?

What team is responsible for managing implementation?

What skills and capabilities do they need?

For digital opportunities, what support comes from the CIO group?
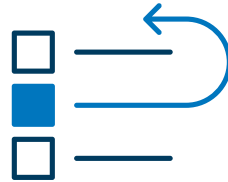
### How do we prioritize opportunities?

How should initiatives be prioritized (e.g., service risk and cost value)?

Who makes the decision on which opportunities to pursue? How?

What are our limiting factors? (e.g., funding, agency change capacity)

### How will change vary by agency?

How will implementation differ by agency?

How do we assess agency readiness for implementation?

How does each agency initiative fit in the overall CREATES roadmap?

### How do we monitor implementation?

How do we define success for each opportunity?

What goals/KPIs do we set?

How do we ensure ongoing leadership and agency alignment?

# Number of opportunities and value varies by agency

| Agency | Number of opportunities | Potential value<br>$m, short- and long-term, low estimate |
|---|---|---|
| **DSS** | 8 | 238 |
| **DRS** | 6 | 232 |
| **DoT** | 9 | 101 |
| **DECD** | 3 | 70 |
| **Cross-agency** | 8 | 58 |
| **DAS-led** | 16 | 51 |
| **DMV** | 23 | 39 |
| **DoC** | 10 | 37 |
| **DMHAS** | 4 | 37 |
| **SDE** | 11 | 23 |
| **DESPP** | 17 | 22 |
| **Other** | 62 | 45 |

DSS value varies based on long-term policy choices
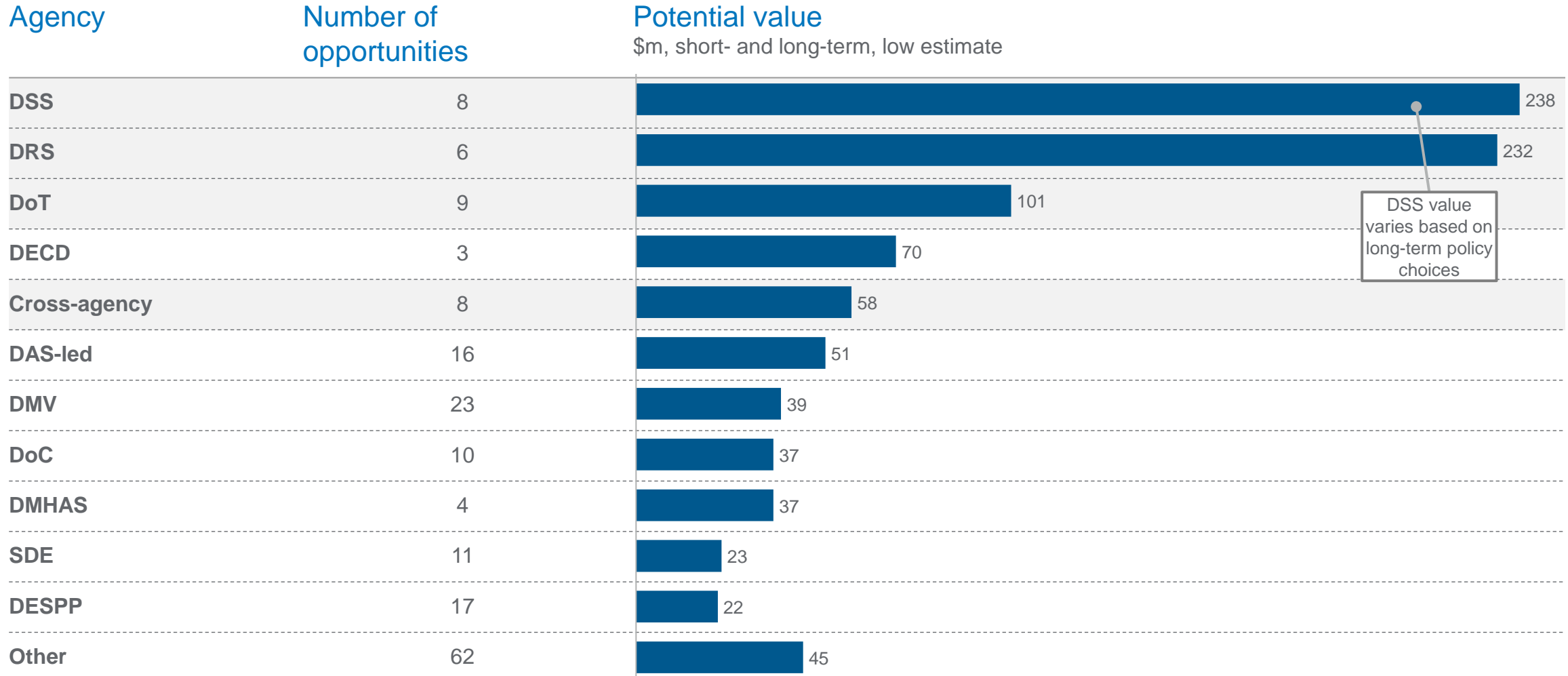
# The highest-value opportunities are spread across multiple agencies

~200 opportunities identified across
28 agencies

The 11 biggest opportunities represent ~70% of value



*Full list by agency and current status in annex*

| Top 11 opportunities | Agency | Value |
|---|---|---|
| Long-term transition of Medicaid to value-based payments | DSS | $200m+ |
| Improve tax compliance | DRS | $150-250m |
| Complete tax digitization program | DRS | $80-100m |
| Cut low-ROI film/tax programs | DECD | $68-100m |
| Align rail/bus service to resident needs | DoT | $50-60m |
| Bid out public transit service operations | DoT | $40-60m |
| Corrections reform | DoC | $43m+ |
| Increase office co-location | Cross-agency | $32m+ |
| Expand non-profits for LMHAs | DMHAS | $20-50m |
| Optimize CTEC admin and teacher levels | SDE | $20-25m |
| Manage overtime and absences | Cross-agency | $15-25m+ |

# Complexity means a rigorous implementation approach required

Rigorous program management

| Portfolio management | Initiative on-boarding | Interdependency mgmt | Tracking | Issue resolution | Reporting | Benefit reconciliation |
|---|---|---|---|---|---|---|
| • Assess initiative on-boarding priority<br>• Determine level of Activist PMO involvement with initiative development and on-boarding | • Write initiative charters and draft Roadmap with impacts, milestones, KPIs, risks and inter-dependencies<br>• Apply Rigor test to Roadmaps<br>• Assess likelihood of success with DICE<br>• Lock-down Roadmaps | • Define initiative interdependencies, stakeholders and risks<br>• Actively manage cross- initiative interdependencies | • Track progress of initiatives, and programs against plan with exception-based reporting and portfolio analysis tools | • Elevate deviations from initiative plan and structure interventions<br>• Assess risk on portfolio level and develop interventions<br>• Ensure continuing leadership alignment and mobilization | • Provide leadership with insight into progress and major issues<br>• Enable course corrective actions<br>• Challenge and provide support for improvement to initiative and Roadmap owners | • Create baseline<br>• Track benefit realization against baseline<br>• Reconcile benefits with Finance<br>• Ensure cooperation and engagement in reconciliation effort on all org levels |

## KPI framework
View on KPIs that provides insight into progress and achievement of strategic and financial targets

# Several opportunities improve resident experience of public services (1 of 2)

| | Service Improvements |
|---|---|
| **Bid out public transit service operations** | • Competitively bid rail contracts to reduce costs and improve performance. Incentivizes high quality transit service operations through competition, improving resident experience in transit. |
| **Contract veterans convalescent care operations** | • Privatize operations of veterans' convalescent care facility. Incentivizes competition in healthcare services and leads to improved resident experience in healthcare. |
| **Common doc mgmt and payment platforms** | • Digitize document management via a common platform across agencies and standardize payment processes state-wide (e.g., acceptance of credit cards). Expands digital platforms, increasing ease of use for residents. |
| **Long-term transition of Medicaid to Value-Based Payments (VBP)** | • VPB incentivizes clinicians based on quality of care, improving resident healthcare experiences and outcomes. |
| **DMV transactions online and third parties** | • Enhance ability for customers to pre-upload documents, reducing failed transactions and cutting transaction times. |
| **Complete tax digitization program** | • Improve ability of residents to conduct full lifecycle of tax filings online (e.g., virtual assistance, complete filings, submit payments). |
| **Digitize DMHAS patient record** | • Electronic Health Record (EHR) will improve DMHAS data capture and patient tracking, resulting in more consistent and efficient care delivery to residents |

# Several opportunities improve resident experience of public services (2 of 2)

| | Service Improvements |
|---|---|
| **Streamline human service programs/functions** | • Consolidate or jointly administer programs housed in separate agencies that are providing similar services and/or directed towards common resident groups to simplify resident experience. |
| **Improve manager value proposition and retention** | • Make becoming a manager in state workforce more attractive in order to better compete with private sector and encourage upward mobility. Increase workforce opportunities leading to improved resident experience in state employment. |
| **Manage overtime/absences** | • Limits taxpayer expenses on direct OT spend as well as long-term pension costs related to OT. Reduction in absenteeism improves service continuity. |
| **Manage workers comp expense** | • Increased focus on return-to-work programs, case management and rehabilitation helps reduce burden on remaining employees, reduces need for unpredictable overtime, and stabilizes staffing levels to provide more predictable and timely service to residents. |
| **Align rail/bus service to resident needs** | • Modernize and synchronize bus systems schedules across districts, while rail transit services to move in-line with actual demand. These changes will contribute to prolonging solvency of the STF |
| **Various digital opportunities** | • Opportunities to automate and/or digitize currently manual processes at individual agencies with potential for cross-agency solution (e.g., accepting credit cards, moving eligibility applications online, and expanding e-licensing) |

# Several opportunities require legislative change

|  | **Legislative change required** |
|---|---|
| **Corrections reform** | • Political backing and plan to address labor/stakeholder issues. Legislation enabling DoC to regulate and maintain low prison populations. |
| **Cut low-ROI film/tax programs** | • Amend Chapter 208 Sec. 12-217jj to eliminate film production tax cedit |
| **DMV transactions online and third parties** | • Legislative action required to expand third-party partners, scope of activities permitted and expansion of kiosks |
| **Improve manager value proposition and retention** | • Legislation addressing sections No. 1937-E (which superseded 1624-E) allowing granting managers with the same percentage increases as bargaining unit employees. In addition, adjustments to maximum salary ranges should be enacted to ease compression issues. |
| **Manage overtime/absences** | • Several legislative changes required, including caps on pensionable overtime, enablement of selective usage of DROP, elimination of four-hour minimums, enabling verification of FMLA and other leave. |
| **Manage workers comp expense** | • Revise statute limiting partial and total disability durations to match peer states (Sec. 31-307, 307b and 308). In addition, legislative action to transfer post-retirement payments to pension expenses rather than W.C. budget, implementing state-approved second medical opinion providers, formularies and preferred drug lists (PDL), and reducing maximum wage coverage. |
| **Align rail/bus service to resident needs** | • Public hearings required for service changes lasting more than one year |

# Several opportunities mitigate risk for the State

| | **Risk mitigation** |
|---|---|
| **Common doc mgmt and payment platforms** | • Reduces risk of disruption to business operations due to clerical/secretarial/administrative retirements by further automating and standardizing processes |
| **DMV transactions online and third parties** | • Decrease revenue backlog by moving transactions previously done in-person to online and self-service kiosks<br>• Reduce manual processes and bring FTEs per capita in-line with digitally advanced peers, mitigating backlogs as retirements increase and volumes return (e.g., state re-openings, REAL ID) |
| **Streamline hiring process** | • Initiatives identified (streamlining approvals, reducing barriers to external hires, providing more autonomy to agencies, etc.) reduce the time needed to identify, recruit and onboard new hires by 17 weeks |
| **Manage overtime/absences** | • Reduce overtime, optimize schedules and accelerate hiring to control and mitigate risk of occupational injuries and absenteeism |
| **Manage workers comp expense** | • Increases auditing to control abuse and reduce medical severities |
| **Improve tax compliance** | • Increases tax compliance and systematically engages stakeholders (e.g., preparers) to reduce unintended fraud<br>• Increases usage of data analytics and AI to identify advertent and inadvertent fraud and targeting suspicious tax preparers |
| **Increase non-profit engagement for LMHAs and group homes** | • Reduces risk of disruption to resident-facing services due to service worker and clinical retirements by shifting to non-profit operation |
| **Digitze DMHAS patient record** | • Reduces risk of incorrect patient data processing and increases capacity of DMHAS facility employees to take on additional workload caused by retirements |

# Implementation phase of CREATES requires understanding of priorities and path forward

## CREATES opportunities

- Identified 200+ opportunities, from which 34 were filtered and will require executive attention due to complexity

- Some opportunities are already underway, while others require further planning

- Many have clear agency owners, plans and teams capable of execution – others require support in some capacity or require policy/bargaining enablers

- Across all initiatives, will need ability to track milestone progress and measure benefits

## Suggested approach

1 Clarify accountable owner, responsible team and level of support required for each initiative

2 Build required capability, including central PMO to track full program

3 For opportunities without them, develop detailed implementation roadmap including milestones and timelines

# Implementation waves provide a path to realizing opportunities while aligning on need for additional stakeholder activities

## Near term

**Low-hanging fruit and quick-wins**
- Cut low-ROI tax credit programs
- Align transit service to demand

## Medium term

**Some complexity or capacity constrained**
- Rationalize real estate footprint
- Increase utilization of healthcare non-profits

## Long term

**Heavy lifts with large upside**
- Value-based payments
- Contract transit operations
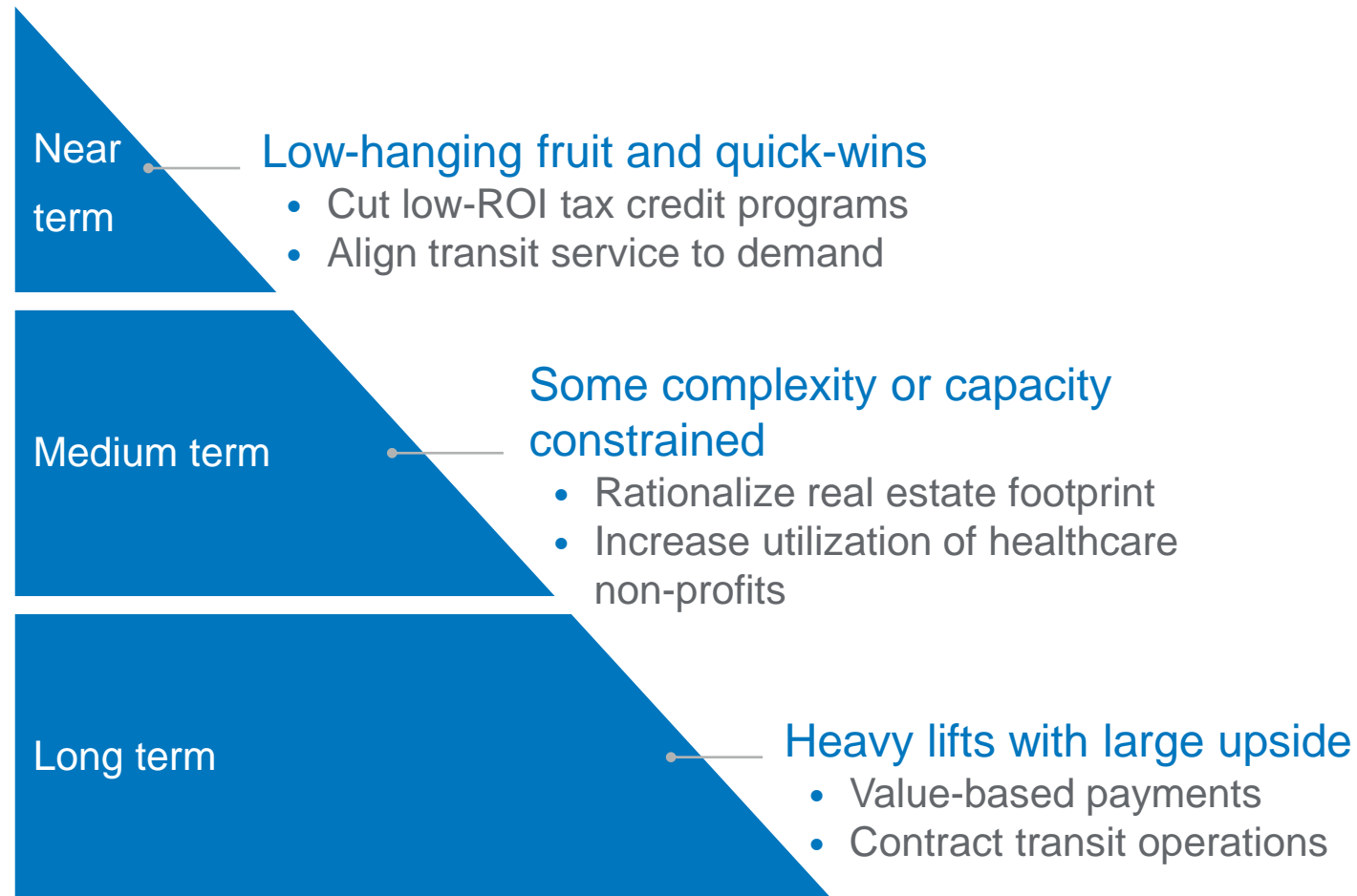
## Stakeholder engagement and actions required

- Bargaining changes to provide more flexibility in work rules and streamlining hiring processes

- Legislative action to amend statutes, giving agencies the flexibility needed to modernize

- Resident input required to ensure optimal design of customer-facing initiatives

# 3.1
# Modernize management of the state workforce

# Four personnel management drivers reviewed

| Drivers | Observations | Challenges | Potential opportunity |
|---------|--------------|------------|-----------------------|
| **Hiring and recruiting** | • Current hiring processes can take 5-6 months or more to complete<br>• Hurdles to hiring external talent<br>• Retirement surge likely to exacerbate delays | • Many changes will require bargaining<br>• Must balance simplification of processes with appropriate checks (i.e., OPM oversight) | • Streamline approval workflows and EEO/AA processes<br>• Remove duplicative approvals<br>• Ease burden to hire externally<br>• Utilize AI / analytics to ID candidates<br>**Required to address retirement surge, reduces absenteeism/OT, and millions of dollars in potential efficiencies** |
| **Management retention** | • 46% eligible for retirement while others seeking BU positions<br>• Manager comp down 10% since 2009 (inflation adjusted)<br>• Manager retention cited as a risk in several commissioner interviews | • Increasing managerial pay may be unpopular with unions, media and public – requires strong data-driven defense | • Increase compensation to ensure equitable pay relative to BU workers<br>• Communicate lack of benefit from retirement changes<br>• Provide additional recognition and upward mobility potential<br>**Required to address retirement surge** |
| **Overtime expenditures** | • $256m spend per year, at higher rates than peer states | • Most changes require bargaining<br>• OT is a major component of compensation for some staff<br>• Some OT is desirable (i.e., straight-pay, variable demand) | • Reduce absenteeism, optimize schedules and accelerate hiring<br>• Amend statutes/provisions that increase OT needs<br>• Cap pensionable OT<br>**Tens of millions of dollars in annual potential savings** |
| **Workers' compensation** | • $105m spend per year<br>• CT provides more generous benefits than nearby states<br>• Excessive W.C. leads to OT needs | • Most changes require bargaining or legislation<br>• Some changes may require political capital | • Limit duration for temporary disability<br>• Increase auditing to control abuse<br>• Focus on return-to-work (i.e., light duty)<br>• Use settlements to opportunistically buy-out claims<br>• Reduce medical severities<br>**Millions of dollars in annual potential savings** |

# Each of these four factors have significant ties to the retirement surge and must be addressed before 2022

## Hiring and Recruiting

State's already lengthy hiring timelines likely to be exacerbated by surge in vacancies

Without addressing, agencies will rely on more costly measures (e.g., overtime, TWRs)

## Management Retention

Low value proposition for managers has led to difficulty in hiring and retaining

46% of managers eligible for retirement by July 1, 2022 – high risk of knowledge loss

## Overtime & Absenteeism

Vacancies from retirement surge likely to increase need for OT to backfill for retirees

With fewer remaining employees, more likely to require mandatory (i.e., 2x) overtime

## Workers' Compensation

Largest driver of absenteeism and OT is workers' comp

Reducing absenteeism from W.C. can free OT capacity for retirement surge

# 3.1.1
# Streamline the hiring process

# Hiring issues impact all departments

### Inability to conduct workforce planning

Uncertainty on vacancy timing since employees can rescind retirement

No stringent deterrence for providing minimal / no notice period

Lack of ability to overlap employees for training

### Multiple approvals needed

Several layers of approval required from multiple sources (e.g., agency management, DAS HRBP, OPM)

### Difficult to hire external candidates

Mandatory Lists provide obstacle to identifying highest quality candidates

Minimal flexibility to considering workers' experience for salary or adjusting total comp
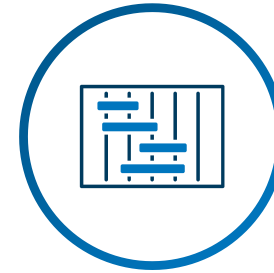
### Lengthy review process

Average hiring process takes 6 months and often extends closer to a full year

### Inability to correct mistakes

Hires permanent after 6 months but cannot be laid off for poor performance without ambiguous time to demonstrate progress

# Current process | Average of 33 weeks to fill vacancy driven by multiple approvals, incomplete requests, background checks and timing uncertainties

| Vacancy | Initial Clearance & Approvals | Candidate Identification | Selection | Clearance & Approvals | Offer, Background Checks and Onboarding |
|---|---|---|---|---|---|

**Employee**

FTE notifies of intent to retire

FTE actually retires

Agency chooses to not fill position    Hire selected from Mandatory List

Accepts conditional offer, awaits official offer to give notice to current employer

Finishes notice period with current employer and starts

**Agency**

Decides to fill vacancy

Agrees on need for PCN, job class & internal financial approval decision made

Submits PCN need via CORE-CT (Internal HR and Fiscal approvals)

If ML not clear, decide to proceed or not

Agency and DAS HRBP partner for selection process

Agency Head or Designee approves hire

Fingerprinting /Background checks

**DAS HRBP**

Clears Mandatory Lists (ML)

If clear, submit requisition to Agency EEO/AA

Submits requisition to Talent Solutions

Completes applicant flow required by Agency EEO/AA

Clears ML (30 day report)

Reference checks and conditional offer made

Processes & tracks post-offer screening & on-boarding; Reports in CORE-CT

**DAS Talent Solutions**

Talent Solutions posts job opening & runs digital outreach

Filters candidates based on qualifications

Disposes appeals

**Agency EEO/AA**

Reviews, edits, and approves requisition

Reviews, edits, and approves applicant flow

**OPM Budget**

If not approved, stop or recycle

Budget review (up to 3 levels of approval)

If approved, agency continues

"Eligible list" established

| **Timeframe** | Varies | Varies | Varies | Varies | Varies | Varies | Varies | Varies | Varies | Varies | 1 week | Varies | Varies |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

| **Average Duration** | 4 weeks | 1 week | 4 weeks | 1 week | 1 week | 6 weeks | 4 weeks | 4 weeks | 2 days | 4 weeks | 4 weeks |
|---|---|---|---|---|---|---|---|---|---|---|---|

**Total: 33+ weeks**

# Current process | Issues observed across the hiring process



| Vacancy | Initial Clearance & Approvals | Candidate Identification | Selection | Clearance & Approvals | Offer, Background Checks and Onboarding |
|---|---|---|---|---|---|

**Employee**

FTE notifies of intent to retire → FTE actually retires

Agency chooses to not fill position ——— Hire selected from Mandatory List

Could be 1+ month

Accepts conditional offer, awaits official offer to give notice to current employer

Finishes notice period with current employer and starts

**Agency**

Decides to fill vacancy → Agrees on need for PCN, job class & internal financial approval decision made → Submits PCN need via CORE-CT (Internal HR and Fiscal approvals)

Manual process to gain approval from stakeholders who already approved in prior step

If ML not clear, decide to proceed or not

Required to interview candidates based on "paper" qualifications

Agency and DAS HRBP partner for selection process

Agency Head or Designee approves hire

Fingerprinting /Background checks

**DAS HRBP**

Clears Mandatory Lists (ML)

If clear, submit requisition to Agency EEO/AA

Submits requisition to Talent Solutions

Completes applicant flow required by Agency EEO/AA

Clears ML (30 day report)

Reference checks and conditional offer made

Processes & tracks post-offer screening & on-boarding; Reports in CORE-CT

**DAS Talent Solutions**

FTEs can rescind retirement decisions; No meaningful deterrence for short-notice

Prevents new, external talent

Talent Solutions posts job opening & runs digital outreach

Shortlists candidates based on qualifications

Disposes appeals

Time consuming & lacks standardization

Required to again clear Mandatory List

Lack of clarity on required "trial period" before "permanency" established

**Agency EEO/AA**

Multiple approvals beyond agency & DAS; delays also caused by incomplete paperwork

Reviews, edits, and approves requisition

Depending on BU, may require internal posting period

Reviews, edits, and approves applicant flow

No accountability for speed and/or efficacy; Unclear role in approval process

**OPM Budget**

If not approved, stop or recycle

Budget review (up to 3 levels of approval)

If approved, agency continues

"Eligible list" established

| **Timeframe** | ●—Varies—● ●—Varies—●● ●—Varies—●● ●—Varies—●● ●—Varies—● ●—Varies—●● ●—Varies—●● ●—Varies—● ●—Varies—●● ●—1 week—●● ●—Varies—●● ●—Varies—● |

| **Average Duration** | 4 weeks | 1 week | 4 weeks | 1 week | 1 week | 6 weeks | 4 weeks | 4 weeks | 2 days | 4 weeks | 4 weeks |

**Total: 33+ weeks**

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# Process changes could cut months from hiring process and provide flexibility

| Recommendation | Rationale | Impact |
|---|---|---|
| Clarify hiring process statewide | • Inconsistent awareness of permissible hiring processes (i.e., not knowing when they can initiate the recruitment process) | Minimize need for TWRs |
| Incentivize employees to retire on previously agreed upon date | • Provide agencies with certainty & visibility into staffing needs, allowing them to start the process upon initial departure notice<br>• Also allows for overlap to transfer knowledge | Immediately commence process at time of notice |
| More stringent deterrence for quitting/retiring on short-notice or at inconvenient times | • Current system has no significant consequences for workers who retire with little or no notice period (i.e., < 2 weeks); more meaningful consequences for those who may seek to return to state workforce<br>• Requires expensive stopgaps (e.g., teachers retiring October 1st) | Minimum 2 weeks notice |
| Standardize approval workflow | • Establish consistent approval workflow integrated into CORE-CT | 1 week |
| Eliminate internal-exclusive posting period & duplicative approvals | • Delays recruitment process without any clear benefits<br>• Budget approval duplicative but provides "check"; simplify | 5+ weeks saved |
| Give more discretion to agency hiring managers | • Managers often required to interview too many candidates based on "paper" qualifications | 2-3 days saved (on average) |
| Eliminate Mandatory Lists (use one-shot job fairs as needed) | • Waste of resources if not cleared on second check, inhibits ability to hire new talent and leads to reluctant vacancies | 1+ week, avoid resource waste, remove hurdle to new talent |
| Streamline, clarify & parallel process EEO/AA after offers | • Each agency required to develop their own EEO/AA plans & reports<br>• Lack of accountability and clarity on their approval role | 1-2 weeks (at least) |
| Standardize offer-acceptance and start-date window | • Current process allows offerees to delay acceptance/start, resulting in building backlogs or needing expensive consultants/TWRs | Up to 5 weeks + savings on more expensive workers |

# Proposed hiring process saves ~17 weeks by removing unnecessary steps and parallel processing while also better enabling knowledge transfer



| Vacancy | Initial Clearance & Approvals | Candidate Identification | Selection | Clearance & Approvals | Offer, Background Checks and Onboarding |

**Employee**

FTE notifies of intent to retire → FTE actually retires

Accepts conditional offer, awaits official offer to give notice to current employer

New hire starts within 2-3 weeks

Original FTE actually retires

**Agency**

Decides to fill vacancy → Agrees on need for PCN / Job class & internal financial approval decision made / Submitted in CORE-CT

Agency and DAS HRBP partner for selection process / Reference checks made in parallel

Agency Head or Designee approves hire

**DAS HRBP**

Submits requisition to Talent Solutions

Conditional offer
Fingerprinting & background checks
Completes Agency EEO/AA app flow

Processes & tracks post-offer screening & on-boarding; Reports in CORE-CT

**DAS Talent Solutions**

Talent Solutions posts job opening & runs digital outreach
Shortlists candidates based on qualifications
Disposes appeals

**Agency EEO/AA**

Reviews, edits, and approves applicant flow

**OPM Budget**

If not approved, stop or recycle → Budget review → If approved, agency continues

"Eligible list" established

| **Timeframe** | Varies — Varies — Varies | | Varies | Varies — Varies | Varies |
| **Average Duration** | 2 weeks — 1 week | | 4 weeks | 3 weeks — 3 weeks | 3 weeks |

**Total: 16 weeks**

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# Reforms would provide significant financial and time savings

Vacancies require combination of TWR extensions and significant overtime while jeopardizing service continuity for Connecticut residents

System strain likely to be further exacerbated by HR personnel retirements

Retirement Surge has potential to increase vacancies by 5-10x, overwhelming recruiting team

**Several million** — Savings from 10% reduction in overtime across non-24/7 agencies

**Several million** — Savings from reducing TWR usage by 15 weeks

**35k+ weeks** — Weeks saved per year from recruiting process

**~13k weeks** — Potentially saved while filling 864 current vacancies[1]

# 3.1.2
# Improve manager value proposition and retention

# Managers significantly impacted by the retirement surge

**46%**
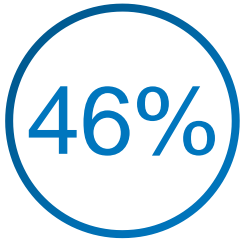
Share of statewide managers eligible for retirement by July 1, 2022

**479**

Positions that could become vacant due to the Retirement Surge

**60**
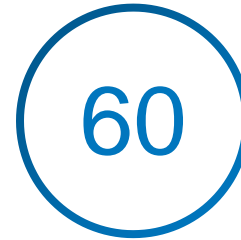
Managers officially transitioning into bargaining unit positions, with more likely to follow

**~27**

Median service years today of eligible employees

# Manager value proposition for Connecticut often less appeal than value proposition for bargained employees

### Effective base pay reductions

Many managers have seen comp outpaced by inflation, while some earn less in base pay than bargaining level employees

### Reduced earning potential

Lack of overtime means loss of significant earnings upside

### More hours and stress

Increased hours and accountability without commensurate rewards

### Less job security

Lack of bargaining agreements means no protection from layoffs

### Lack of ancillary benefits

Inferior non-cash benefits (e.g., telework, per diems/ stipends, etc.) and higher costs for similar healthcare

# Five key elements of employee value proposition drive employee satisfaction and help reduce turnover

**Base compensation** + **Benefits** + **Rewards** + **Recognition** + **Intangibles** = **Employee value proposition**

- Fixed cash compensation
- Linked to job grade and long-term performance
- Provides security and predictability

- Pension, medical insurance, paid time off, health memberships, etc.

- Variable comp based on pay grade/ performance
- Other comp (e.g., gift cards)
- Incentivizes effort, can also be a source of security

- Tangible and intangible recognition and appreciation
- Recognizes performance AND drives discretionary effort

- Employer mission, work environment, social connections, location, interest in duties performed, job security, learning & development, etc.

# MAC analysis | Previous analysis showed that base compensation has improved for union employees but declined for managers, accounting for inflation

2009 Compensation Indexed as 100%
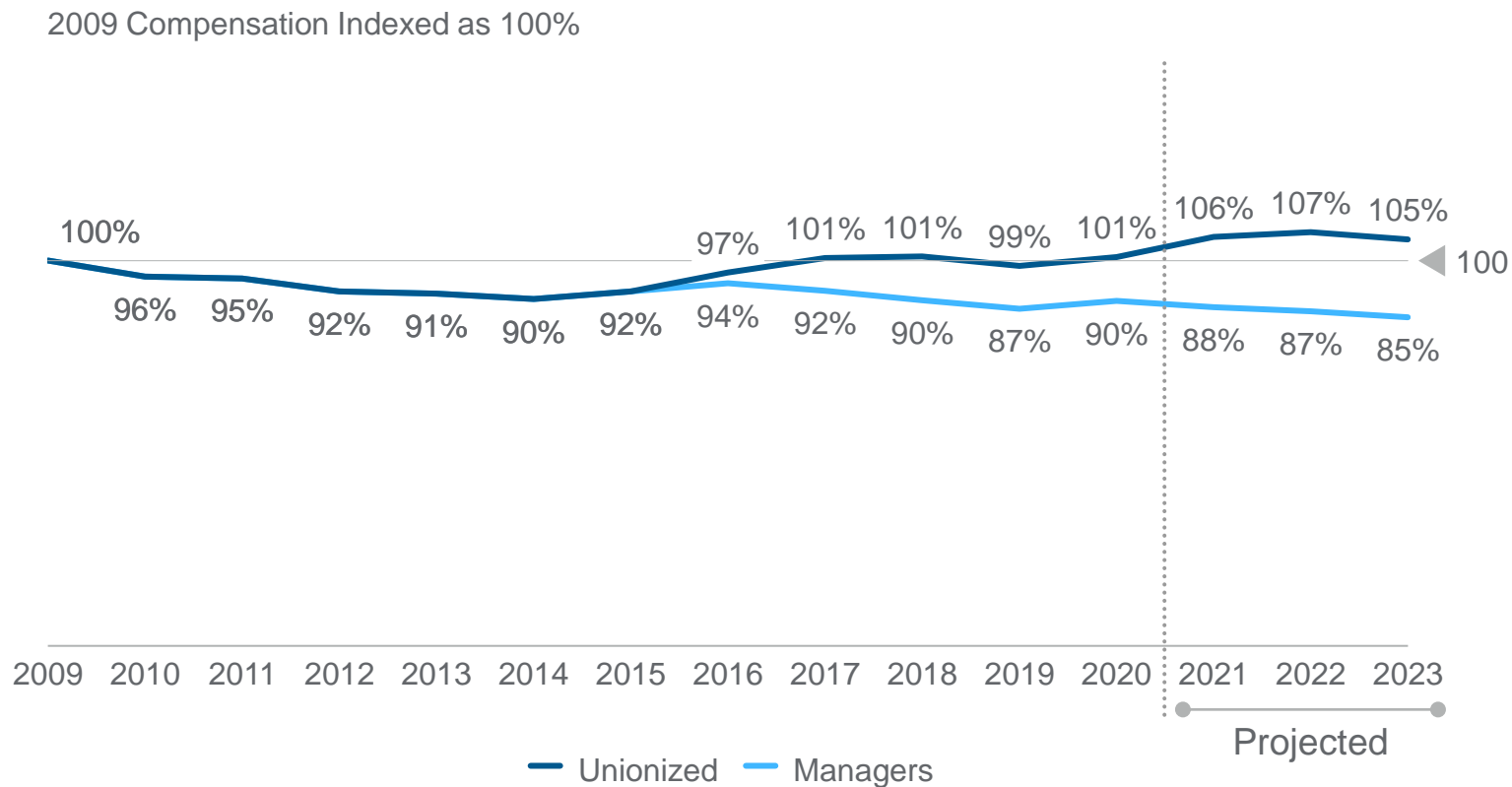


Divergence in pay began in 2015 and has continued to widen since

> Example: 25% managers' comp premium in 2009 expected to be eliminated by EOY 2023

Unionized employees received 3 additional COLAs (2015, 2016, 2020)

Managers given one PARS since 2009 vs. five for unionized workers

Note: Compensation indexed to 2009 starting levels; changes include inflation, COLA, PARS (step-ups) and healthcare contributions
Source: CT Management Advisory Council

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# DAS Analysis | Base compensation has improved for union employees but declined for managers, accounting for inflation

2009 Compensation Indexed as 100%
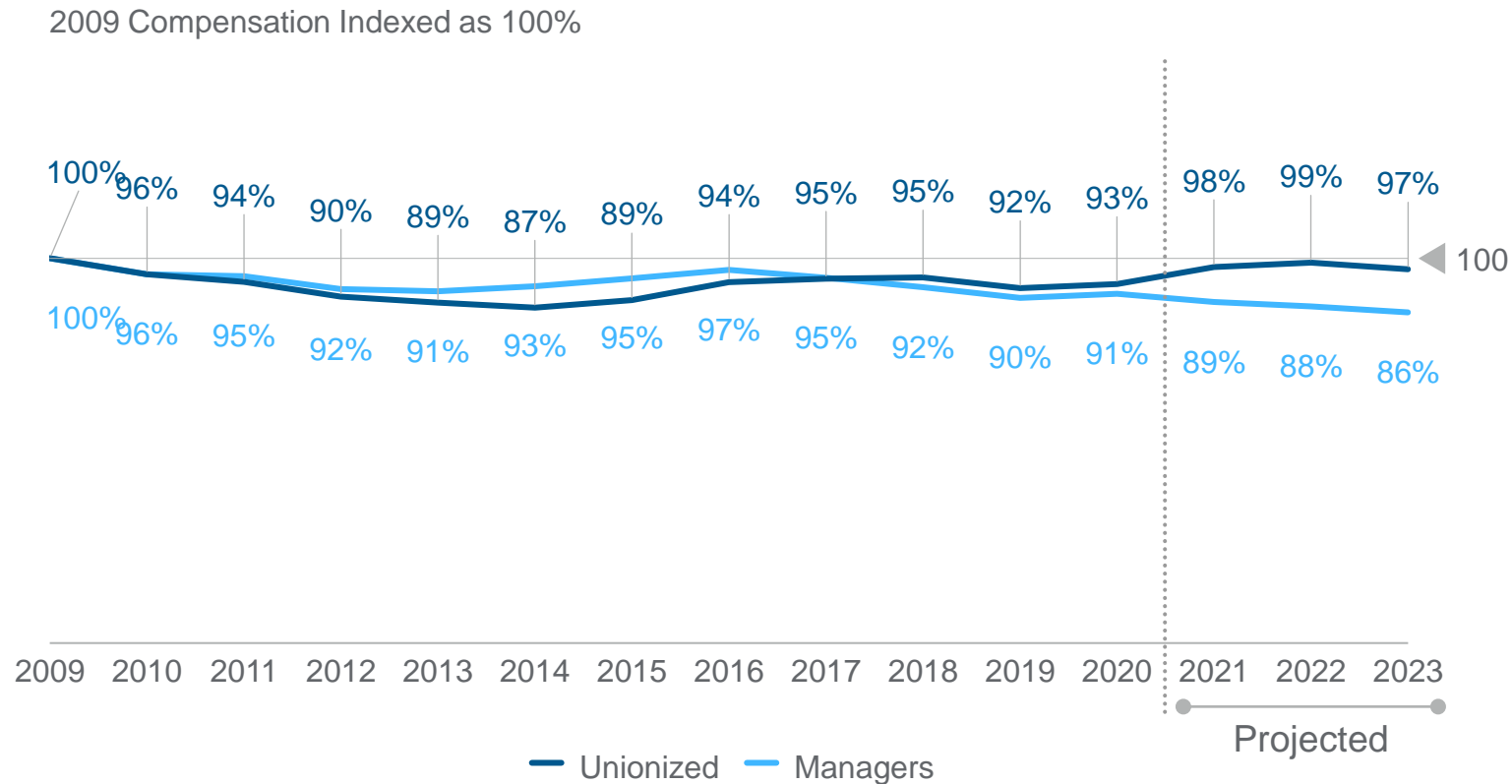


Using DAS more conservative data, managers' still see relative premium reduction

Unionized employees received additional COLAs plus lump sums (not included in analysis) not received by management

Managers given one PARS since 2009 vs. five for unionized workers

Note: Compensation indexed to 2009 starting levels; changes include inflation, COLA, PARS (step-ups) and healthcare contributions
Source: CT DAS (https://portal.ct.gov/-/media/DAS/Statewide-HR/A---Z-Listing-Task-PDFs/Mass-Salary-Chart.pdf)

# Numerous opportunities exist to improve managers' value proposition

| | Rationale | Possible actions | Additional Considerations |
|---|---|---|---|
| **Increase Pay** | • Pay inequity vs. union employees most frequent complaint raised by managers | • Hawaii model: any raises negotiated by labor must be matched for managers<br>• "Slow drip" approach: small annual adjustments that catch up over time<br>• Increase pay to be more competitive immediately | • May encounter political backlash for providing pay for leadership during a time of budgetary constraint |
| **Communications** | • Managers may overestimate benefits from retiring pre-2022<br>• Recognition and purpose key to improving employees' sense of engagement and motivation[2] | • Communicate benefits from remaining beyond 2022, including offset of COLA from additional service years<br>• Increase acknowledgement and engagement from senior leadership (e.g., commissioner mentoring, statewide appreciation) | |
| **Performance management** | • Focus on retaining and rewarding only top-performing managers<br>• Managers demoralized by lack of performance feedback | • Vary compensation and bonuses based on a clear, objective performance management system<br>• Incorporate stakeholder feedback in designing system, goals and implementation plans | • PM must be tailored to fit unique needs of each agency<br>• Requires continuous feedback from colleagues |
| **Intangibles** | • Non-monetary benefits increasingly important<br>• Managers thrive with additional autonomy and sense of career development<br>• L&D focused intangibles can improve productivity for the employer long-term | • Flexible work locations & schedules<br>• Additional vacation days<br>• More discretion (e.g., hiring decisions, budget control)<br>• Supplemental training/leadership & development programs (including reskilling)<br>• Opt-in internship programs to reduce burden of small tasks while also providing mentoring opportunities<br>• Access to family and financial planning workshops | • Many surveys show learning, career development, appreciation & WLB rank above comp for top engagement levers<br>• Antiquated sentiment pre-COVID prevented managers from working from home<br>• Also helps compete for young talent and versus private sector |

# HI and MA are examples of how to executive compensation improvements

**Slow-Drip Increases**

**Immediate and Variable Increases**

| | Slow-Drip Increases | Immediate and Variable Increases |
|---|---|---|
| **Approach** | • Statutorily allowed non-bargaining managers to receive same or greater compensation adjustments received by BU employees | • $1,000 discretionary bonuses awarded to managers<br>• Accompanied by performance management system |
| **Pros** | • Ensures equity gap does not diminish over time<br>• May discourage outsized adjustments to unionized employees if the State must match for managers | • $1,000 discretionary bonuses awarded to managers<br>• Accompanied by performance management system |
| **Considerations** | • Fails to close existing equity gap (simply prevents wider gaps)<br>• Less likely to face pushback | • Requires strong leadership to "own" and communicate rationale<br>• Important to make metrics clear, transparent and consistent |

# Five best practices for rewards and recognition

Public sector agencies will have specific requirements within each of these dimensions

## Select examples

**Drive performance & impact**

- One-off, surprise rewards for employees who go above and beyond (e.g., paid days off, lunch with leadership, gift cards)
- Annual recognition teams and individuals for their contributions to the agency and the federal government (SAMMIES, Ike awards)
- Discretionary year-end surprise small bonuses combined with public recognition ceremony

**Engage leadership & workforce**

- Web-based, peer nominated recognition
- Great Manager Award: experiential awards, employee nominated
- "Kudos to You" awards, where employees can recognize their peers and award reimbursement for expenses

**Honor right people with right rewards**

- Presidential-level recognition for recipients from across 24 agencies (supplements their own award ceremonies)
- 30-day paid leave for employees involved with new product launches
- Sabbaticals for employees ranked as consistent or high-performers

**Have transparent criteria**

- Personalized gift and memento for annualized tenure
- Awards that combine specific customer and employee outcomes
- Clear metrics enabling matrix placement with review panels

**Build a culture of recognition**

- A goal of # of times for each employee to be recognized each year
- Starting each staff meeting/huddle with a story of recognition
- Award badges to employees who reflect core values

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# 3.1.3
# Manage overtime/absenteeism

# Four primary drivers of overtime across state agencies
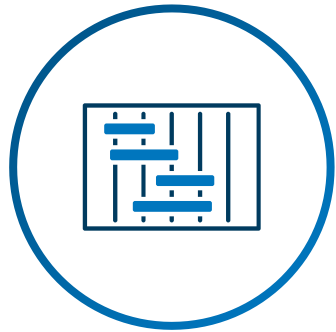
## Scheduling

Suboptimal schedules result in overlapping staff or consistent gaps

## Statutes and Labor Rules

Structural causes of excess OT hours at higher costs (e.g., minimum call-backs)

## Vacancies

Slow hiring process, constrained budgets and hurdles to external talent
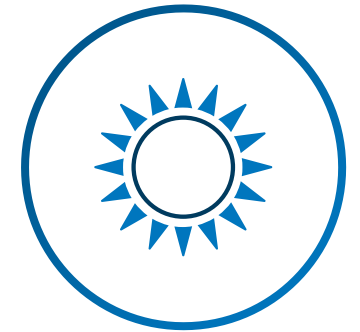
## Absenteeism

More generous benefits than neighboring states

# Four agencies drive 80% of $256mm statewide overtime spend

**OT spend ($mm)**



$204mm

| Agency | Value |
|--------|-------|
| DOC | $80 |
| DMHAS | $56 |
| DDS | $39 |
| DESPP | $29 |
| DOT | $20 |
| DCF | $18 |
| DSS | $3 |
| DOL | $2 |
| DVA | $2 |
| DEEP | $1 |
| All Others | $5 |
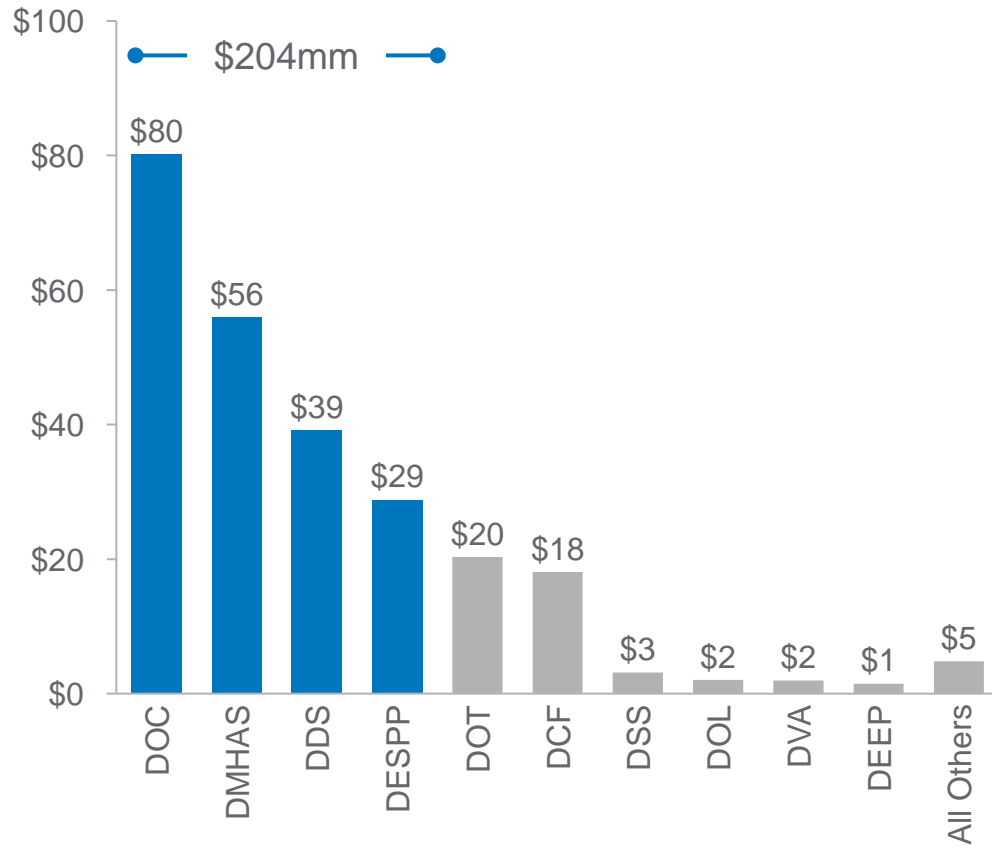
**Share of all wages spent on OT**



| Agency | Value |
|--------|-------|
| DOC | 18% |
| DMHAS | 19% |
| DDS | 21% |
| DESPP | 20% |
| DOT | 9% |
| DCF | 7% |
| DSS | 3% |
| DOL | 4% |
| DVA | 11% |
| DEEP | 2% |
| All Others | 1% |

Statewide Average: 10.9%
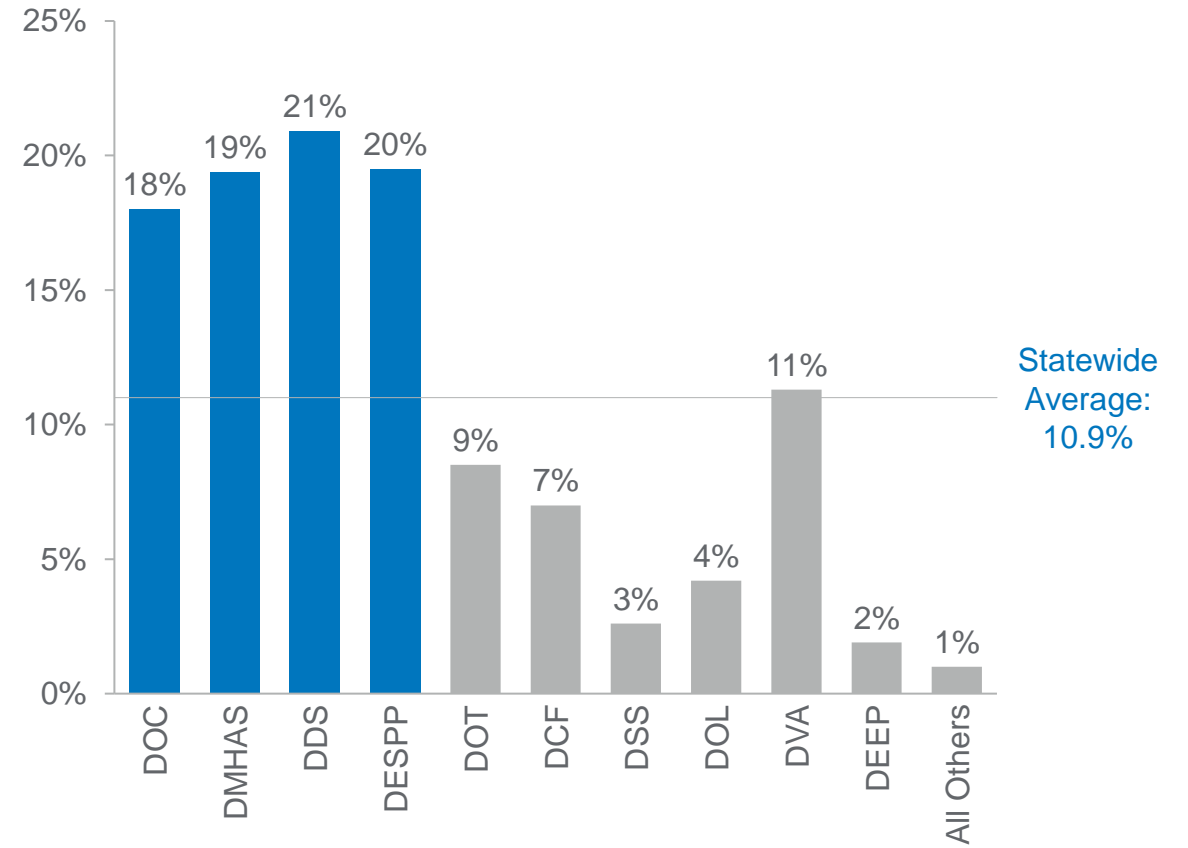
# Connecticut spends a higher share of total payroll on overtime than neighboring states
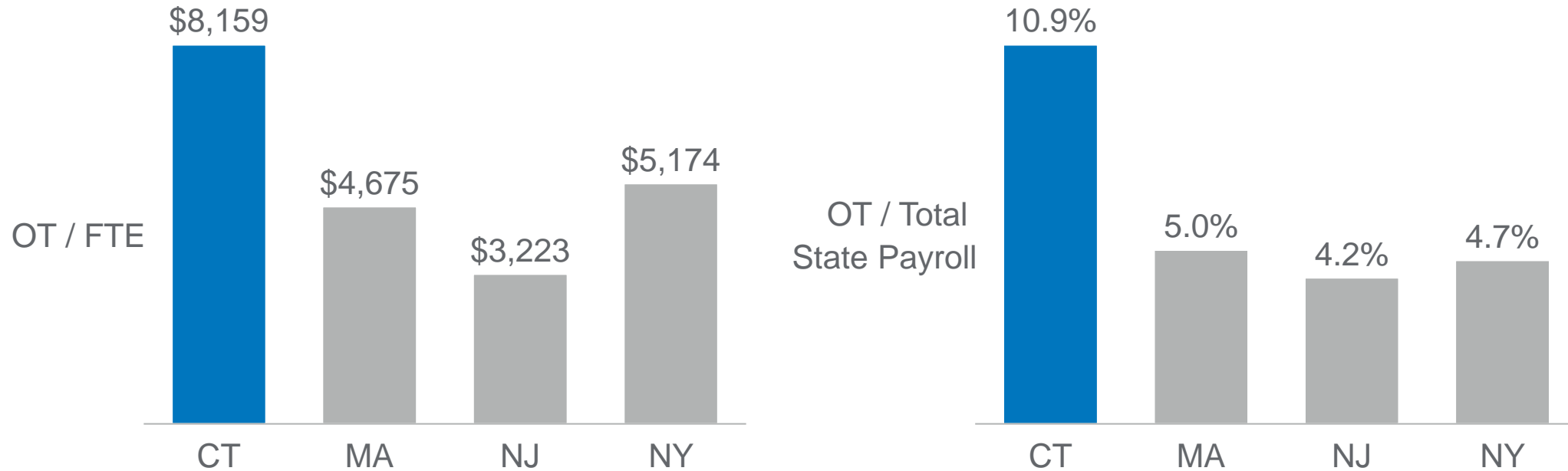
OT / FTE

$8,159 — CT
$4,675 — MA
$3,223 — NJ
$5,174 — NY

OT / Total State Payroll

10.9% — CT
5.0% — MA
4.2% — NJ
4.7% — NY

Note: Total payroll includes full-time salary, part-time salary, other compensation and overtime
Source: State comptroller's office (CT, 2020; NY, 2018; MA, 2018), Office of Civil Service Commission (NJ, 2018)

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# CT spends more than MA and NY across all major service categories

**Corrections**
CT OT Spend = $80mm
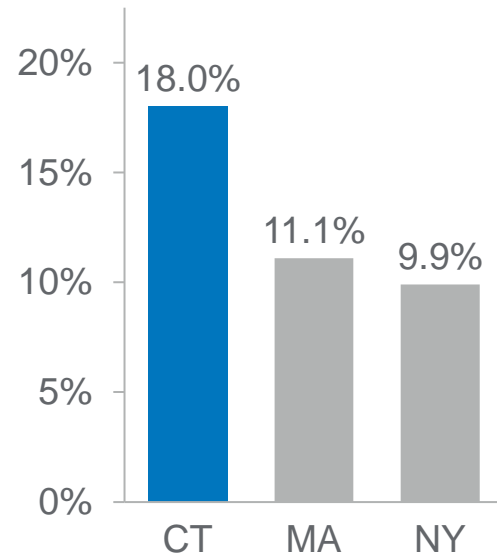
**Mental Health**
CT OT Spend = $56mm
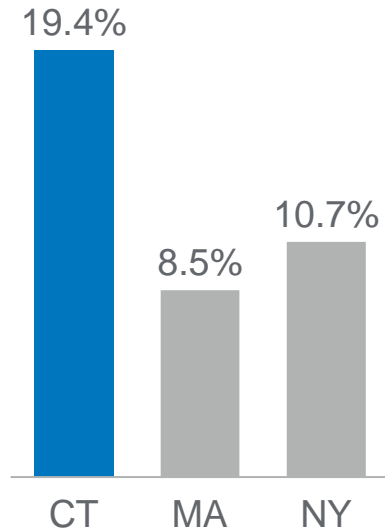
**Developmental Services**
CT OT Spend = $39mm

**Emergency and Public Protection**
CT OT Spend = $29mm

OT / Total Pay



**Corrections**
- CT: 18.0%
- MA: 11.1%
- NY: 9.9%

**Mental Health**
- CT: 19.4%
- MA: 8.5%
- NY: 10.7%

**Developmental Services**
- CT: 20.9%
- MA: 5.3%
- NY: 12.8%

**Emergency and Public Protection**
- CT: 19.5%
- MA: 16.0%
- NY: 8.3%

Est. Savings[1]
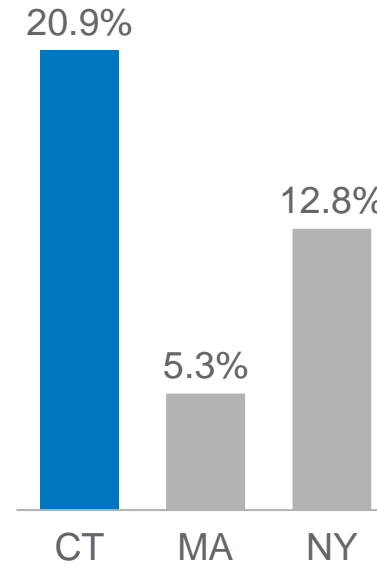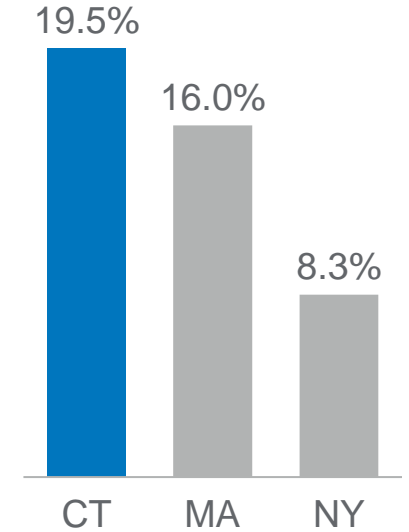
Corrections: $7-9
Mental Health: $6-8
Developmental Services: $4-8
Emergency and Public Protection: $1-4[2]

1. Estimated savings range calculated using MA and NY data and haircut by 75%  2. DESPP potential savings as high as $10m per year at 1,100 trooper level per agency interviews
Note: Total payroll includes full-time salary, part-time salary, other compensation and overtime
Source: State comptroller's office (CT, 2020; NY, 2018; MA, 2018), Office of Civil Service Commission (NJ, 2018)

# Pre-freeze approved vacancies vary as share of total positions across largest-OT agencies – DMHAS vacancies driven by private sector competition for nurses

Approved Vacancies
/ Positions



Expecting 85 new cadets to join in March 2021

| Agency | Value |
|--------|-------|
| DOC | 4.5% |
| DMHAS | 15.1% |
| DDS | 5.6% |
| DESPP | 1.7% |
| DCF | 5.0% |
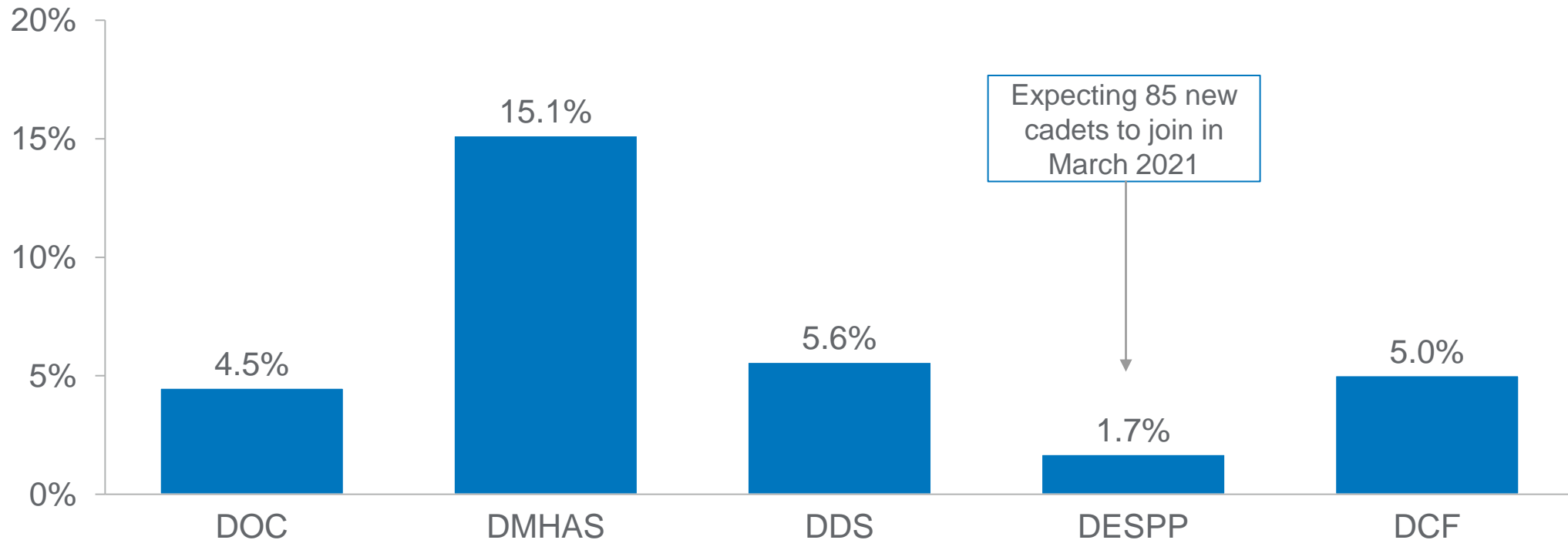
DDS | Workers Compensation drives a quarter of absenteeism, driven primarily by Development Social Worker 1 and 2 employees

Share of Total Hours

| | Head Nurse | Lic. Prac. Nurse | Sup. Dev. Social Worker | Dev. Social Worker 1 | Dev. Social Worker 2 | Lead Dev. Social Worker | Sup. Nurse |
|---|---|---|---|---|---|---|---|
| Total Hours | 3,440 | 10,960 | 6,320 | 71,600 | 25,200 | 5,280 | 880 |
| FTEs | 43 | 137 | 79 | 895 | 315 | 66 | 11 |

Total (%)

| | Total (%) |
|---|---|
| Est. Utilized Hours | 84% of avail. |
| Vacation | 18% |
| Personal / Sick | 19% |
| Workers Comp | 25% |
| Comp time | 4% |
| Family leave | 18% |
| Other | 16% |
| Training | 1% |
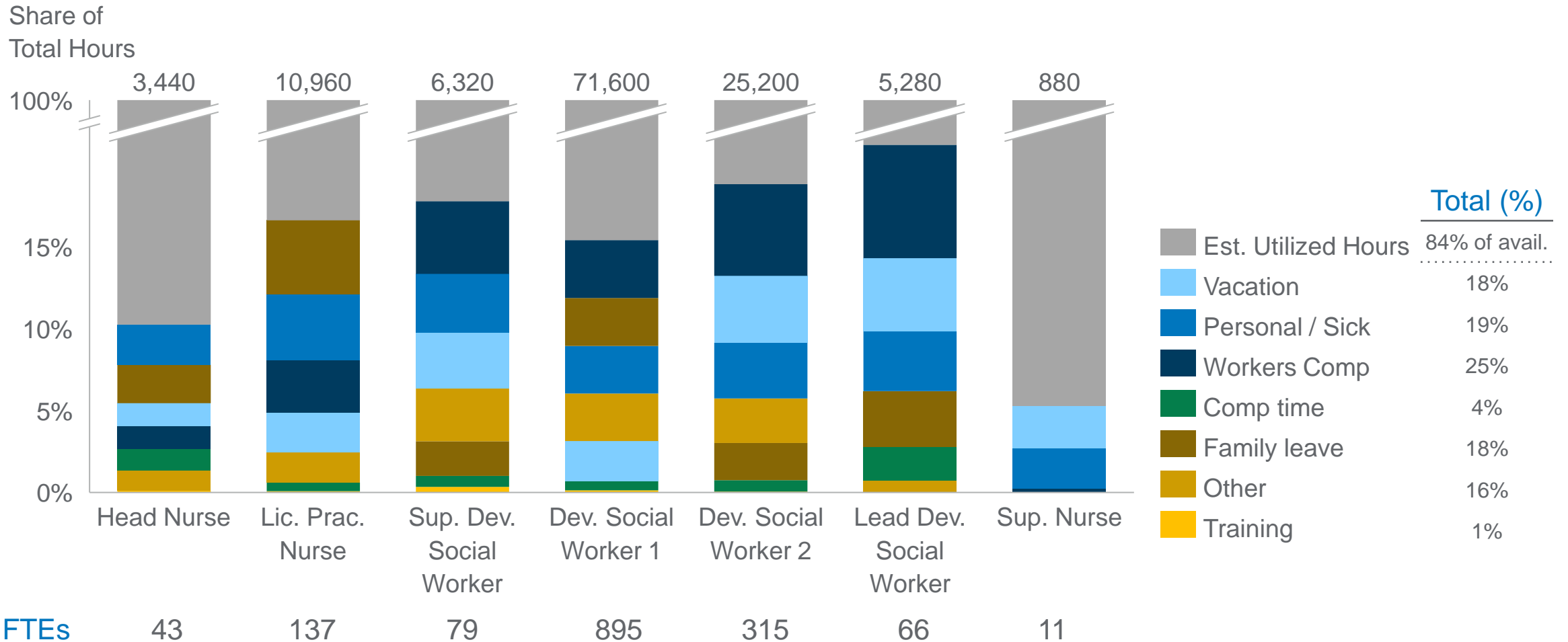
Note: Approved vacancies on September 30, 2020: 127 (5%)
Source: Office of Labor Relations (October 2020), Employee data from STARS Database (9/20/2020)

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# DMHAS | Other category (23% of absenteeism) driven by unpaid sick leave as workers run out of paid time off
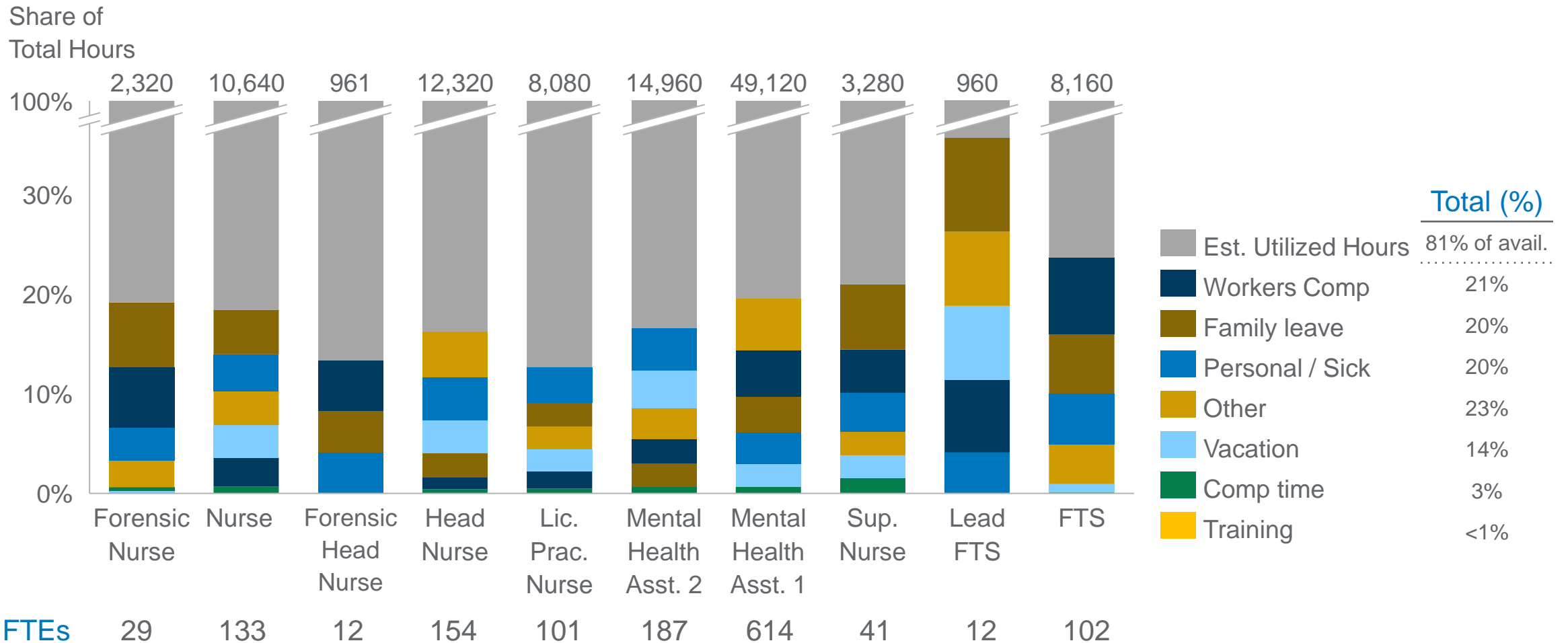
Share of
Total Hours

| | Forensic Nurse | Nurse | Forensic Head Nurse | Head Nurse | Lic. Prac. Nurse | Mental Health Asst. 2 | Mental Health Asst. 1 | Sup. Nurse | Lead FTS | FTS |
|---|---|---|---|---|---|---|---|---|---|---|
| Total Hours | 2,320 | 10,640 | 961 | 12,320 | 8,080 | 14,960 | 49,120 | 3,280 | 960 | 8,160 |



**Total (%)**

| | |
|---|---|
| Est. Utilized Hours | 81% of avail. |
| Workers Comp | 21% |
| Family leave | 20% |
| Personal / Sick | 20% |
| Other | 23% |
| Vacation | 14% |
| Comp time | 3% |
| Training | <1% |

**FTEs**  29   133   12   154   101   187   614   41   12   102

# DCF | Personal / sick leave drives absenteeism as 9-day pay period leads to higher instances of call-outs on "non-weekend off" weeks
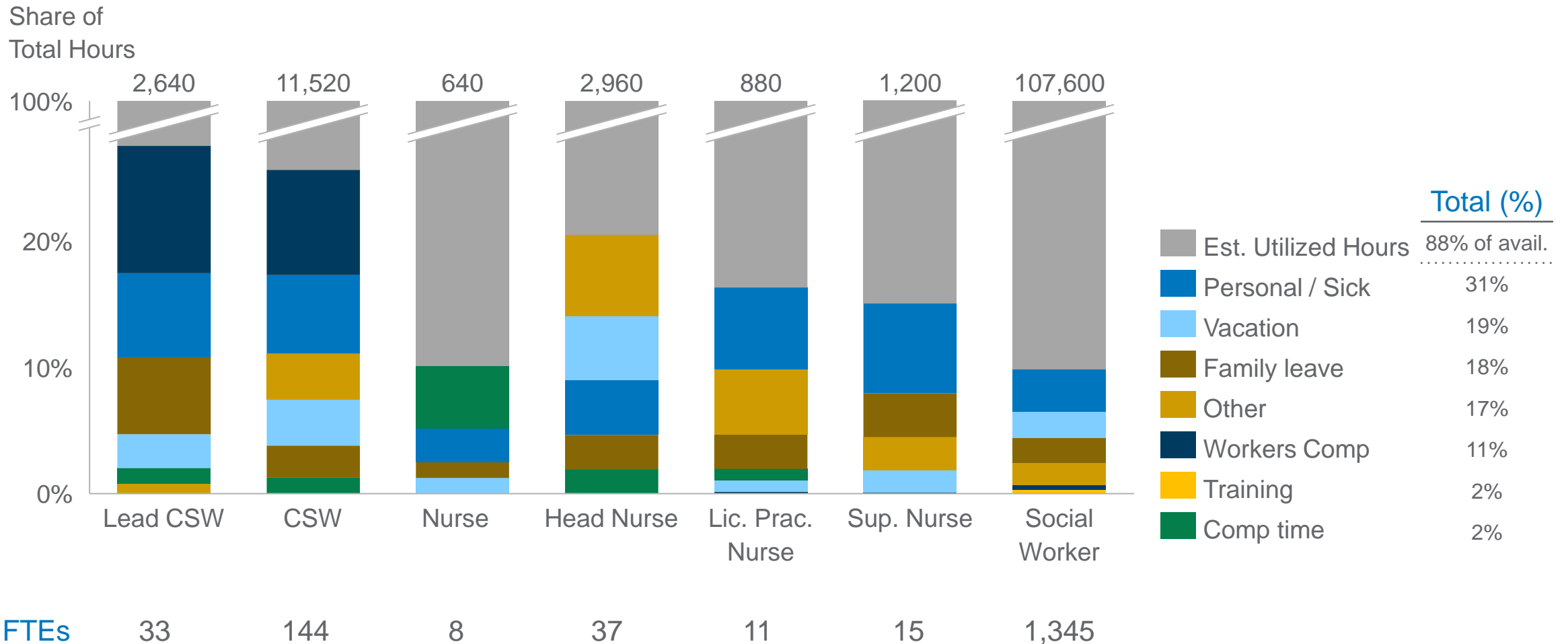


Share of Total Hours

| | 2,640 | 11,520 | 640 | 2,960 | 880 | 1,200 | 107,600 |

| FTEs | 33 | 144 | 8 | 37 | 11 | 15 | 1,345 |

Categories (Lead CSW, CSW, Nurse, Head Nurse, Lic. Prac. Nurse, Sup. Nurse, Social Worker)

Total (%)

| | |
|---|---|
| Est. Utilized Hours | 88% of avail. |
| Personal / Sick | 31% |
| Vacation | 19% |
| Family leave | 18% |
| Other | 17% |
| Workers Comp | 11% |
| Training | 2% |
| Comp time | 2% |

# DOC | Absenteeism driven by personal / sick leave and vacation, while training also drives significantly higher share than other agencies

Share of
Total Hours



| | Total (%) |
|---|---|
| ▢ Est. Utilized Hours | 80% of avail. |
| ▢ Family leave | 12% |
| ▢ Vacation | 21% |
| ▢ Workers Comp | 13% |
| ▢ Personal / Sick | 23% |
| ▢ Other | 16% |
| ▢ Comp time | 13% |
| ▢ Training | 9% |

**FTEs**  3,403  112  298  58  139  211  89
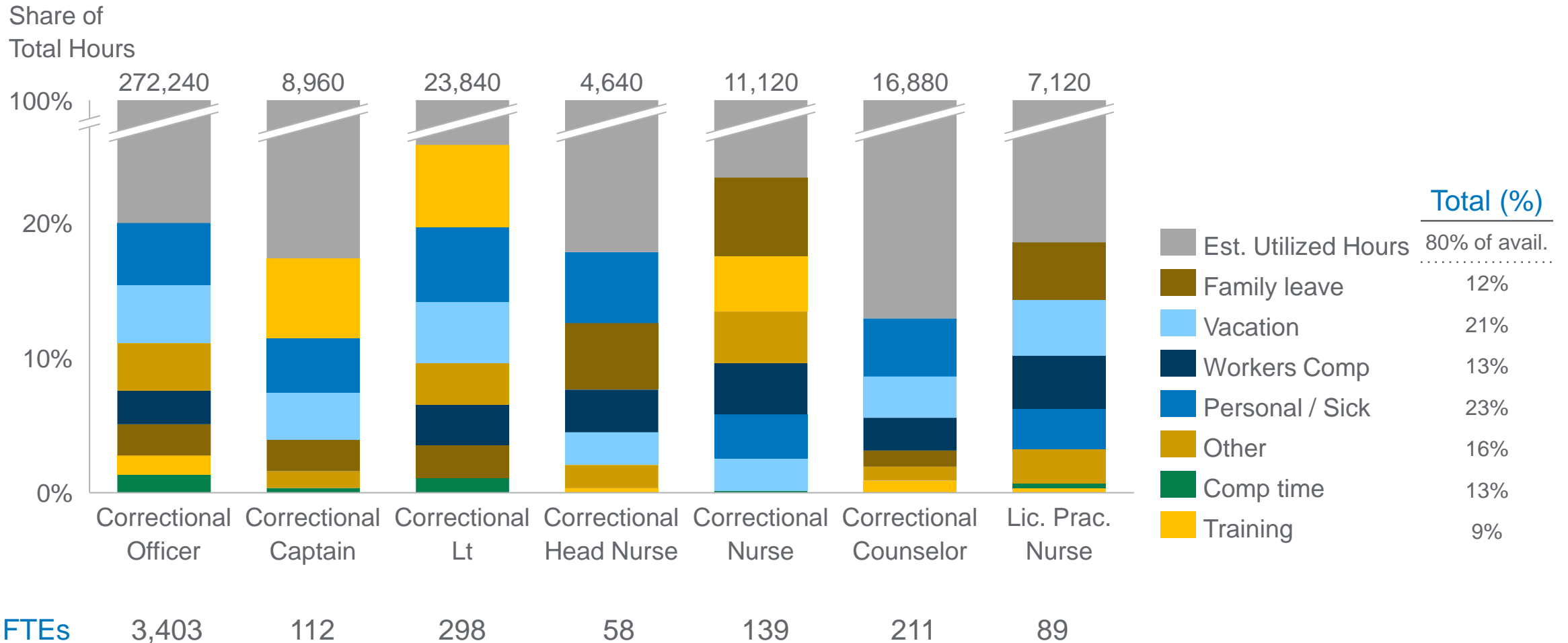
Note: Approved vacancies on September 30, 2020: 276 (4%)
Source: Office of Labor Relations (October 2020) , Employee data from STARS Database (9/20/2020)

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DPS | Absenteeism driven primarily by personal / sick leave and vacation; reduced trooper levels and expanded roles cited as factors in requested time off

Share of Total Hours

| | Total (%) |
|---|---|
| Est. Utilized Hours | 84% of avail. |
| Personal / Sick | 31% |
| Vacation | 25% |
| Comp time | 12% |
| Family leave | 17% |
| Other | 8% |
| Training | 5% |
| Workers Comp | 2% |

| | Lietanant | Trooper | Trooper Trainee | Trooper 1st | Sgt | Master Sgt |
|---|---|---|---|---|---|---|
| Total Hours | 1,120 | 13,441 | 8,640 | 38,080 | 10,640 | 880 |
| FTEs | 14 | 168 | 108 | 476 | 133 | 11 |
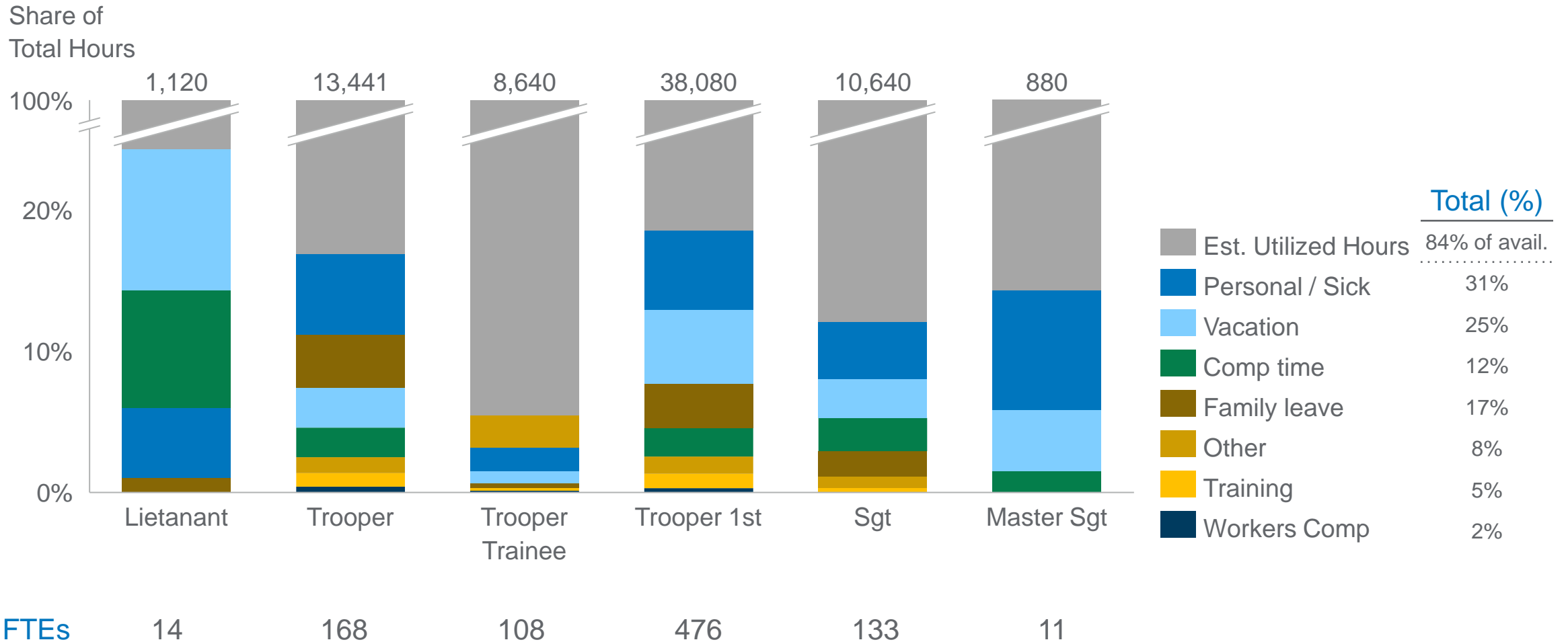
Note: Approved vacancies on September 30, 2020: 27 (2%)
Source: Office of Labor Relations (October 2020) , Employee data from STARS Database (9/20/2020)

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# DDS reduced overtime spend by 10% with an approach that replicable for other agencies

### Context

- Agency had significant number of vacancies in a 24/7, high stress field

- Labor workers were facing significantly long hours

- Timeline to onboard new recruits could reach a full year or more
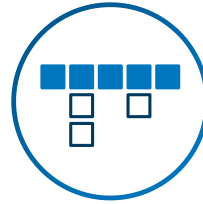
### Approach

- Replaced more expensive OT wages (50% premium on higher bases) with new employees (<40% premium on entry-level bases)

- Negotiated with labor union to remove Mandatory Lists to facilitate external hiring

- Mandatory Lists and internal posting periods were replaced with one-shot job fairs

### Outcome

- Reduced OT spend by 10% in a single year

- Employee satisfaction improved (i.e., pulse checks)

- Reduced hiring and recruiting timeline by three months

# 3.1.4
# Workers' compensation

# Multiple issues in current process for workers' compensation
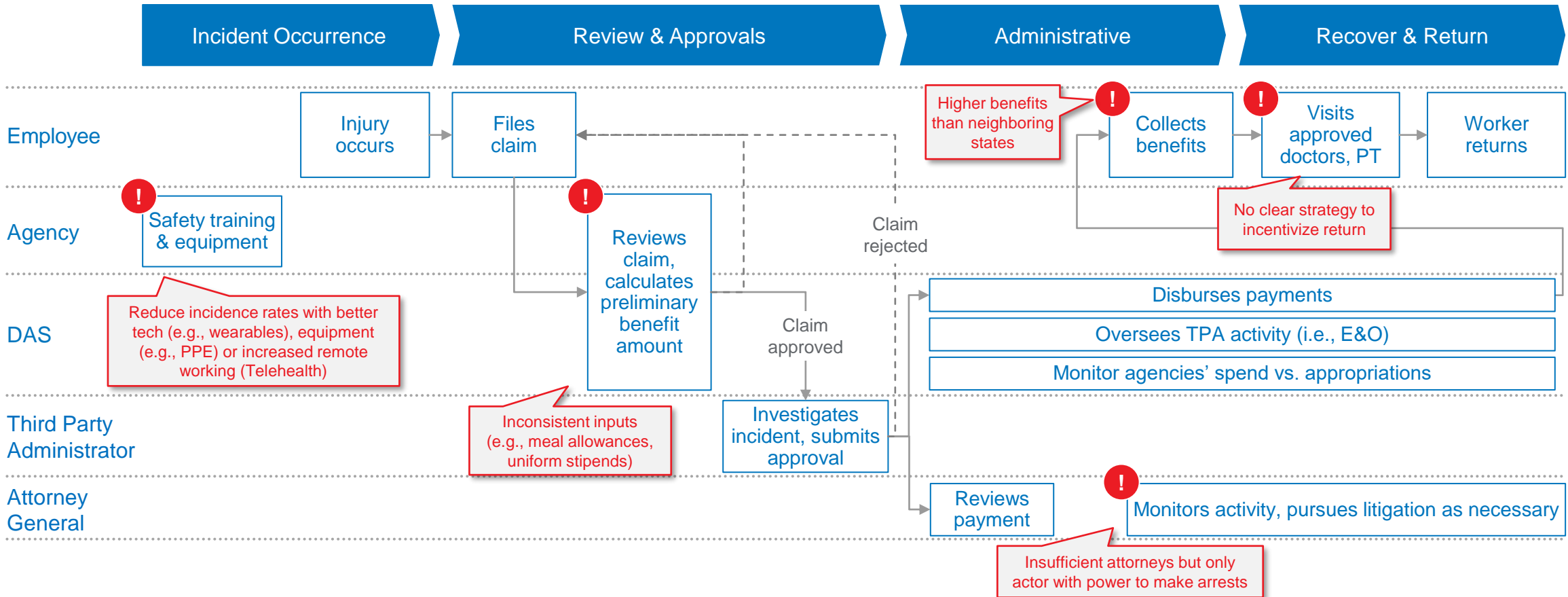
# CT spends ~$100m per year on workers' compensation – 65% in four agencies
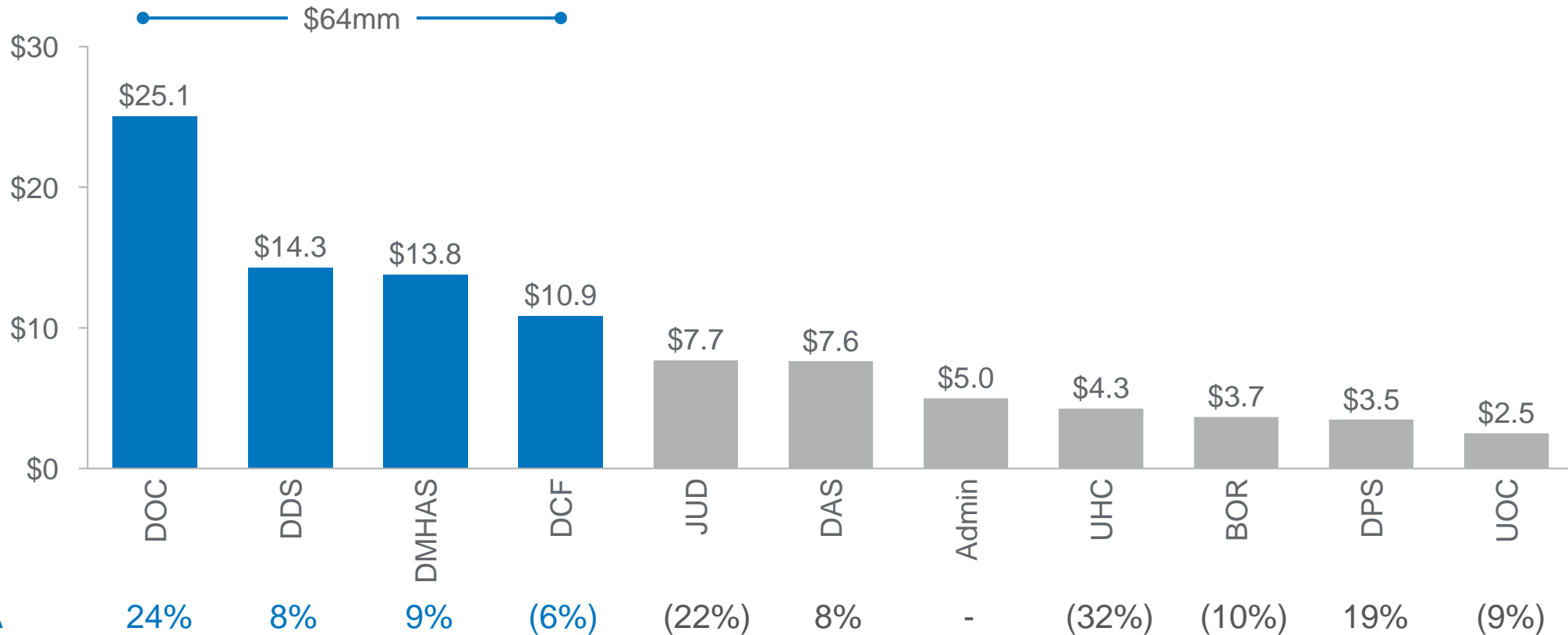
FY20 WC
Spend ($mm)



$64mm

| | DOC | DDS | DMHAS | DCF | JUD | DAS | Admin | UHC | BOR | DPS | UOC |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Spend | $25.1 | $14.3 | $13.8 | $10.9 | $7.7 | $7.6 | $5.0 | $4.3 | $3.7 | $3.5 | $2.5 |
| **YoY Δ** | 24% | 8% | 9% | (6%) | (22%) | 8% | - | (32%) | (10%) | 19% | (9%) |

Note: W.C. expenses include medical and indemnity spend
Source: DAS Workers Compensation Unit

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# CT spends ~$100m per year on workers' compensation – 65%+ in four agencies



FY20 WC
Spend ($mm)

$68mm

| Agency | Spend |
|--------|-------|
| DOC | $30.4 |
| MHA | $15.1 |
| DDS | $13.8 |
| DCF | $8.9 |
| GG | $7.9 |
| JUD | $7.0 |
| STF | $6.3 |
| Admin | $5.0 |
| UHC | $4.4 |
| DESPP | $3.6 |
| BOR | $3.4 |
| UOC | $2.8 |

Note: W.C. expenses include medical and indemnity spend
Source: DAS Workers Compensation Unit

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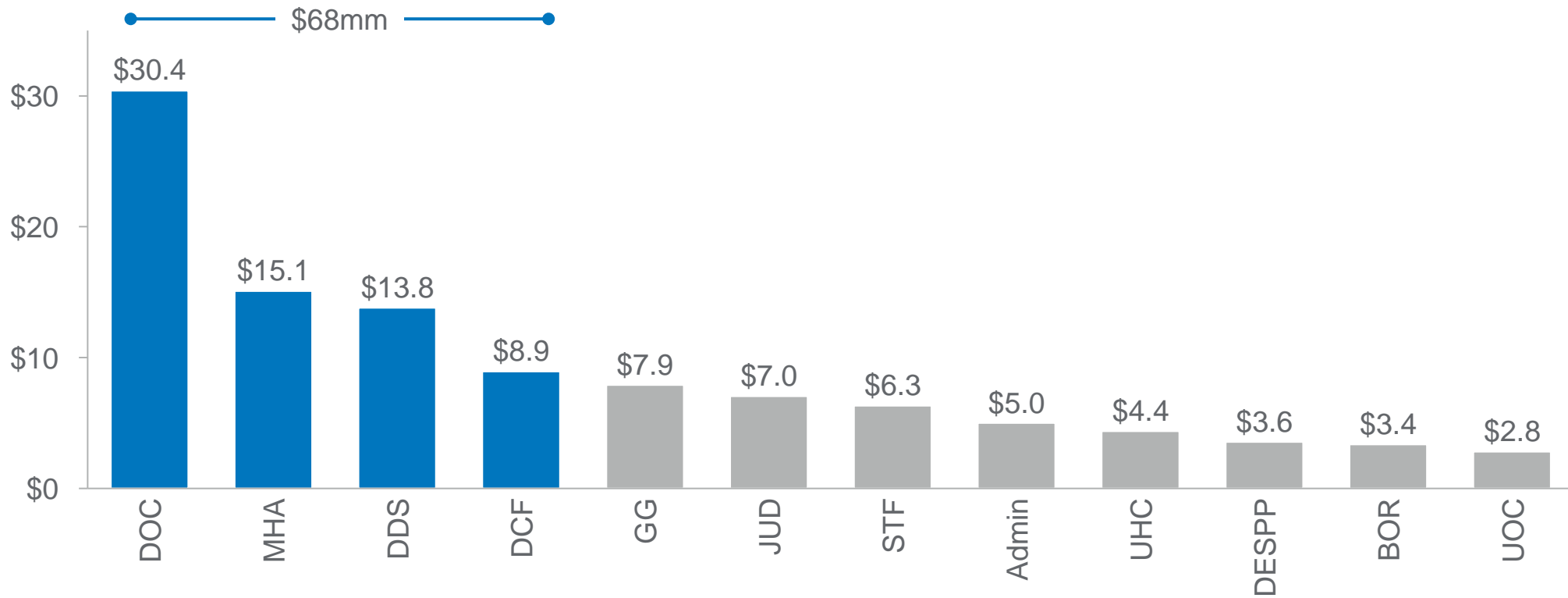
# CT workers' comp more generous than neighbors in duration and higher-frequency

**Frequency[1]**
(Incidence Rate)



CT 3.2
MA 2.6
NJ 2.6
NY 2.2

**Severity[2]**
(Works Comp Insurance Cost per $100 of Payroll)



CT $1.20
MA $0.73
NJ $1.45
NY $1.46
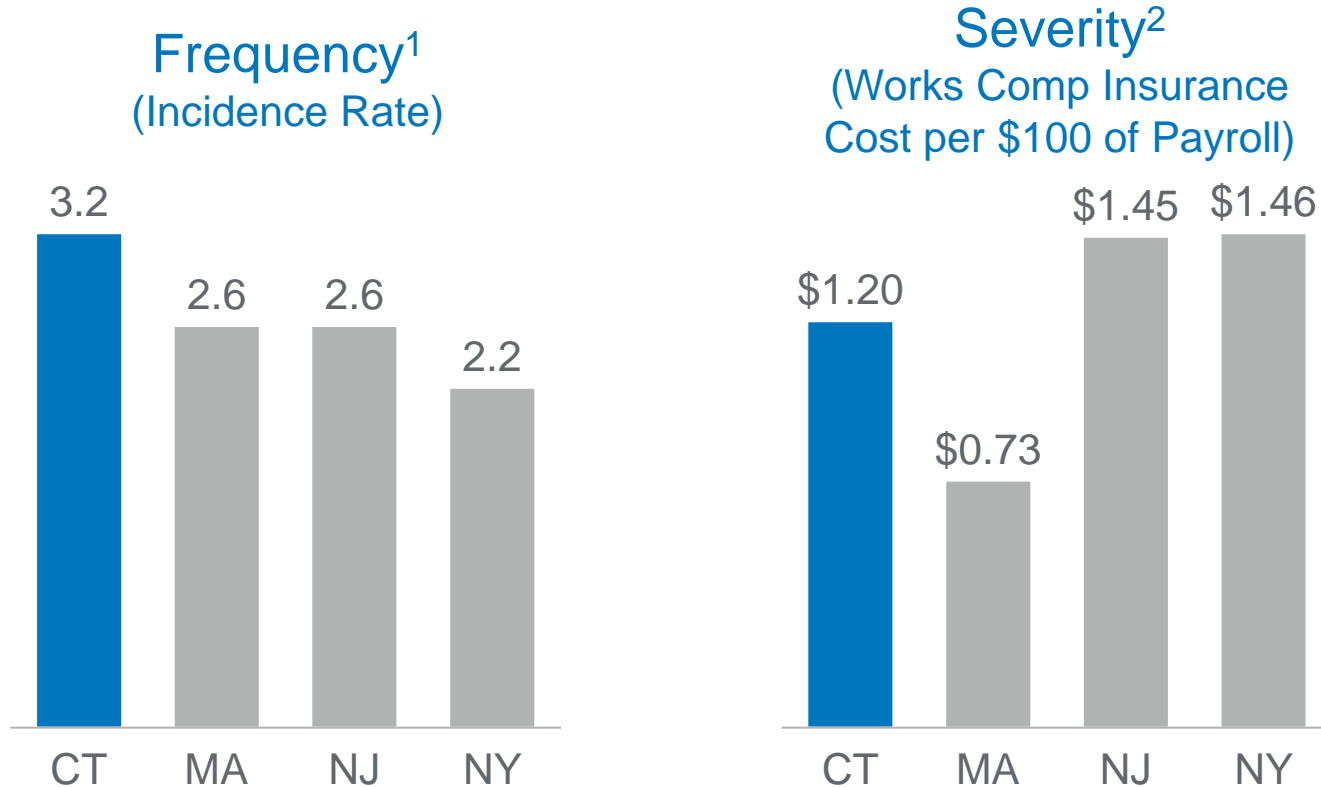
Important for Connecticut to receive periodic benchmarks of other states from T.P.A. / broker to identify sources of higher risks and cost

1. Incidence rate defined by BLS as # of injuries & illnesses per 100 FTE workers  2. Severity for this chart defined as Average W.C. Insurance Cost per $100 of Payroll per State
Source: U.S. Bureau of Labor Statistics, National Academy of Social Insurance (NASI)

# Benchmarking workers' compensation across states

| | | CT | MA | NY | NJ |
|---|---|---|---|---|---|
| **Population (M)** | | 3.6 | 6.9 | 19.5 | 8.9 |
| **Total State FTEs** | | 33,394 | 85,779 | 236,307 | 132,425 |
| **Total Average Workers Compensation Rate** | | $1.20 | $0.73 | $1.46 | $1.45 |
| **Incidence Rate[1]** | | 3.2 | 2.6 | 2.2 | 2.6 |
| **Temporary and Permanent Total Disability** | Benefit | 75% after-tax | 60% (temporary) / 67% (permanent) | 2/3 * avg. weekly wage * % of disability | 70% of gross wage |
| | Max weekly benefit | $1,373 (total) $1,174 (partial) | $1,488 | $967 | $969 |
| | Min weekly benefit | $275 | $298 | N/A | $258 |
| | **Duration** | Life | 156 weeks | < 525 weeks | 450 weeks |
| **Temporary Partial Disability** | Benefit | 75% after-tax | 60% of wage difference but < 75% of TTD benefits | 2/3 * avg. weekly wage * % of disability | 70% |
| | Max weekly benefit | $1,174 | $1,488 | $967 | $969 |
| | Min weekly benefit | None | $298 | $150 | $258 |
| | Duration | Life | 260 weeks | < 525 weeks | 400 weeks |
| **Permanent Partial Disability** | Benefit | Varies by schedule | Varies by schedule | Varies by schedule; 2/3 of earnings differential | Varies by schedule |
| | Max weekly benefit | $1,174 | $1,498 | Varies by schedule | $969 |
| | Min weekly benefit | $50 | $298 | Varies by schedule | $35 |
| | Duration | < 520 weeks | Life | < 525 weeks | < 600 weeks |

Sources: https://wcc.state.ct.us/memos/2020/2020-18.htm; https://www.bls.gov/iif/soii-chart-data-2018.htm#BLS_table_8_footnotes; https://wcc.state.ct.us/download/acrobat/Benefit-Rate-Table-2020-2021.pdf; https://www.nj.gov/labor/wc/content/stats.html#Benefit-Rates ; https://www.policygenius.com/blog/state-by-state-guide-to-workers-compensation/, https://www.mass.gov/service-details/learn-about-workers-compensation-benefits

# CT has significant temporary disability expenditures (76% of total W.C.) as well as more generous terms than neighbors, including lifetime temporary disability

|  | Temp. Partial | Temp. Total |
|---|---|---|
| CT | Life | Life |
| MA | 156 weeks | 260 weeks |
| NJ | 400 weeks | 450 weeks |
| NY | < 525 weeks | < 525 weeks |

FY20 W.C. Expense ($m)
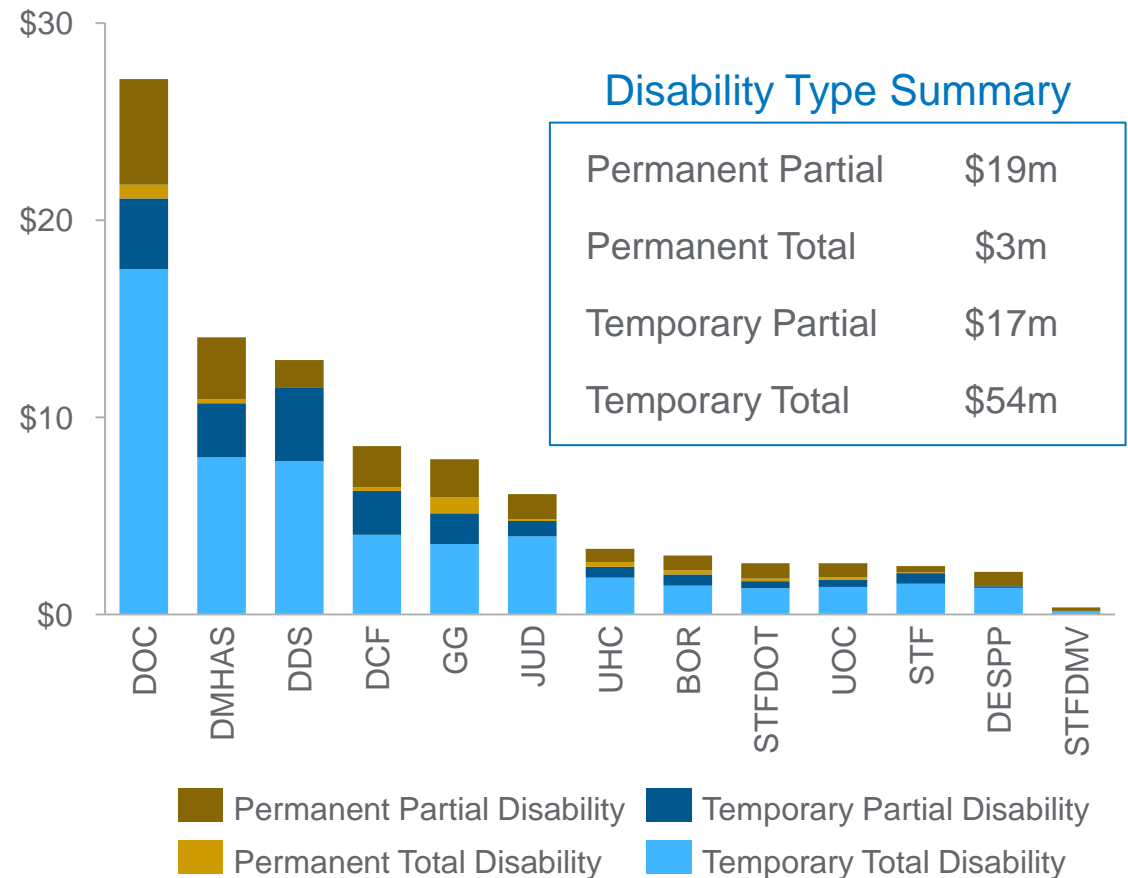


### Disability Type Summary

| | |
|---|---|
| Permanent Partial | $19m |
| Permanent Total | $3m |
| Temporary Partial | $17m |
| Temporary Total | $54m |

Legend:
- Permanent Partial Disability
- Permanent Total Disability
- Temporary Partial Disability
- Temporary Total Disability

# Four main cost drivers could lead to significant savings in workers' compensation

| Cost Drivers | Observations | Challenges | Potential opportunity |
|---|---|---|---|
| **Frequency** | • Higher incidence rates than neighboring states<br>• Majority of claim expenses come from three agencies (DOC, DDS, DMHAS) | • Resources needed to implement agency-specific training programs (e.g., costs for wearables, staff)<br>• Telework benefits not applicable to DOC (highest W.C. costs) | • Receive quarterly-annual benchmarking from T.P.A.<br>• Workplace safety training, equipment & wellness programs<br>• Incentivize managers to drive incidents lower<br>• Investigate root causes of injuries<br>• Teleworking where possible to reduce injury potential<br>• Fraud prevention & detection through Insurtech, cross-state DOL data sharing and focusing on high claim doctors/offices<br>**$2-4mm** |
| **Severity (Medical and Indemnity)** | • Complicated benefit calculations due to varying statutes<br>• One of only States in the country to avoid enacting reforms providing less generous benefits since 2004<br>• Expenses split 60/40 among indemnity and medical, respectively | • Significant political capital required<br>• Multiple cost factors may result in more limited choices for beneficiaries (e.g., generics, physician choice, etc.) | • Using formularies to control outliers / caps on reimbursement (when more cost-effective alternatives are available)<br>• Preferred drug list (PDL) for W.C. and Medicaid programs (e.g., WA state) that leverages evidence-based drug review process<br>• Utilize settlements fund to opportunistically buy-out claims<br>• Conduct medical bill reviews to minimize rack-rate payments<br>• Cap on maximum wage coverage<br>• Buy-outs to reduce NPV of expenditures<br>• Exclusion of work-related comp. ancillary to base salary (e.g., uniform stipend)<br>• Partner with younger, less expensive doctors<br>• Offload risk from balance sheet via re-insurance<br>**$1-5m** |
| **Duration of claims paid** | • No cap on "temporary" total benefits (MA caps at 3 years)<br>• Currently spending $22mm on claims beyond 8 years old; unclear split between temporary and permanent | • Significant political capital required<br>• Consideration required for most significant injuries (e.g. amputees) | • Case management driven by outcomes<br>• Caps on duration of wages paid<br>• Returning employees back to work more quickly (return-to-work)<br>• Full-time, Part-time, Light duty/transfers<br>• Offsets from payments upon retirement from SS, pension benefits, etc.<br>**$1-2m in potential savings by reducing spend on 15+ year claims by 10-20%** |
| **Administrative costs** | • Third-party fee of $5mm p.a. | • Potential learning curve for new Administrator | • T.P.A. re-bid to ensure maximum service value, including scaling coverage across State government for similar oversight functions (e.g., Medicaid, OT, Family Leave)<br>• Reductions in E&O<br>• Maximizing value via benchmarking, added services, etc.<br>**TBD** |

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# Ideal future design of workers' compensation program focuses on reducing costs and complexity

## Current Process Pain-Points and Inefficiencies
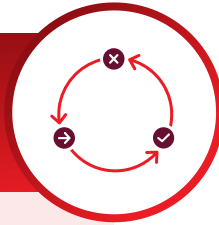
- High benefits relative to neighboring states
- Complex calculation of eligible wages
- No cap on duration of "temporary" workers' compensation
  - 100% of wages for 5 years, 50% thereafter
- Insufficient focus on returning workers
- Lack of investigators and arrest powers
  - 1 attorney for all municipalities & employers
- No central resources to assist agencies on safety and injury prevention strategies
- Agencies process claims and submit expense reimbursements to DAS
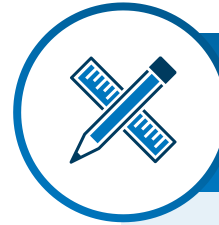
## Ideal Future Design

- 70% cap on wages for eligible workers
- Standard benefit calculations (i.e., salary only)
- 3 year cap on maximum allowed wages for temporary workers' compensation benefits
- Incentivize employees to return to work, even if partial or in alternative roles
- More transparency and flexibility around settlements to reduce long-term costs
- Agencies responsible for implementing workplace safety training and monitoring with performance impacts to reimbursement shares

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# Multiple levers can be pursued to provide savings on workers' comp expenses

### Frequency of Claims

- Reduce frequency to be in-line with MA ($2-4mm savings)
  - Investigate cases to ID causes
  - Target abusers (individuals, doctors) using advanced analytics & social media; publicize fraudulent actors
  - Incentivize managers to improve workplace safety
  - Dedicate safety training units at high incidence facilities
  - Encourage wellness programs

### Severity of Claims

- Reduce indemnity and medical costs (60/40 split)
  - Conduct medical bill reviews to minimize rack-rate payments
  - Partner with younger doctors
  - Increase funding to buy-out long-term claims at discounted lump sums
  - Disincentivize use of non-generics (when feasible)
  - Simplify benefit calculations (i.e., work apparel stipends)

### Claim Duration

- Cut length of claims for temporary and partial disabilities
  - Cap temporary disability terms to be in-line with neighboring states (3-8 years)
  - Monitor physical therapy utilization rates
  - Utilize case managers with outcome-driven payments
  - More strongly emphasize back-to-work programs including expanded light-duty roles

# 3.1.5
# Return corrections staffing to previous level

# Overview of Department of Corrections facilities and staffing

| Facility Level(s) | Facility | Type of Facility | Location | Staff | | Inmate Population | | Inmates per CO | | Physical Bed Capacity | Facility Use | | Building Date | Trade Programs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Total | COs | 2019 | 2020 | 2019 | 2020 | 2018 | 2019 | 2020 | | |
| 2 | Willard-Cybulski CI | CI | Enfield | 218 | 155 | 1103 | 434 | 7.12 | 2.80 | 1104 | 100% | 33% | 1990 | Yes |
| 3 | Brooklyn CI | CI | Brooklyn | 113 | 78 | 452 | 321 | 5.79 | 4.12 | 456 | 99% | 66% | 1990 | |
| 3 | Carl Robinson CI | CI | Enfield | 332 | 249 | 1413 | 807 | 5.67 | 3.24 | 1441 | 98% | 55% | 1985 | Yes |
| 3 | Osborn CI | CI | Somers | 347 | 279 | 1322 | 988 | 4.74 | 3.54 | 1886 | 70% | 48% | 1963 | Yes |
| 4 | Bridgeport CC | CC | Bridgeport | 254 | 179 | 690 | 598 | 3.85 | 3.34 | 840 | 82% | 74% | 1958 | |
| 4 | Cheshire CI | CI | Cheshire | 450 | 314 | 1234 | 1098 | 3.93 | 3.50 | 1392 | 89% | 79% | 1913 | Yes |
| 4 | Garner CI | CI – Mental Health | New Town | 275 | 195 | 543 | 521 | 2.78 | 2.67 | 684 | 79% | 72% | 1992 | Yes |
| 4 | Hartford CC & UCHC Medical Unit | CC & Medical Unit | Hartford | 324 | 244 | 869 | 733 | 3.56 | 3.00 | 984 | 88% | 76% | 1977 | |
| 4 | Manson Youth Institute | Youth | Cheshire | 285 | 314 | 286 | 215 | 0.91 | 0.68 | 670 | 43% | 33% | 1982 | Yes |
| 4 | New Haven CC | CC | New Haven | 252 | 183 | 689 | 607 | 3.77 | 3.32 | 716 | 96% | 88% | 1976 | |
| 5 | Northern CI | CI | Somers | 209 | 165 | 80 | 90 | 0.48 | 0.55 | 584 | 14% | 14% | 1995 | |
| 2 - 5 | York CI | CI - Female | Niantic | 505 | 346 | 907 | 516 | 2.62 | 1.49 | 1458 | 62% | 34% | 1994 | Yes |
| 3 & 4 | Corrigan-Radgowski CI | CI | Montville | 411 | 300 | 727 | 845 | 2.42 | 2.82 | 1489 | 49% | 38% | 1994 | |
| 4 & 5 | MacDougall-Walker CI | CI | Suffield | 589 | 437 | 1441 | 1813 | 3.30 | 4.15 | 2151 | 67% | 61% | 1993 | Yes |

> State average was 3.6; currently 2.8 compared to U.S. average of 4.0

> Facility utilization average was 74%; currently at 56% utilization

1. CI is for sentenced individuals (prison), CC houses unsentenced individuals (jail)
Sources 1) Staffing: 2020 DOC filled staffing spreadsheet. 2) 2019 Inmate Population from Monthly Statistics on DOC website. 3) 2018 Physical Bed Capacity taken from DOC bed capacity vs. filled as of 10-31-18. All documents were provided by DOC budget analyst on 10/7/2020. Facility Utilization = Inmate Population/Phyiscal Bed Capacity

# Prison population has declined over the past decade, to less than 10,000 at the end of 2020

**DoC inmates and authorized COs**



Legend: Authorized Positions, Inmates

Inmates line (in k): 19.4k, 18.9k, 18.4k, 17.6k, 16.6k, 17.0k, 16.6k, 16.0k, 15.3k, 14.3k, 13.4k, 13.1k, 9.9k

Authorized Positions line (in k): 7.0k, 6.7k, 6.5k, 6.5k, 6.3k, 6.4k, 6.4k, 6.4k, 6.2k, 6.1k, 6.1k, 6.1k, 6.1k

Y-axis: People — 0.0k, 5.0k, 10.0k, 15.0k, 20.0k

X-axis: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020

Impact of COVID-19 releases

**-32%** '08-'19

**-12%** '08-'19

2.8 staffing ratio (including non-COs) in 2008

2.1 staffing ratio (including non-COs) in 2019

# Connecticut staffing ratio lower than peers; potential to return to previous staffing ratio (still lower than national average) through accepting CO retirements



**Impact of increasing staffing ratio (inmates/CO)**

**If CT returned to a staffing ratio of 3.0:1 (still less than US average of 4.0:1)**

Number of COs 3,438 ☐ 2,873

Legend:
- CT
- ME
- OR

U.S. Average (4.0)
CT 2012 Average (3.0)

Security Level 2: CT 2.6, ME 3.6, OR 10.7
Security Level 3: CT 3.0, ME 1.4, OR 10.6
Security Level 4: CT 2.7, ME 3.5, OR 8.9
Security Level 5: CT 1.9, ME 3.4, OR 8.4

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# 3.1.6
# Setting an optimal Connecticut State Police target and civilianizing admin functions

# Retirements offer the opportunity to define a new target CSP staffing level

| Drivers | | Observations | Ideas for discussion | Challenges |
|---|---|---|---|---|
| Set target staffing level | | • Currently 923 troopers, down from 1,100 three years ago; CSP staffing target 1,200 (to be confirmed)<br>• Projected to further decline by ~100 due to retirement surge<br>• Police levels lower than in peer states, especially after retirements | • Reach staffing levels based on peer benchmarks; understand where more police are needed to ensure public safety and impact of lower numbers<br>• Review drivers of OT, including non-protective work, and address through operational and labor negotiations where possible | • Existing CSP capacity is limited due to non-enforcement and administrative responsibilities given to CSP (e.g., data entry, boxing regulation)<br>• Currently face high levels of OT (20% of total comp), which could be a sign of under-staffing |
| Increase cadet graduations from academy | | • Trooper levels require advance planning due to academy structure; 80-100 new troopers after nine-month program | • Increase target academy class size if required to achieve higher staffing level | • Length of training program means personnel levels 'locked in' in advance<br>• Cadet drop-outs increase uncertainty in future trooper numbers |
| Reduce admin and non-police duties given to CSP | | • CSP enforce state laws (e.g., on freeways) and provide essential policing services in rural areas<br>• Role largely defined by statute but has expanded over time (e.g., sport event enforcement) | • Reduce OT pressure on CSP by potentially civilianizing administrative tasks, e.g., clerical work, weigh stations)<br>• Explore civilianizing non-enforcement police activity, e.g., responding to mental health crises<br>• Explore potentially transferring some responsibilities to counties and municipalities | • Alternative policing is political and requires coordination among response providers (e.g. social workers, mental health workers) |

# Top-down benchmarking suggests that state police numbers are low compared to peers
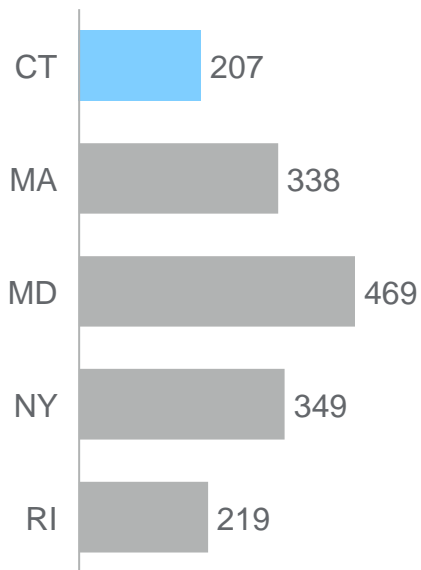
## CT has a low crime rate relative to their peers

| | |
|---|---|
| CT | 207 |
| MA | 338 |
| MD | 469 |
| NY | 349 |
| RI | 219 |

## Trooper level is low compared to peers

Average for peer states: 5.05

| | State police per 10k residents | County Officers per 10k residents | Total |
|---|---|---|---|
| CT | 2.7 | 0.7 | 3.4 |
| MA | 2.3 | 2.1 | 4.4 |
| MD | 3.8 | 2.4 | 6.2 |
| NY | 4.8 | 2.6 | 7.4 |
| RI | 2.2 | | 2.2 |

## Troopers / 100 highway mi is low compared to peers

| | Troopers per 100 highway mi | With Staffing Goal | Total |
|---|---|---|---|
| CT | 3.9 | 1.7 | 5.6 |
| MA | 7.8 | | |
| MD | 11.1 | | |
| NY | 5.5 | | |
| RI | 3.8 | | |

- Matching peer benchmarks would require ~1200 troopers

- Department is able to address trooper capacity challenges by achieving a CSP target of 1,100

**Legend:**
- Crime Rate Per 100k
- State police per 10k residents
- County Officers per 10k residents
- State Police if staffing goal is reached (1,200)
- Troopers per 100 highway mi
- With Staffing Goal (1,200)

# Expected levels of retirements will bring staff levels even lower than peer benchmarks; need to align Academy class with staffing needs for 2022

**Number of troopers**



Assuming a 2022 Academy class (shown here in April, not confirmed by DESPP), troopers levels remain above benchmark

◄ Benchmark

Active troopers only, not those in field training[1]

Academy classes graduate

Without an Academy class, trooper levels fall below benchmark due to high retirement uptake

861  843  922  892  971  929  1,002  923  828  749  798  719

2020   2021   2022

# Drawing on other alternative workforces for some responses could potentially reduce pressure on state police and help manage staff levels

| State Police responsibilities | Potential alternative worker | Rationale | Current share of police time based on Rice study[1] |
|---|---|---|---|
| **Non-emergency 9-11 calls pertaining to mental health** | Mental health workers | Eliminates crisis intervention training for police | |
| **Non-emergency 9-11 calls unrelated to mental health** | Social workers | Targeted response based on civilian need (e.g. homelessness, drug abuse) | 9% |
| **Reporting on non-injury, non-DUI accidents** | Private company (e.g. On Scene Services) | Routine task; does not require sworn in personnel | 30% |
| **Patrolling rural regions** | Private organizations or neighborhood watch groups | Sworn officers may not be required for non-violent calls in rural areas | |
| **Managing highway weight stations** | DMV | DMV currently supports DESPP in this function and they have the tools necessary | 15% |
| **Code enforcement (e.g. cite handicapped parking violators)** | Civilian police service officer | Routine task; does not require sworn in personnel | |
| **Investigation support (e.g. online searches for case info)** | Civilian police service officer | Does not require sworn in personnel | |
| **Missing persons (e.g. phone banks and command centers)** | Civilian police service officer | Does not require sworn in personnel | 4% |
| **Sex offender registries** | Civilian police service officer | Highly administrative; does not require sworn in personnel | |

Responses to some incidents may require multiple types of staff (e.g. social worker and police)

Opportunity to increase CSP capacity by **25%-30%** through alternative policing models

# Potential to further increase CSP capacity by civilizing administration functions

| Team | Activity which could be civilianized | Description |
|---|---|---|
| **Office of Field Operations** | Traffic Services Unit | Safety inspections, collision analysis and reconstruction service |
| **Office of Administrative Services** ~50 FTE | Research, Development, and Planning Section | Updating and expanding policies and procedures, and automating how the agency collects, analyzes, and disseminates data |
| | Infrastructure Planning and Management Unit, | Key physical infrastructure projects are managed to improve the more than fifty facilities throughout the agency |
| | Fleet Administrative Unit | Oversees the maintenance and continued development of more than 1,900 vehicle assets |
| **Misc.** ~20 FTE | Finger Printing | Oversees finger printing services |
| | Administrative Services | Provides administrative support to agency office for duties including but not limited to analysis, accounting, etc. |

Civilianizing admin functions could free up to **70 troopers** and lead to savings of ~$1m[1]

Savings = FTE count from Office of Administrative Services org chart (+20 to factor misc. administrative services) = 70FTE. (70*87.0k) – (70*75.0k) = $1.5m to $1.7m)

# Backup | Police cost more than civilians, civilianization leads to savings

| Category | Job title | Avg. Annual Rate ($k) | Category Avg. Annual Rate ($k)[1] |
|---|---|:---:|:---:|
| **Police (protective services)** | State Police (NP-1) | $87 | **$87** |
| | State Police Lts & Captains (NP-9) | $135 | |
| | Protective Services (NP-5) | $77 | |
| **Social worker** | Clinical social worker | $83 | **$88** |
| | Clinical social worker Associate | $94 | |
| **Mental health worker** | Mental Health Assistant 1 | $54 | **$57** |
| | Mental Health Assistant 2 | $64 | |
| | Mental Health Associate | $77 | |
| **Administrative** | Administrative Clerical (NP-3) | $61 | **$75** |
| | Admin and Residual (P-5) | $90 | |
| | Managerial | $107 | |
| | Exempt/Elected/Appointed | 154.3 | |
| | Confidential | 81.2 | |

Note: 1) Annual rate is a weighted average

# 3.1.7
# Optimize CTEC administrative and teacher levels

# Greatest opportunity from matching benchmark class sizes and centralizing administrative functions

| Drivers | Observations | Potential opportunity | Challenges |
|---|---|---|---|
| High school instructors | • Student/teacher ratios currently at 11 students per instructor, lower than CT average<br>• With retirement surge, student/teacher ratios will reach 12.4 (more in line with CT districts) | • Allow CTEC instructor retirements without replacing educators<br>• Manage capacity issues resulting from retirements by sharing staff across CTEC schools and sharing non-vocational staff (e.g., English) with municipalities | • Limited ability to reduce teacher numbers and maintain program viability<br>• CTEC employees are state employees, making coordination with municipalities difficult |
| Administrative costs | • Administrators represents 11% of CTEC school staffing, compared to <5% of similarly sized districts in CT | • Centralize administrative services as a district rather than in individual schools | • Central office already lean; will require organization re-structure to increase central office capacity |
| Program rationalization (*covered previously*) | • Most programs at scale (>100 students total or >20 students at an individual site) | • At a school level, rationalize classes with student enrollment <20<br>• At a program level, rationalize programs with student enrollment <100<br>• Limited opportunity (<$1m in savings) | • Program consolidation creates political complexities regarding access to education |

# CTEC is well positioned to accept instructor retirements; after retirements student/teacher ratios would be more in line with peers

## Student/teacher ratios for Connecticut districts

| District | Students per Teacher |
|---|---|
| Hartford | 16.3 |
| Stratford | 16.0 |
| Ridgefield | 14.3 |
| Stamford | 13.1 |
| New Haven | 12.7 |
| **CTEC (after retirements)** | **12.4** |
| Manchester | 11.5 |
| **CTEC (current)** | **11.3** |
| Norwalk | 11.2 |

Assumes all eligible teachers retire; to be refined based on survey

☐ Students per Teacher

## To accept instructor retirements without rehiring CTEC should consider sharing instructors

| Opportunity | Considerations |
|---|---|
| Share instructors with municipalities in same geography | Financial arrangements with municipalities would be complex; CTEC teachers are state employees |
| Share instructors among similar programs | Program offerings vary by location; have faced challenges with inducing teachers to travel to nearby schools |

# CTEC annual salary for instructors is largely in line with other CT districts

**New hire –
Bachelor's degree**



| CTEC | New Haven | Stamford | Norwalk |
|------|-----------|----------|---------|
| $44k | $44k | $49k | $50k |

**New hire –
Master's degree**



| CTEC | New Haven | Stamford | Norwalk |
|------|-----------|----------|---------|
| $83k | $86k | $94k | $98k |

**Six years experience –
Master's degree**



| CTEC | New Haven | Stamford | Norwalk |
|------|-----------|----------|---------|
| $88k | $88k | $105k | $106k |

Note:  CTEC salaries are straight average across all CTEC regions
Source: https://www.teachercontracts.conncan.org/questions/salary

# CTEC spends more on overhead than other CT districts due to decentralization

## FTE breakdown by Connecticut school district



| | CTEC | New Haven | Stamford | Norwalk |
|---|---|---|---|---|
| | 100% | 100% | 100% | 100% |
| Administrative | 11% | 4% | 4% | 3% |
| General Education | 62% | 56% | 48% | 53% |
| Special Education | 5% | 13% | 18% | 14% |
| Other Support | 22% | 27% | 30% | 30% |
| Enrollment | 11.6k | 21.2k | 16.1k | 11.5k |
| Schools/Programs | 20 | 60 | 25 | 21 |

Legend: ■ Administrative  ■ General Education  ■ Special Education  ■ Other Support

Other CT districts centralize back office support functions at a district level

Opportunity for CTEC to treat state school system as a single district; creates opportunity to centralize back office support functions (e.g. rationalize business officers and legal services)

Savings from reducing administrative personnel to 5% in line with other Connecticut districts could be **$5-10m**

Note: Savings calculated by using personnel cost only. ((0.05)*(1585)) – 126 = 46; 46*average personnel cost ($90k) = $4.1m
Source: 1) http://edsight.ct.gov/SASPortal/main.do 2) FY20ExpensesSchoolProgramEnrolStaff110420 provided by Maura Kjar

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# 3.2
# Streamline services and pool resources

# 3.2.1
# Integrate agencies with similar missions

# State should review integration opportunities for four benefits which have potential to mitigate retirement surge risks

**Integration benefits mitigating retirement surge**

**Approach**

**Focused on opportunities which would mitigate retirement surge risks**

**Did *not* look for reorganization opportunities simply to reduce number of agencies**

**Developed list based on outside-in review and agency interviews**

## Mission and decision clarity

Streamlined accountability for given services or clients

Faster decision making

Eliminating risks that issues 'fall between the cracks' due to lack of ownership

However, ensure 'checks and balances' on decisions maintained (e.g., on spending)

## Client experience and outcomes

Streamline service design for few handoffs and time-consuming 'back and forths'

Improve policy and service design with stronger ownership

Create obvious 'homes' for various service types

## Scale and excellence in capabilities

Increase ability to invest in new skills and knowledge

Facilitate common platforms across service types (e.g., shared eligibility platform)

Ensure agencies have scale required for 'seat at the table' in cross-government decisions

## Administrative and operational efficiency

Reduce administrative or management costs from increased scale

Eliminate duplicative functions or streamline program spend

# 3.2.2
# Further centralize shared services

# Greatest potential opportunity in further centralizing finance and facility functions

| Drivers | | Observations | Potential opportunity | Challenges |
|---------|---|--------------|----------------------|------------|
| | **Finance** | • Budgeting and audit functions centralized, with strong spend control<br>• Some financial managed by individual agencies e.g. payroll and AR/AP | • Explore centralizing financial functions including payroll and AR/AP | • Requires buy-in from agencies |
| | **Facilities, real estate and asset manage-ment** | • State has a hybrid model, with some facility functions centralized in DAS/OPM and significant teams in some departments (e.g., DOT, DEEP, Military)<br>• Greater central coordination may be required to rationalize real estate footprint | • Explore centralizing maintenance and security functions where done by state employees and procurement where not<br>• Maintain decentralized model for unique assets (e.g., parks in DEEP) | • Real estate asset types differ e.g. vehicle garages versus national parks<br>• Hard to consolidate due to non-specific management roles e.g. maintenance vs. construction |
| | **HR and procure-ment** | • Most HR functions already centralized<br>• Procurement part centralized, with some carve-outs (e.g., professional services to OPM, capital projects to DoT) | • Potential to further integrate some functions in HR (AA/EO reporting) and procurement (professional services), but limited efficiency opportunity | • Functions already largely centralized |
| | **IT** | • Current decentralized model undergoing centralization as a result of IT efficiency project | • Limited immediate opportunities to further centralize beyond what is planned | • Project underway to further centralize |

# Reviewed seven corporate functions for opportunities to achieve efficiencies by coordinating similar activity across departments and achieving scale (1 of 2)

| Shared service function | Current centralization or coordination | Similar across multiple depts | Efficiency benefits from scale | Opportunities to explore |
|---|---|---|---|---|
| **Finance** | | | | |
| • Budgeting | • Centralized through OPM | ✓ | ✓ | |
| • Payroll | • Not centralized | ✓ | ✓ | ☆ |
| • AR/AP | • Not centralized | ✓ | ✓ | ☆ |
| • Audits | • Centrally coordinated and executed | ✓ | | |
| • Pension calculation | • Centralized through OSR/CORE-CT for state employees | ✓ | ✓ | |
| • Pension payments | • Partially centralized (state employees and teachers) | ✓ | ✓ | |
| **HR** | | | | |
| • Job posting/recruiting | • Centralized through DAS | ✓ | ✓ | |
| • Grievances | • Centralized through DAS | ✓ | ✓ | |
| • Labor relations | • Centralized through OPM OLR | ✓ | ✓ | |
| • Diversity and targeted recruiting | • Partially centralized through DAS | ✓ | ✓ | |
| • AA/EO reporting | • Limited centralization; each dept creates own AA report | ✓ | ✓ | ☆ |
| • Workforce planning | • Coordinated between DAS and departments | ✓ | ✓ | |
| **Procurement** | | | | |
| • Contracting for amounts >$200k | • Centralized through DAS | ✓ | ✓ | |
| • Professional services | • Carved out to OPM | ✓ | ✓ | |
| • Roadways | • Carved out to DoT | | ✓ | |
| • Construction | • Carved out to specialized team in DAS | | ✓ | |
| • Large health/human services contracts | • Carved out to OPM | | ✓ | |
| • Contracting for amounts <$200k | • Conducted by individual departments | ✓ | | |

# Reviewed seven corporate functions for opportunities to achieve efficiencies by coordinating similar activity across departments and achieving scale (2 of 2)

| Shared service function | Current centralization or coordination | Similar across multiple depts | Efficiency benefits from scale | Opportunities to explore |
|---|---|:---:|:---:|:---:|
| **IT** | | | | |
| • Desktop support | • Further coordinating through IT efficiency project | ✓ | ✓ | |
| • New system development | • Further coordinating through IT efficiency project | ✓ | ✓ | |
| • IT infrastructure | • Further coordinating through IT efficiency project | ✓ | ✓ | |
| • Back-end system support | • Further coordinating through IT efficiency project | ✓ | ✓ | |
| • Data analysis | • Central data team in OPM, some depts have capability | | ✓ | |
| • Tech policy | • Centralized in OPM | | | |
| **Real Estate/Asset Management** | | | | |
| • Asset acquisition and disposals | • Coordinated across OPM, DAS and departments | ✓ | ✓ | |
| • Office space planning | • Coordinated across OPM and DAS | ✓ | ✓ | |
| • Asset management | • Function within each department (e.g., DEEP, DOT) | | ✓ | |
| • Facility maintenance (internal) | • Each department has own staff or procures service | ✓ | ✓ | ☆ |
| • Fleet management | • Coordinated where there are large fleets (DAS/DOT) | ✓ | ✓ | ☆ |
| • Site security (internal) | • Multiple department-level contracts, some coordination | ✓ | ✓ | ☆ |
| **Legal/Legislation** | | | | |
| • Development of policy | • Coordinated across constitutional offices and departments | | | |
| • Legislative engagement | • Specialized teams in each department | | | |
| • Legal advisory | • Specialized teams in each department and central AG team | | | |
| **Communication** | | | | |
| • Strategic communications | • Not a shared function | | ✓ | |
| • Communications execution | • Not a shared function | | ✓ | |

# Detail on potential shared services opportunities

| | Function | Potential opportunity | Rationale and risks | Impact |
|---|---|---|---|---|
| **Finance** ~300 FTE across state agencies | • Payroll | • Centralize function | • Duplicative financial process<br>• Remove risks of inefficiency | • Addresses retirement surge risk from losing senior finance management in large agencies (e.g., DESPP, DRS)<br>• ~$5-10m savings from consolidating finance functions |
| | • AR/AP | • Centralize function | • Duplicative accounting process<br>• Cut operational costs to improve department's organization and speed | |
| **Facilities and real estate** ~150 facilities and ~25 security FTE across agencies | • Facility maintenance (internal) | • Increase coordination across departments and coordinated/centralized contracting | • Duplicative processes<br>• Create consistency in control of standards and procedures<br>• Increasing quality and equipment reliability | • Enables greater coordination of property strategy and financial savings from consolidation<br>• ~$1-5m savings from consolidating facility management and security functions |
| | • Fleet management | • Review fleets and potentially further centralize | • Consolidate DAS/DOT car efforts<br>• Avoid overhead and redundancy | |
| | • Site security (internal) | • Move to as single state team and coordinated/ centralized contracting | • Inefficient to have responsibility lie with agency<br>• Achieve cost savings through economies of scale | |
| **HR** | • AA/EO reporting | • Automate or centralize AA reporting<br>• Explore single report for executive branch | • Process is extremely time consuming<br>• Requires a significant number of reports<br>• Pain-point identified across agencies | • Minimal, but major pain point for agencies |

# Centralizing payroll function mitigates significant retirement risks while providing opportunity to realize several million dollars in savings

## Current context and retirement surge risk

- Payroll responsibilities today currently handled by 80+ FTEs within each agency, though only ~30 handle bulk of actual processes

- Significant risk of being unable to manage payroll functions across the State following 2022 retirement surge

- Moreover, non-payroll employees at higher rates often assist with payroll (e.g., A&R)

## Proposal to consolidate within OSC

- Transition and centralize payroll and benefits within OSC across 30 FTEs

- Allow for attrition of dozens of eligible FTEs

- Transfer remaining workers who are not centralized and elect not to retire to other functions / job classes of equal rate and status
    - Eliminate permanent positions to avoid future backfilling

- Several million dollars in potential annual savings from:

    - 50% expected attrition of eligible workers performing payroll functions today
    - Reduced overtime (e.g., spreading agency-specific spikes in payroll across centralized FTEs)
    - Eliminating need for higher-rate job classes supplementing payroll duties (e.g., HR, A&R)

# 3.2.3
# Streamline similar human service programs and support functions

# We examined human service programs from multiple angles

## Agency and OPM input

Interviews conducted with agency commissioners and OPM analysts to identify potential overlap

Additional discussions to verify services provided and populations serviced

## Program research and review

Research conducted through publicly available information on agency websites

Biennial budget document review

## External benchmarking

Compared CT program structure to peer states

# Program and service streamlining can lead to several benefits
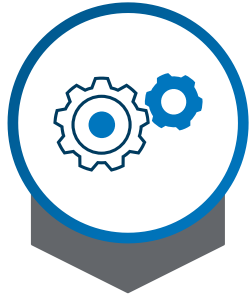
**Policy coordination and improved outcomes**

Complementary policy design across programs

Coordinated decision making across programs

**Simplified resident experience**

Targeted outreach efforts

Consolidated "access points" (e.g., websites, phone lines)

**Reduced administrative costs**

Less need for reporting and data processing

Physical location combination

**Reduced program costs**

Duplicative services streamlined

Increased economies of scale

# Mapping client and service types can be used as a framework to identify areas of overlapping service provision

| | Children/ adolescents | Parents/ caregivers | Elders | People with physical disabilities | People with intellectual disabilities (or autism, non-disability) | People with mental health issues | People with substance use issues | People with illness (e.g. HIV/AIDS) | Providers (e.g. physicians) | Community (e.g. schools) |
|---|---|---|---|---|---|---|---|---|---|---|
| Health coverage (Medicaid, waivers, etc.) | | | | | | | | | | |
| Direct care provision (in-/out-patient treatment) | | | | | | | | | | |
| Direct care provision (Daily living) | | | | | | | | | | |
| Housing (accommodation, placement, assistance) | | | | | | | | | | |
| Interpersonal assistance (counseling, respite, community involvement, etc.) | | | | | | | | | | |
| Employment/skills training | | | | | | | | | | |
| Payments (direct/grant) | | | | | | | | | | |
| Physical goods (food, medical equipment, etc.) | | | | | | | | | | |
| Transportation | | | | | | | | | | |
| Education and information | | | | | | | | | | |
| Licensing, credentialing, and documentation | | | | | | | | | | |

# Significant agency overlap in some areas…

Validated with individual agencies and OPM

| | Approx. $ spend | Children/ adolescents | Parents/ caregivers | Elders | People with physical disabilities | People with intellectual disabilities (or autism, non-disability) | People with mental health issues | People with substance use issues | People with illness (e.g., HIV/AIDS) | Providers (e.g., physicians) | Community (e.g., schools) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Health coverage (Medicaid, waivers, etc.) | $7.6b | DSS DCF | DSS | DSS ADS | DSS | DSS DDS | DSS | DSS | DSS | | |
| Direct care provision (in-/out-patient treatment) | $370m | DCF DPH | | | | DDS | DMHAS | DMHAS | DPH | | |
| Direct care provision (Daily living/residential) | $15m | DCF | DCF | DSS ADS | DDS | DDS | DMHAS | DMHAS | DPH | | |
| Housing (accommodation, placement, respite, assistance) | $470m | DCF | DDS | DSS ADS DMHAS | DDS DMHAS ADS DSS | DMHAS DDS | DMHAS | DMHAS | DMHAS | | DPH |
| Interpersonal assistance (counseling, community involvement, etc.) | $2.0b | DCF OEC ADS DPH | DSS DCF DDS OEC ADS DPH | ADS | ADS | DDS | DMHAS | DMHAS | DPH | DPH | DSS |
| Employment/skills training | $370m | DCF | OEC | ADS | DSS ADS | DDS | DMHAS | DMHAS | | DPH | DPH |
| Payments (direct/grant) | $205m | DCF | DCF DSS OEC DDS | DSS | DSS | DDS | DSS | DSS | DSS DPH | DCF DPH | DCF DPH OEC DSS DMHAS |
| Physical goods (food, medical equipment, etc.) | $55m | DCF DPH | DCF DPH ADS | ADS | ADS | DDS | DMHAS | DMHAS | DPH | DPH | DPH |
| Transportation | TBD | DCF | | DSS | DSS ADS | DDS | DMHAS | DMHAS | | | |
| Education and information | $155m | DSS DCF DMHAS OEC DPH | DCF DMHAS OEC DPH | DCF DPH DSS ADS | DSS DPH ADS | DDS DSS DCF DPH | DCF DPH DMHAS | DCF DPH DMHAS | DMHAS DPH | DCF DPH | DSS DDS ADS DCF DPH DMHAS OEC |
| Licensing, credentialing, and documentation | $35m | | DCF | | DSS ADS | | | | | DCF DSS DPH | DDS DPH DCF OEC |

Legend: ● DSS  ● DMHAS  ● DCF  ● DPH  ● DDS  ● ADS  ● OEC

# ... suggests four key opportunities for program streamlining

| | Approx. $ spend | Children/ adolescents | Parents/ caregivers | Elders | People with physical disabilities | People with intellectual disabilities (or autism, non-disability) | People with mental health issues | People with substance use issues | People with illness (e.g., HIV/AIDS) | Providers (e.g., physicians) | Community (e.g., schools) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Health coverage (Medicaid, waivers, etc.) | $7.6b | | | | | | | | | | |
| Direct care provision (in-/out-patient treatment) | $370m | DCF DPH | | | | | | | | | |
| Direct care provision (Daily living/residential) | $15m | | | | | | | | | | |
| Housing (accommodation, placement, respite, assistance) | | | | | | | | | | | |
| Interpersonal assistance (counseling, community involvement, etc.) | $2.0b | DCF OEC ADS DPH | DSS DCF DDS OEC ADS DPH | | | | | | | | |
| Employment/skills training | $370m | | | | | | | | | | |
| Payments (direct/grant) | $205m | | DCF DSS OEC DDS | | | | | | | | |
| Physical goods (food, medical equipment, etc.) | $55m | | DCF DPH ADS | | | | | | | | |
| Transportation | *TBD* | | | | | | | | | | |
| Education and information | $155m | DSS DCF DMHAS OEC DPH | | | | | | | | | DSS DDS ADS DCF DPH DMHAS OEC |
| Licensing, credentialing, and documentation | $35m | | | | | | | | | | |

**Care provision for children with special needs**

**Programs for at-risk pregnant women and new mothers**

**Nutritional support programs**

**Teen pregnancy prevention programs**

Legend: ● DSS ● DMHAS ● DCF ● DPH ● DDS ● ADS ● OEC

# Key opportunities to coordinate human services programs

| Service type | Agencies with relevant programs | Opportunities | $ spend (State spend) | Est. potential savings |
|---|---|---|---|---|
| Nutritional assistance | | • Consolidate administration of federally-funded programs within DSS to simplify service delivery and reduce administrative costs<br>• Combine state-funded programs within DSS to simplify service delivery and reduce program costs through increased economies of scale | $96m ($4m state) | <$1m+ |
| Care provision for children with special healthcare needs | | • House DPH program in DCF's Medical Health and Wellbeing Services to leverage existing health care administration capabilities and resources and reduce administrative and program costs | $2m ($2m state) | <$1m+ |
| Teenage pregnancy prevention education and interpersonal support | | • De-duplicate educational programming across programs could streamline service delivery and increase federal funding | $2m ($1m state) | <$1m+ |
| Interpersonal support for at-risk pregnant women and new mothers | | • Consolidate administration of DPH programs and facilitate coordination with DCF to streamline service delivery and reduce administrative costs | $41m+ | TBD |
| | | **Total** | **$141m+** ($7m state) | **$2m+** |

$ spend does not include all administrative costs; total spend likely higher

All spend FY 2020 recommended and does not include cost of administration; savings estimates include estimated share of Personal Services expenditure
Source: FY2020-2021 Biennial Budget Addendum; OPM input; BCG analysis

# Program detail | Nutritional assistance

$ spend does not include all administrative costs; total spend likely higher

| Program | Agency | Detail | Funding source | $ spend |
|---|---|---|---|---|
| Supplemental Nutrition Assistance Program (SNAP) | | Payments to low-income/asset households for purchasing food (formerly called Food Stamps) | Federal | $50m |
| Special Supplemental Nutrition Program for Women, Infants and Children (WIC) | DPH | Food, healthcare referrals, nutrition education, and breastfeeding support provided to low-income pregnant, breastfeeding, and postpartum women, infants, and children up to age five at nutritional risk | Federal | $41m |
| The Emergency Food Assistance Program (TEFAP) | | Contract with Connecticut Food Bank, Inc. and Foodshare, Inc. to distribute USDA commodities to food pantries, shelters, etc. | Federal | $1m |
| Commodity Supplemental Food Program (CSFP) | | Supplemental food products provided by US Department of Agriculture (USDA) to low-income people 60 or older | Federal | <$1m |
| Elderly Nutrition Program | | Meals provided to people 60 or older; home-delivered or served at sites such as senior centers, schools, churches, etc. No specific income requirements – services are targeted based on economic/social need, living situation (rural vs. urban), English proficiency, and more | State | $3m |
| Connecticut Nutrition Assistance Program (CTNAP) | | Contract with Connecticut Food Bank, Inc. to bulk purchase nutritionally beneficial foods for distribution to needy households | State | $1m |

| Recommendation | Policy coordination/ improved outcomes | Simplified resident experience | Reduced admin costs | Reduced program costs |
|---|---|---|---|---|
| Consolidate administration of federally-funded programs (SNAP, CSFP, TEFAP) within DSS | ✓ | ✓ | ✓ | |
| Combine state-funded Elderly Nutrition Program and CTNAP within DSS | ✓ | ✓ | ✓ | ✓ |

**Est. potential savings**

<$1m+

All spend FY 2020 recommended and does not include cost of administration; savings estimates include estimated share of Personal Services expenditure
Source: FY2020-2021 Biennial Budget Addendum; OPM input; BCG analysis

# Program detail | Care provision for children with special needs

$ spend does not include all administrative costs; total spend likely higher

| Program | Agency | Detail | Funding source | $ spend |
|---|---|---|---|---|
| Children and Youth with Special Health Care Needs (CYSHCN) and Medical Home Initiative | DPH | Health, education, and recreation service coordination, payment for services, and family respite for income-eligible children under 21 at elevated risk for chronic physical, developmental, behavioral, or emotional conditions | State | $2m |
| Medical Health and Wellbeing Services at DCF | DCF | Branch of DCF responsible for administering and monitoring health care to children in DCF custody | | n/a |

| Recommendation | Policy coordination/ improved outcomes | Simplified resident experience | Reduced admin costs | Reduced program costs |
|---|---|---|---|---|
| House CYSHCN and Medical Home Initiative in DCF's Medical Health and Wellbeing Services and leverage existing health care administration capabilities and resources | ✓ | ✓ | ✓ | ✓ |

**Est. potential savings**

**<$1m+**

All spend FY 2020 recommended and does not include cost of administration; savings estimates include estimated share of Personal Services expenditure
Source: FY2020-2021 Biennial Budget Addendum; OPM input; BCG analysis

# Program detail | Teenage pregnancy prevention education and interpersonal support

$ spend does not include all administrative costs; total spend likely higher

| Program | Agency | Detail | Funding source | $ spend |
|---------|--------|--------|----------------|---------|
| Connecticut Personal Responsibility Education Program (PREP) | DPH | Pregnancy, HIV, and STD awareness and prevention educational sessions conducted in schools and other community settings for adolescents | Federal | <$1m |
| Teen Pregnancy Prevention Initiative | | Initiative to prevent adolescent pregnancy spanning multiple programs, including intensive after-school educational and support programs (Comprehensive Children's Aid Society Carrera Model/CCM) and school-based community-service programs (Teen Outreach Program/TOPS) | State | $1m |

| Recommendation | Policy coordination/ improved outcomes | Simplified resident experience | Reduced admin costs | Reduced program costs |
|----------------|:-------------------:|:--------------------:|:--------------:|:----------------:|
| Cut educational programming duplicative with PREP from Teen Pregnancy Initiative and shift primary focus to school-based community-service programs | ✓ | ✓ | ✓ | ✓ |
| Jointly administer PREP and Teen Pregnancy Prevention Initiative within DSS | ✓ | ✓ | ✓ | |

**Est. potential savings**

<$1m+

All spend FY 2020 recommended and does not include cost of administration; savings estimates include estimated share of Personal Services expenditure
Source: FY2020-2021 Biennial Budget Addendum; OPM input; BCG analysis

# Program detail | Interpersonal support for at-risk pregnant women and new mothers

> $ spend does not include all administrative costs; total spend likely higher

| Program | Agency | Detail | Funding source | $ spend |
|---------|--------|--------|----------------|---------|
| Special Supplemental Nutrition Program for Women, Infants and Children (WIC) | DPH | Food, healthcare referrals, nutrition education, and breastfeeding support provided to low-income pregnant, breastfeeding, and postpartum women, infants, and children up to age five at nutritional risk | Federal | $41m |
| Healthy Choices for Women and Children | DPH | Home visits, need assessments, substance abuse and parenting education, and service referrals for pregnant/postpartum women residing in Waterbury who use or are at risk of using substances | Federal | TBD |
| Save Haven Act for Newborns | DCF | Program allowing a parent to voluntarily give up custody of infant age 30 days or younger to DCF without being arrested for abandonment | | n/a |

| Recommendation | Policy coordination/ improved outcomes | Simplified resident experience | Reduced admin costs | Reduced program costs |
|----------------|----------------------------------------|-------------------------------|---------------------|-----------------------|
| Consolidate administration of WIC and Healthy Choices for Women and Children programs within DPH and facilitate coordination with DCF | ✓ | ✓ | ✓ | |

**Est. potential savings**

# TBD

# 3.3
# Digitize resident services and internal processes

# Central digital team could spearhead execution of the most impactful automation/digitization opportunities with a focus on state-wide solutions

| Agency | Opportunity | Est. annual FTE hours saved | Est. annual cost savings | Detail |
|---|---|---|---|---|
| dmhas | **Implement electronic health record** | 50-60k+ | $15-20m+ | • Electronic health record would streamline chart management, medication administration, inventory control, and activities at DMHAS facilities and reduce central IT workload<br>• Increased staff efficiency would result in improved patient outcomes<br>• Improved intake, billing, and reporting processes would reduce lost revenue |
| | **Automate/digitize new hire process** | 100-125k+ | $2-5m+ | • Includes listings, candidate review, and onboarding; already in progress<br>• HR documents, records, and workflows to be automated via People-Doc (HR software) subscription |
| CSDE | **Streamline "purple sheet" document review process** | 25-50k+ | $1-2m+ | • Approval process for documents often involves multiple passes through various departments including Legal, Fiscal, Commissioner's office, etc.<br>• Automated process with ability to pre-flag required reviewers based on standard set of rules (e.g. any mention of statutes requires Legal review) would reduce time spent per document and minimize irrelevant reviews |
| CONNECTICUT DEPARTMENT OF LABOR | **Modernize initial claims processing** | 50-60k+ | $1-1.5m+ | • Customer service representatives currently review claims for completeness and perform data transfers<br>• Modernization process will allow claimant to enter claim directly and remove need for processing – already in progress<br>• Anticipated timeline for modernization: 1-2 years |
| | **Digitize site case management** | 40-50k+ | $1-1.5m+ | • Responders currently use a step-by-step approach that requires individual processing by many departments - remediation can last months or years<br>• Opportunity to leverage Business One Stop web platform for dispatch and notification module<br>• Initiative in very early development – projected to take 2+ years |

Source: Agency input; CT STARS

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# Context | CT digital maturity relatively well-regarded nation-wide; B+ grade in Center for Digital Government 2020 survey ranked below 16 states
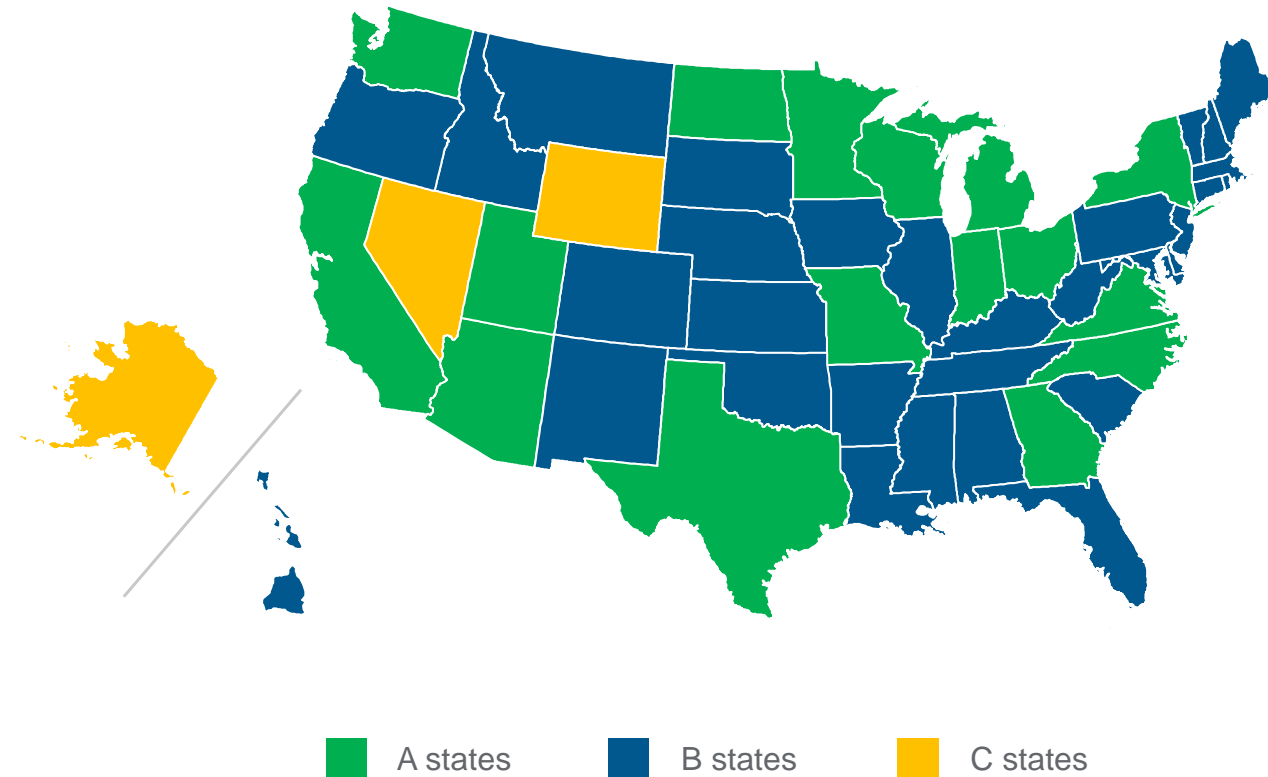


| Grade | Total states receiving | States receiving |
|-------|------------------------|------------------|
| A | 5 | Georgia, Michigan, Missouri, Ohio, and Utah |
| A- | 11 | Arizona, California, Indiana, Minnesota, New York, North Carolina, North Dakota, Texas, Virginia, Washington, and Wisconsin |
| B+ | 14 | Colorado, **Connecticut**, Delaware, Hawaii, Idaho, Illinois, Maine, Maryland, Massachusetts, Mississippi, Montana, Pennsylvania, Rhode Island, and Tennessee |
| B | 13 | Arkansas, Florida, Iowa, Kentucky, Nebraska, New Hampshire, New Jersey, New Mexico, Oklahoma, Oregon, South Carolina, Vermont, and West Virginia |
| B- | 4 | Alabama, Kansas, Louisiana, and South Dakota |
| C+ | 2 | Nevada and Wyoming |
| C | 1 | Alaska |

A states   B states   C states

# Digital capability spread across departments; expected substantial retirement uptake among IT employees presents opportunity to accelerate digital reform

## Current IT employees retirement-eligible in July 2022

Legend: ■ Not eligible ■ Eligible - early ■ Eligible - full

Total eligible: 246 (40% of total)

| Department | Not eligible | Eligible - early | Eligible - full | Total |
|---|---|---|---|---|
| Admin Services | 77 | 32 | 33 | 142 |
| Revenue Services | 19 | 9 | 14 | 42 |
| Mental Health/Addiction Services | 19 | 10 | 11 | 40 |
| Transportation | 24 | 10 | 9 | 43 |
| Emergency Services/Public Protection | 20 | 11 | 4 | 35 |
| Energy and Environmental Protection | 21 | 10 | 4 | 35 |
| Motor Vehicles | 28 | 2 | 11 | 41 |
| Other Agencies | 157 | 41 | 35 | 233 |

**Share retirement eligible**

| Admin Services | Revenue Services | Mental Health/Addiction Services | Transportation | Emergency Services/Public Protection | Energy and Environmental Protection | Motor Vehicles | Other Agencies |
|---|---|---|---|---|---|---|---|
| 46% | 55% | 53% | 44% | 43% | 40% | 32% | 33% |

## Responses from Science and Tech employees re. intent to retire by 2022
### (as of 12/10)

295

| Response | Count | Percent |
|---|---|---|
| No | 35 | (12%) |
| Unsure | 68 | (23%) |
| Yes | 192 | (65%) |

Legend: ■ No ■ Unsure ■ Yes
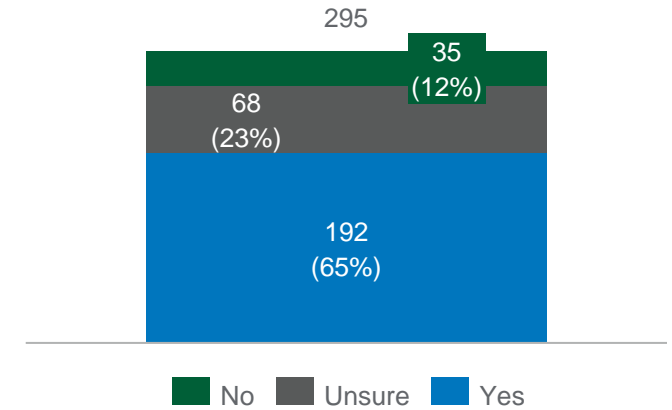
- Assuming projected 65% uptake applies to all IT employees, ~25% of state IT workforce may retire in 2022
- Retirements present an opportunity to accelerate reform and elevate Connecticut's digital capabilities to best-in-class levels

Includes all positions with "IT" in job description or "Data Processing" as job function
Note: Color coding is based on % eligible: 0-15% green, 15-25% amber, >25% red; hazardous duty eligible employees included in 'Normal Ret.-Eligible'
Source: CT STARS database

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# CT has opportunities to improve strategy, common platforms, capability development and procurement, many of which are addressed by current efforts

| Function | Detail | Key capabilities | Status in CT | Rationale |
|---|---|---|---|---|
| Strategy, policy, architecture and governance | • Set overarching digital and IT strategy & governance (inc. architecture, data and cyber)<br>• Provide architecture support to priority cross-department projects | • Digital and IT strategy and portfolio support<br>• Digital advocacy<br>• Service design support<br>• Critical cyber response support | Significant opportunity | • IT workforce mostly decentralized; centralization in progress, but challenging to execute quickly due to agency pushback<br>• Prioritization framework for individual agency requests unclear |
| Delivery of common platforms | • Deliver state-wide platforms<br>• Support departmental and agency migration to common platforms | • Central delivery of common and core platforms for state-wide usage | Significant opportunity | • Individual agencies tend to operate on different platforms<br>• Potential for certain platforms to be expanded, e.g. ImpaCT for eligibility determination |
| Customer experience (residents and business) | • Develop state-wide design standards for customer experience<br>• Centrally coordinate cross-department life events<br>• Lead user research | • Ethnographic research | Improvements in process | • Citizen and Business One Stop initiatives in progress to establish common "front door" and standardize resident and business intake |
| Data and analytics | • Set state-wide standards and governance for data storage, quality, capture, security, and sharing<br>• Provide analytics support to priority use cases | • Data sharing governance | Improvements in process | • Ongoing P20 WIN initiative is working to establish state-wide data governance framework<br>• OPM implementing flexible and durable legal agreements for data sharing |
| Capability building and innovation | • Coach/guide agencies on how to provide digital capabilities<br>• Provide assurance for digital programs | • Innovation hub and incubator | Significant opportunity | • Individual agencies currently have decision rights regarding new initiatives<br>• Digital Services Team not mandated to drive end-to-end change |
| IT, digital procurement, and efficiency | • Extend state-wide procurement of IT<br>• Support departments in reaching transformation targets | • Central procurement for key digital and IT categories<br>• Support to departments and agencies in meeting government IT taskforce targets | Significant opportunity | • Agencies often unclear on services offered by DAS/OPM and struggle to manage procurement and digital spend |
| Investment mgmt. and assurance | • Co-authorize funding decisions for digital and IT investments<br>• Provide early-stage initiative input & ongoing assurance | • Digital and IT transparency | Exemplar | • Close alignment between DAS and OPM on funding decisions |

# Efforts underway with some visible successes (e.g., Business and Citizen One Stop), and room to push further

**Ongoing initiatives address many key functions…**

**… while further defining state-wide operating model will drive more effective outcomes across agencies**

| Initiative | Relevant functions |
|---|---|
| **IT centralization** | *All* |
| **Digital Services Team efforts (e.g. Business and Citizen One Stop)** | Strategy, policy, architecture and governance |
| | Delivery of common platforms |
| | Customer experience (residents and business) |
| | Capability building and innovation |
| **P20 WIN expansion** | Strategy, policy, architecture and governance |
| | Data and analytics |
| | Customer experience (residents and business) |
| **Agency-led projects** | *All* |

Further centralize digital & data initiatives
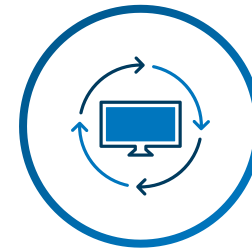
Clarify Digital Services Team role; strategy-focused rather than implementation

Implement state-wide digital strategy with a resident-centric focus

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# Peer state centralization efforts indicate that strong top-down messaging, rather than a consensus-based approach among agencies, drives most effective results

## Massachusetts

- Restructured IT as a centralized function reporting directly to the governor
- Heavy emphasis on contract consolidation and unified, off-the-shelf systems with minimal agency-specific solutions

## New York

- Underwent significant IT centralization, though a few major entities remain outstanding
- Built single data center and harmonized software, with teams to manage agency-specific software
- Improved speed and functionality state-wide

## Key takeaways

- Individual operating units tend to resist centralization, making it challenging to achieve consensus

- Strong endorsement from the governor crucial to successful reform

- Structural reform can be executed in a shorter time window and have lasting impact

# Dedicated central digital teams have driven success in other states

## Georgia Office of Digital Services

- Streamlined, user-centric central website
- Improved digital accessibility for people with disabilities
- Proactive and productive utilization of social media

## Utah Department of Technology Services

- Created single sign-on system encompassing ~900 digital services, allowing solutions and updates to be deployed system-wide rather than agency by agency
- Utilized AI to process user feedback and identify priority initiatives

## Michigan Department of Technology, Management, and Budget

- Combined functions ensure lean and efficient automation and digitalization
- Standardized legacy application modernization process

# Automation/digitization opportunities | DAS (I/III)

| | | | | Initiative in progress | Discussed, not in progress |
|---|---|---|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Automate/digitize new hire process** *(Workforce)* | ***100-125k+*** <br>• Primarily conducted by administrative staff; high retirement rate expected | $2-5m+ | • Includes listings, candidate review, and onboarding<br>• HR documents, records, and workflows to be automated via People-Doc (HR software) subscription | ✓ |
| **Digitize performance management** *(Workforce)* | ***20-25k+*** <br>• All 3 payroll staff retirement eligible | $750k-1m+ | • HR documents, records, and workflows to be automated via People-Doc (HR software) subscription | ✓ |
| **Digitize accident/lien notices** *(Collections)* | ***15-20k+*** <br>• Primarily conducted by administrative staff; high retirement rate expected | $750-900k+ | • Relevant documentation is sent via certified mail or fax due to email security concerns, resulting in only ~20% of potential liens being processed<br>• Discussions re. new system ongoing–RFQ initiated, significant investment required<br>• Additional staff capacity likely to increase revenue capture | ✓ |
| **Digitize invoice processing and Purchasing Card receipts** *(Business Office)* | ***7.5-10k+*** <br>• Digitization would free up capacity in accounting staff, potentially reducing need for backfills | $400-500k+ | • Invoice and P-card receipt processing currently requires heavy manual entry from associates, accountants, and supervisors<br>• Standardizing purchase orders, implementing optical readers, and moving to electronic receipts would free capacity of accounting staff | |

# Automation/digitization opportunities | DAS (II/III)

| | | | | Initiative in progress | ✓ Discussed, not in progress |

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Automate Probate Application processing** *(Collections)* | ***8-10k+*** <br><br>• Primarily conducted by administrative staff; high retirement rate expected | $300-400k+ | • Probate Applications are received by mail and processed by Technicians–required to be processed within 30 days of mailing date<br>• System being tested that will send Probate Applications to electronic report accessible by DAS-DAS working to ensure proper information included to facilitate routing to Large or Small Estates groups<br>• Additional staff capacity likely to increase revenue capture | ✓ |
| **Automate Workers' Compensation calculations and audits** *(Workforce)* | ***8-10k+*** <br><br>• Primarily conducted by administrative staff; high retirement rate expected | $200-300k+ | | |
| **Streamline payroll review of completeness** *(Business Office)* | ***1-1.25k+*** <br><br>• All 3 payroll staff retirement eligible | $30-40k+ | • Majority of payroll process already digitized–exception is chasing down employees who haven't submitted timesheets<br>• Timesheets currently are generated by one system (TPS) and must be submitted in CoreCT, increasing likelihood of delinquency<br>• TPS being phased out for other functions (e.g. leave requests, overtime approvals)<br>• New system that feeds CoreCT directly could decrease delinquency | ✓ |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DAS input; CT STARS

# Automation/digitization opportunities | DAS (III/III)

| | | | | Initiative in progress ✓   Discussed, not in progress ✓ | |
|---|---|---|---|---|---|
| **Opportunity** | **Est. annual FTE hours saved and retirement implications** | **Est. annual cost savings** | **Detail** | | **In progress?** |
| **Automate check processing** *(Collections)* | ***1-1.25k+*** <br> • Primarily conducted by administrative staff; high retirement rate expected | $25-35k+ | • Checks currently received via mail and entered in multiple systems, often being "touched" 4 or more times <br> • DAS Collections IT implementing system that will require only one entry and facilitate bulk transmittals to business office–expected by EoY 2020 <br> • Additional functionality could include direct CoreCT interface and auto-scanning into Bank of America (state's bank) <br> • Additional staff capacity likely to increase revenue capture | | ✓ |

# Automation/digitization opportunities | DDS (I/II)

✓ Initiative in progress  ✓ Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Implement online portal for Individual Service Plan** | ***3-3.5k+*** <br>• Increases capacity for case workers, potentially reducing need for backfill | $100-150k+ | • 12k+ Plans a year are developed in conjunction with service providers and with input from the individual and guardian, requiring signed approvals <br>• Efficiency benefit for staff as well as improved access and usability benefit for beneficiaries, families/guardians, and providers (if applicable) <br>• Providers would see a particular benefit in licensing checks that often cite missing documentation. | |
| **Implement online service eligibility application** | ***1.5-2k+*** <br>• Application processing performed by administrative staff and psychologists; high retirement rate expected | $75-100k+ | • Eligibility applications received in paper and scanned into FileBound scanning system (avg. 750/year) <br>• Applicants/families/guardians cannot access information or status <br>• Online centralized application with smart prompts could generate efficiencies for staff and improved access for residents for multiple agencies | |
| **Automate payment/payment tracking system** | ***400-450+*** <br>• Performed by administrative staff; high retirement rate expected | $5-10k+ | • Monthly payments are manually entered into accounts in CORE <br>• Automated payment and payment tracking system would reduce or eliminate manual process work for agency staff while allowing provider business owners to monitor and track as well as report on payments from state | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DDS (II/II)

| | | | Initiative in progress ✓ | Discussed, not in progress ○ |
|---|---|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Cross-agency contact information maintenance** | ***5-8k+***<br>• Increases capacity for case workers, potentially reducing need for backfill | $5-10k+ | • Case Managers review contact information annually<br>• Identity information could be managed across agencies/platforms and kept better up to date | |
| **Automate Affirmative Action reporting** | ***200-250+***<br>• Performed by administrative staff; high retirement rate expected | $5-9k+ | • Creation of the Affirmative Action Plan requires extensive analysis of conditions in the employment market on annual basis<br>• Automation of Affirmative Action reporting across agencies could benefit agency staff and increase capacity within EEO offices to proactively work towards achieving goals | |

# Automation/digitization opportunities | DEEP (I/III)

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| | | | ● Initiative in progress ○ Discussed, not in progress | |
| **Digitize site case management** | **40-50k+** ● Minimizes need for administrative and IT oversight; high retirement rates expected | $1-1.5m+ | ● Implement Release Based approach to site remediation (activities that occur after a spill or other incident)<br>● Responders currently use a step-by-step approach that requires individual processing by many departments<br>● Remediation can last months or years for major incidents<br>● Opportunity to leverage Business One Stop web platform for dispatch and notification module<br>● Initiative in very early development – projected to take 2+ yrs | ✓ |
| **Paper record digitization** | **3-4k+** ● File room maintained by administrative staff; high retirement rate expected | $100-120k+ | ● Majority of records remain in hard copy, requiring manual file pulls – online access would greatly reduce administrative effort<br>● Digitization of materials in progress – hazardous waste manifests already online, spill reports in progress (1.3m pages)<br>● Remediation files will be bulk of effort (3.8m records, many m pages)<br>● Will require additional funding to complete | ✓ |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DEEP (II/III)

| | Initiative in progress | Discussed, not in progress |

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Digitization/ scanning of incoming mail** | ***3-4k+*** <br>• Mail sorted and distributed by administrative staff; high retirement rate expected | $100-120k | • Would need to be compatible with general records digitization initiative to ensure proper sorting of incoming documents<br>• Previous DEEP document taxonomy work could be leveraged | |
| **Migrate pesticide licensing to ELMS eLicensing system** | ***1.5-2k+*** <br>• FTE managing system retirement eligible; would reduce administrative effort required, making backfill easier | $50-75k+ | • 8-month projected expected to go live by EoY 2020 for 7k licenses/year<br>• Potential opportunity to expand and include pesticide registrations as well (12k annually) | ✓ |
| **Enhance and expand e-permitting via EZ File** | ***1.5-2k+*** <br>• Permitting activities conducted by analysts and IT; high retirement rate expected | $50-75k+ | • 5 permits already included, with 5 more in progress (certificate of permission, structures, dredging and fill, spill contractors and transporters) and general permits planned – will require continual investment<br>• Overall, 1500-2500 authorizations issued/year<br>• E-permitting would automate quality control for customers as well, saving effort for both state and customers and improving customer experience by reducing need for re-work on improperly filled-out forms | ✓ |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DEEP input; CT STARS

# Automation/digitization opportunities | DEEP (III/III)

| | | | | Initiative in progress | Discussed, not in progress |
|---|---|---|---|---|---|
| **Opportunity** | **Est. annual FTE hours saved and retirement implications** | **Est. annual cost savings** | **Detail** | | **In progress?** |
| **Further automate/digitize municipal grant processes** | ***600-625+*** <br> • Grants require heavy engagement across departments, particularly fiscal and IT; high retirement rates expected | $25-30k+ | • 50 projects currently under management <br> • Existing contract with DocuSign to streamline signature process <br> • Could be part of state-wide initiative | | ✓ |

# Automation/digitization opportunities | DESPP (I/IV)

| | ✔ Initiative in progress | ○ Discussed, not in progress |

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Streamline case reporting and review (Division of Scientific Services)** | ***2-2.5k+*** <br>• Primarily performed by Forensic Science Examiners; high retirement rate expected | $100-125k+ | • Includes redaction and review of case discovery material, sample status queries, paperwork reconciliation, etc. <br>• Multiple systems currently utilized (Acrobat, instrumental software, spreadsheets, printed materials) <br>• Would reduce manual effort required from case management | |
| **Implement grant management system at DEMHS** | ***1.5-2k+*** <br>• DEMHS staff multi-tasking – would free capacity and potentially reduce need for general department backfills | $70-80k+ | • DEMHS oversees typically oversees 140 subgrants with number recently doubling due to supplemental funding, in addition to other programs <br>• Grants management system may provide options currently not available, such as creating reports, updating existing information (rather than re-entry), etc. <br>• Could be utilized agency wide | |
| **Accept credit cards agency-wide** | ***1-1.5k+*** <br>• Reduces administrative effort; high retirement rate expected | $60-70k+ | • Credit card reconciliation process will replace current manual reconciliation of funds received via check <br>• May reduce daily bank deposits via armored car service <br>• Improves customer experience and payment timeliness | |
| **Digitize quality control activities** | ***1-1.5k+*** <br>• Reduces administrative effort; high retirement rate expected | $40-50k | • Includes inventory monitoring, reagent quality control, process review required by accreditation, instrument/equipment maintenance <br>• Currently requires manual vendor queries and spreadsheets | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DESPP (II/IV)

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | | In progress? |
|---|---|---|---|---|---|
| | | | | **✓** Initiative in progress | **✓** Discussed, not in progress |
| **Implement online ordering for bookstore (Fire)** | ***1-1.5k+*** <br> • Reduces administrative effort; high retirement rate expected` | $50-60k+ | • Bookstore currently requires phone, email, or in-person ordering <br> • Current Point of Sale software no longer supported and requires update <br> • Implementing online sales would reduce administrative effort and help bookstore compete with e.g. Amazon, increasing revenues | | |
| **Upgrade electronic student registration and payment (Fire)** | ***750-1k+*** <br> • Reduces administrative effort; high retirement rate expected | $70-80k+ | • Existing SABA system antiquated and requires upgrade <br> • Systems used by regional fire schools are superior and could be exemplars <br> • Pilot testing of LMS system in progress | | ✓ |
| **Digitize student certification (Fire)** | ***750-1k+*** <br> • Reduces administrative effort; high retirement rate expected | $60-70k+ | • Testing largely in-person at multiple locations <br> • Certifications currently distributed in physical copy <br> • Ideal future system would allow students to download directly <br> • Pilot testing remote testing and use of state college/university computer labs in progress | | ✓ |

# Automation/digitization opportunities | DESPP (III/IV)

●  Initiative in progress      ○  Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Digitize officer and instructor certification processes and documents** | ***250-275+***<br>• Reduces administrative effort; high retirement rate expected | $10-12k+ | • Includes initial certification for new officers, recertification, cross-state certification<br>• Officers must be recertified every 3 years (~2800 per year), in addition to hundreds of new officers each year<br>• ~1500 instructors statewide require recertification every 1-3 years<br>• Documents are paper-based and data entry processes are manual<br>• Automation would reduce incomplete submissions and ease time demands on officers | |
| **Automate basic training data entry, maintenance, and planning/logistics** | ***150-175+***<br>• Primarily conducted by IT and administrative staff; high retirement rate expected | $5-7.5k+ | • Significant manual data entry, with oversight required for 6 satellite academies | |
| **Fully digitize CLESP-related data for accreditation** | ***<100***<br>• Reduces administrative effort; high retirement rate expected | $1-1.5k | • Data storage inconsistent across agencies – some are digitized, others require hand searches of files | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DESPP input; CT STARS

# Automation/digitization opportunities | DESPP (IV/IV)

| | Initiative in progress | Discussed, not in progress |
|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| Automate/further centralize grant-making at State Police | *TBD* | TBD | | |
| Update fleet/fuel tracking system | *TBD* | TBD | | |
| Accept credit card payments for background/records checks | *TBD* | TBD | | |
| Digitize firearm license renewals | *TBD* | TBD | | |
| Digitize early steps of Sex Offender and Deadly Weapon Offender Registries | *TBD* | TBD | | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DMHAS

| | | | | Initiative in progress ⬤  Discussed, not in progress ◯ |
|---|---|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Implement Electronic Health Record** | ***50-60k+*** <br>• Increases capacity for direct-service worker (nurses, physicians, etc.), potentially reducing need for backfill | $15-20m+ | • Electronic Health Record would streamline chart management, medication administration, inventory control, and activities at DMHAS facilities and reduce central IT workload<br>• Increased staff efficiency would result in improved patient outcomes<br>• Improved intake, billing, and reporting processes would reduce lost revenue | ◯ |
| **Automate shift staffing via KRONOS** | ***20-24k+*** <br>• Optimizes scheduling and increases nurse capacity | $750k-$1m | • Lean HR resources limit ability to implement KRONOS<br>• Would require seed money and/or resource allocation | ◯ |
| **Centralize and automate Affirmative Action reporting** | ***5-8k+*** <br>• Performed by administrative staff; high retirement rate expected | $300-350k+ | • Affirmative Action reporting currently requires year-round staff and generates thousands of hard-copy pages | |
| **Data sharing across agencies** | ***2-2.5k*** <br>• Performed by administrative staff; high retirement rate expected | $100-125k+ | • Cross-agency data sharing is a major component of Behavioral Health Homes, Targeted Case Management; Medicaid initiatives of CHESS, 500 Familiar Faces, and the 1115 waiver; DMHAS works with the 2 Administrative Services Organizations Advanced Behavioral Health and Beacon Health Options | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DMHAS input; CT STARS

# Automation/digitization opportunities | DOT (I/VII)

Initiative in progress   ✓ Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Digitize bridge/building/sign support Inspection** | *TBD* | TBD | • Utilize InspectTech application | |
| **Further digitize project management** | *TBD* | TBD | • Potential applications for project estimations, bids, designs, analytics, and more<br>• Utilize AASHTOWARE, Estimator/Adobe SVG, Compass, BidExpress, andmore | |
| **Further digitize pavement data tracking** | *TBD* | TBD | • Estimate and track lifecycles, costs, condition, history, and more<br>• Utilize Deighton dTIMS and Vision | |
| **Digitize tracking of municipal capital projects** | *TBD* | TBD | • Utilize LOTCIP Database | |
| **Digitize job log for customer care center** | *TBD* | TBD | | |

Excludes all items noted as "On-Going Support" or "Completed". Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DOT (II/VII)

| | | | | Initiative in progress | Discussed, not in progress |
|---|---|---|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Hardwire components of statewide traffic signal systems** | *TBD* | TBD | | |
| **Digitize service memo and work order system** | *TBD* | TBD | | |
| **Implement adaptive traffic control system** | *TBD* | TBD | • Traffic signal timing would change based on actual traffic flow | |
| **Model traffic congestion to identify additional solutions** | *TBD* | TBD | | |
| **Digitize consultant invoice process** | *TBD* | TBD | • Streamline consultant invoice and payment process<br>• Reduce the number of steps and employee/ management touches in the process. | |

Excludes all items noted as "On-Going Support" or "Completed". Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DOT (III/VII)

| | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | | |
|---|---|---|---|---|
| **Opportunity** | | | **Detail** | **In progress?** |
| **Streamline environmental permitting** | *TBD* | TBD | • Develop an environmental permitting process that allows for the early action and revisions in both design and permitting<br>• Establish the needed flexibility for the Design-Build process while still addressing the environmental regulations and guidance documents | |
| **Digitize guiderail database** | *TBD* | TBD | | |
| **Digitize right-of-way data** | *TBD* | TBD | • Create mosaic to display all right-of-way assets owned by DOT in blueprint fashion<br>• Create dataset of all right-of-way assets | |
| **Digitize police report data** | *TBD* | TBD | • Create searchable database | |
| **Increase use of electronic forms** | *TBD* | TBD | • Utilize cloud-based document management system and lean internal processes<br>• Standardize critical business processes across districts | |

✓ Initiative in progress   ✓ Discussed, not in progress

Excludes all items noted as "On-Going Support" or "Completed". Initial investment to automate/digitize process not included.
Source: DOT input

# Automation/digitization opportunities | DOT (IV/VII)

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | | In progress? |
|---|---|---|---|---|---|
| | | | | **✓** Initiative in progress    **✓** Discussed, not in progress | |
| **Digitize scenic land strip data** | *TBD* | TBD | | | |
| **Digitize tracking of physical inventory** | *TBD* | TBD | • Utilize mobile applications | | |
| **Implement electronic signature technology** | *TBD* | TBD | | | |
| **Implement facility management work order system compatible with existing systems** | *TBD* | TBD | • System should tie into Financial, Inventory Control, and Asset Management modules | | |

# Automation/digitization opportunities | DOT (V/VII)

| | | | | Initiative in progress | Discussed, not in progress |
|---|---|---|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | | In progress? |
|---|---|---|---|---|---|
| **Digitize disadvantaged business and contractor prequal process** | *TBD* | TBD | • Allow disadvantaged businesses (DBEs) to apply and renew status online | | |
| **Digitize code enforcement for municipal building departments** | *TBD* | TBD | • Utilize off-the-shelf software package that deals with permitting/inspection / close-out / occupancy to improve organization | | |
| **Implement adaptive traffic control system** | *TBD* | TBD | • Traffic signal timing would change based on actual traffic flow | | |
| **Digitize tracking of fuel station tank volume** | *TBD* | TBD | | | |
| **Digitize material storage documents** | *TBD* | TBD | | | |

Excludes all items noted as "On-Going Support" or "Completed". Initial investment to automate/digitize process not included.
Source: DOT input

# Automation/digitization opportunities | DOT (VI/VII)

Initiative in progress          Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Digitize Highway Safety Office grants management** | *TBD* | TBD | • Utilize web-based grant application and reimbursement system that will generate timely submission of accurate enforcement grants and reimbursements utilizing electronic signature capabilities | ✓ |
| **Further digitize internal permitting for water/natural resources unit** | *TBD* | TBD | | |
| **Digitize regulation and permitting of livery transportation companies** | *TBD* | TBD | • Utilize RCIS application | ✓ |
| **Increase tracking of Major Traffic Generator applications** | *TBD* | TBD | | ✓ |
| **Digitize tracking of vehicle repairs** | *TBD* | TBD | | |

Excludes all items noted as "On-Going Support" or "Completed". Initial investment to automate/digitize process not included.
Source: DOT input

# Automation/digitization opportunities | DOT (VII/VII)

| | | | | Initiative in progress ✓   Discussed, not in progress ○ |
|---|---|---|---|---|

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Update Newington/ Bridgeport Access database** | *TBD* | TBD | • Replace the existing Access databases used in Newington and Bridgeport Ops., Centers with more current programs<br>• Determine if custom database solutions can be replaced by a new product developed and supported by IT | |
| **Potentially outsource closed loop traffic signal system software** | *TBD* | TBD | • Highway Operations currently investigating whether closed loop traffic signal system software will remain on the DOT network (which will require additional IT resources) or whether it could be outsourced to run on the Cloud | ✓ |
| **Expand use of cellular modems for closed loop traffic signal systems** | *TBD* | TBD | • Replace existing dial-up modems | |
| **Digitize and standardize FEMA reimbursement request process** | *TBD* | TBD | | |
| **Automate equipment resource allocation and distribution** | *TBD* | TBD | | |

Excludes all items noted as "On-Going Support" or "Completed". Initial investment to automate/digitize process not included.

# Automation/digitization opportunities | DSS

| | | | | Initiative in progress | Discussed, not in progress |
|---|---|---|---|---|---|
| **Opportunity** | **Est. annual FTE hours saved and retirement implications** | **Est. annual cost savings** | **Detail** | | **In progress?** |
| **Streamline Affirmative Action data download from CoreCT** | *TBD* | TBD | | | |
| **Converting case visit documentation system to Salesforce** | *TBD* | TBD | | | |
| **Further automate call centers** | *TBD* | TBD | | | |
| **Further automating eligibility document approval process** | *TBD* | TBD | | | |

Initial investment to automate/digitize process not included
Source: DSS input

# Automation/digitization opportunities | OEC

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| | | | | ✓ Initiative in progress    ◯ Discussed, not in progress |
| **Utilize Citizen One Stop for resident call support** | *n/a – already outsourced to United Way* | $800-900k | • Receiving resident calls estimated to result in ~30% reduction in call volume to United Way and simplify system for residents<br>• CCDF funds could be applied elsewhere as needed | ✓ |
| **Utilize mobile inspections** | ***10k+***<br>• Reduces work for licensors; high retirement rate expected | $400k+ | • Replace current paper forms and reduce travel time for licensors<br>• Potential for real-estate cost reduction due to licensers no longer needing office space to process paperwork | ✓ |
| **Automate grant reporting activities** | ***3-3.5k+***<br>• Grant-related staffing already low, with further retirements expected | $150-175k+ | • Majority of OEC budget is from federal grants – meeting requirements requires significant effort<br>• Providers often produce multiple reports for different programs<br>• OEC using Preschool Development Grant to develop program reporting software and automate data reports | ✓ |
| **Add live fingerprint scans for background checks** | ***2.5-3k+***<br>• Reduces administrative work; high retirement rate expected | $100-125k+ | • Reduce need to mail cards, re-process unusable submissions, etc<br>• Could be incorporated into state-wide background check system | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: OEC input; CT STARS

# Automation/digitization opportunities | OPM

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Automate grant reporting activities** | ***TBD***<br>• Reduces administrative work; high retirement rate expected | *TBD* | • Grant reporting performed by several divisions within OPM<br>• Centralizing could create standard forms and reduce administrative effort<br>• Large investment and federal funding monitoring required | |

✓ Initiative in progress    ✓ Discussed, not in progress

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: OPM input; CT STARS

# Automation/digitization opportunities | SDE (I/III)

| | Initiative in progress | Discussed, not in progress |

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Streamline "purple sheet" document review process** | ***25-50k+***<br>• Administrative staff process large numbers of documents; high retirement rate expected | $1-2m+ | • Approval process for documents often involves multiple passes through various departments including Legal, Fiscal, Commissioner's office, etc.<br>• Documents that are irrelevant for a given department generate unnecessary churn and administrative complexity<br>• Automated process with ability to pre-flag required reviewers based on standard set of rules (e.g. any mention of statutes requires Legal review) would reduce time spent per document and minimize irrelevant reviews | |
| **Continue automation of certification processes** | ***50-60k+***<br>• Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill | $1-1.5m+ | • BESC has undergone several years of LEAN training to streamline processing with declining staff/resources<br>• Existing online certification system, Connecticut Educator Certification System (CECS), processes ~60-70% of applications online<br>• DocuSign and eCert being considered to modernize additional processes–concerns about costs and inability to handle nuances (e.g. educators holding multiple certificates), respectively<br>• Conversations with Parchment to streamline etranscript process ongoing | ✓ |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.

✓ Initiative in progress    ○ Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Standardize contracts and streamline online grant approval process** | *400-500+*<br>• Performed by administrative staff; high retirement rate expected | $20-25k+ | • Contract templates do not currently exist; process could be automated so only new/specific information changes and boiler plate language (e.g. assurances) remains fixed<br>• Approval forms currently require both wet signatures and online system approval<br>• Expand existing online system capabilities to include additional grants, e.g. Perkins grants | |
| **Automate Teacher Negotiation Act (TNA) supervision** | *300-400+*<br>• Increases capacity of Educational Consultants, potentially reducing need for backfill | $20-25k+ | • Office of Commissioner of Education facilitates local board of education negotiations and must supervise TNA process, track and post timelines/dates, assign mediators and arbitrators, etc | |
| **Digitize HR forms and integrate with CORE** | *700-900+*<br>• Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill | $15-20k+ | • Existing HR processes involve duplicative approvals and manual data transfer between systems<br>• Opportunities include:<br>  - Allow for online timesheet approval and reimbursements<br>  - Issue automated reminders for outstanding forms<br>  - Expand existing systems to facilitate new processes, e.g. use Electronic Leave Request system for telework approval | |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: SDE input; CT STARS

# Automation/digitization opportunities | SDE (III/III)

| | | | | Initiative in progress ○ Discussed, not in progress | |
|---|---|---|---|---|---|
| **Opportunity** | **Est. annual FTE hours saved and retirement implications** | **Est. annual cost savings** | **Detail** | | **In progress?** |
| **Streamline awards scoring and program monitoring** | ***100-150+***<br>• Increases capacity of Educational Consultants, potentially reducing need for backfill | $5-9k+ | • Existing processes include significant manual data transfers, e.g. Qualtrix to Excel, Educator Data Base to EASTCONN dashboards, and systems could be streamlined<br>• Candidate awards/programs for review include:<br>  - Teacher Education and Mentoring Program (TEAM)<br>  - Anne Marie Murphy Paraeducator of the Year | | |
| **Automate Alliance District data monitoring** | ***100-150+***<br>• Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill | $4-5k+ | • Data for 33 Alliance Districts (districts with low Accountability Index measures) is reviewed 3x/year to inform monitoring meetings<br>• Process could be further automated | | |

# 3.3.1
# Common payment platform

# Payment processes differ across agencies despite availability of common payment platform

## What we heard

- Individual agencies determine processes for receiving payments with no central mandate

- Agencies are primarily responsible for procuring and deploying relevant technology and systems

- Payment methods include cash/check, PayPal, and credit cards and can vary within agencies

- Payment processing is often highly manual and requires high administrative capacity to e.g. process cash and check payments

## DAS and Office of the Treasury input

- Office of the Treasury houses master credit card processing contract with GlobalPay – last renegotiated FY20

- Est. ~17% of state-wide transactions[1] are processed via GlobalPay platform with average fees of 1.3-3.3%

- Existing GlobalPay contract limits functionality – e.g. no ability to accept payments from digital wallets

- Visibility is limited on end-to-end payment process, making it challenging to identify opportunities for improvement

# Further streamlining payment processes could help realize several sources of value

**Lower fees/charges** by optimizing use of lower-cost platforms/payment methods
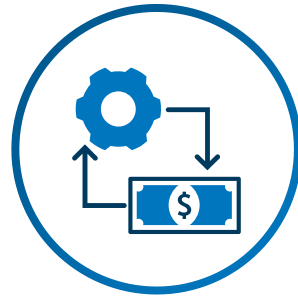
**Reduced operational costs** through increased automation and fewer employees needed to process payments, staff call center

**Revenue uplift** from increased compliance, earlier payment
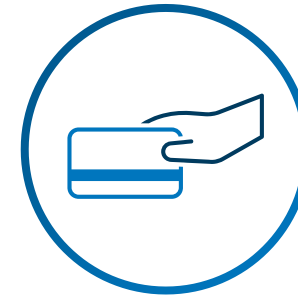
**Simplified resident experience** for submitting and tracking payments
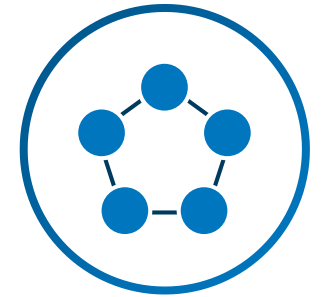
**Streamlined operating model** with clearer visibility into state-wide fees, transaction volumes, and processes

# Est. ~17% of transaction value processed via the common platform; opportunity to realize savings and increase total revenue through streamlining processes

Transaction volume by platform ($m)[1]

$1,461

$1,209
(83%)

$252
(17%)

Platform-unknown transactions

GlobalPay transactions

**Revenue uplift** from improved compliance and earlier payment

**Reduced operational costs** through automation and workforce efficiencies

**Lower fees/charges** by optimizing use of lower-cost platforms/payment methods

# Utilization of common platform is uneven, with many agencies and departments not utilizing it at all despite high transaction volumes



$m   ■ Non-GlobalPay transactions   ■ Common platform volume

| Category | Total | Non-GlobalPay | Common platform |
|---|---|---|---|
| Motor Vehicles | 416.3 | 238.9 | 177.4 (43%) |
| Lottery | 347.7 | | |
| Revenue Svcs | 236.9 | 236.8 | 0.1 (0%) |
| Insurance | 62.5 | 62.2 | 0.3 (1%) |
| Judicial | 51.6 | | |
| Public Health | 44.3 | | |
| Consumer Protection | 43.6 | 9.4 | 34.2 (78%) |
| Env. Protection | 32.6 | 27.8 | 4.8 (15%) |
| Sec. of State | 31.9 | 7.0 | 24.9 (78%) |
| Admin. Svcs | 30.2 | 29.1 | 1.1 (4%) |
| Emergency Svcs & Public Protection | 19.4 | | |
| Comptroller | 15.8 | | |
| Transportation | 13.7 | 7.3 | 6.4 (47%) |
| Treasurer | 8.5 | | |
| Banking | 5.3 | 5.3 | 0.0 (0%) |
| Medical Examiner | 3.3 | | |
| State Education | 2.7 | 0.8 | 1.9 (70%) |
| Social Svcs | 2.6 | | |
| Agriculture | 2.3 | 1.4 | 1.0 (41%) |

Note: All figures are for FY20; excludes ~$26m in GlobalPay transactions categorized as "State of CT - License"; excludes UConn and other non-SDE education systems; excludes "XCX" category from General Ledger report; revenue figures exclude federal grants, escheats, recoveries, interest, refunds of prior year expenditures, non-sales/use taxes, and DRS sales/use taxes
Source: State of Connecticut General Ledger report; GlobalPay transaction volumes via Office of the Treasurer

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# 3.3.2
# Common document management platform

# Implementing a state-wide digital document management system could improve data hygiene and increase capacity individual agency capacity

## What we heard

> " *Any time we need to provide a policy update, we send blast faxes to facilities*

> " *We have millions of detailed records in hard copy*

> " *Employees of all levels have to manually enter data every day to keep up*

> " *We receive all our eligibility applications on paper and each takes hours to process*

## Potential benefits of a state-wide digital system

**Improved data hygiene** and visibility into historical records

**Reduced workload for clerical and administrative staff** freeing capacity for other tasks and reducing need to backfill vacant positions

**Increased standardization of interfaces** for residents, providers, and other third parties

**Reduced physical footprint** allowing for more efficient use of office space

# 3.3.3
# Automate Affirmative Action reporting

# Automating and centralizing Affirmative Action reporting could generate significant efficiencies and reduce manual effort for individual agencies

### Multiple agencies have dedicated Affirmative Action staff (not exhaustive)[1]

**Transportation:** 9 employees

**Correction:** 5 employees

**Mental Health/Addiction Services:** 4 employees

**Developmental Services:** 3 employees

**Motor Vehicles:** 3 employees

**Labor:** 1 employee

### Manual effort, lack of standardization were common pain points raised during agency engagement

> *The yearly Affirmative Action plan is thousands of pages long and requires year-round staffing*

> *Affirmative Action staff involvement is very variable across agencies*

> *It would make more sense for [Agency X] not to individually handle Affirmative Action reporting*

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**Est. 75-100+[2] FTE of effort dedicated to AA reporting state-wide not including central team**
**Automation and centralization could result in 30%+ reduction in work required (*20-30+ FTE, $1.5-$2m+*)**

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# 3.3.4
# Department of Motor Vehicles (DMV) digitization

As retirements hit front- and back-office staff, multiple levers to mitigate build-up of wait-times and backlogs

## Extend employee time/productivity

- Extend hours
- Leverage alternate shift models (e.g., split shifts, 9x80, 4x10, etc.)
- Maximize staffing during morning and lunch rushes
- Focusing on predictability of hours to lower absenteeism

## Add temporary capacity

- Leverage temp employees during peak periods and/or to support the REAL ID surge
- Use mobile units and employees in highest demand branches

## Add long term capacity

- Add additional terminals to busiest branches
- Outsource select services to contractors (e.g., AAA) or to schools
- Open new branches (either DMV operated or out-sourced)

**Best practices observed at other DMVs nationally**

## Efficiency

- Issue ticket immediately upon arrival—give greeters tablets to check people in and start / complete transactions while in line
- Improve triage efficiency and leverage express/priority lanes based on complexity of transactions
- Use online verification of documents to reduce time in branch
- Direct customers to self-service kiosks/computers for transactions that could be completed online

## Accessibility

- Have 24/7 accessible self-service kiosks at various locations
- Expand usage of partner third-parties that offer DMV services
- Employ a mobile branch for accessibility and support

## Data and performance tracking

- Track performance and customer satisfaction and use to drive real-time business decisions and long-term strategy

# Transaction channel | CT offers fewer transactions online than other states; opportunity to add renewals, duplications, COAs and more

## Observed transactions online by state[1]



| | CT | MA | NJ | NY | CA |
|---|---|---|---|---|---|
| | 17 | 51 | 11 | 36 | 29 |

DMV FTE per 10k residents

| CT | MA | NJ | NY | CA |
|---|---|---|---|---|
| 2.3 | 1.1 | 3.1 | 1.2 | 2.5 |
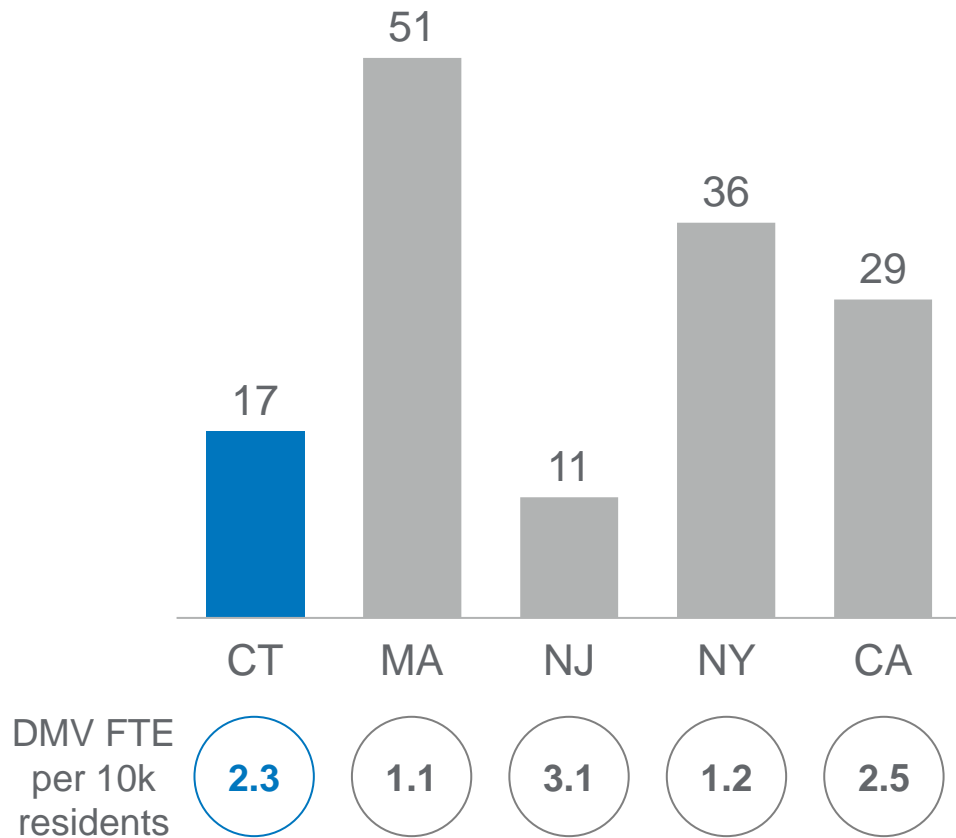
## Potential Opportunities

- Bringing per capita staffing in line with MA and NY would yield annual savings of tens of millions of dollars
- Do-It-Yourself services and virtual offices shift tasks to customers and allows for reduction in backfilling needs, while bringing forward much-needed revenue during COVID-19 pandemic
- Primary transactions to prioritize include:
    - Pre-apply online for new licenses
    - Vehicle registration
    - Change of Address (inc. on driver's license / ID)
    - Renew driver's license (including CDL) and state ID *(in progress for non-CDL)*
    - Renew driver's license (including CDL) and state ID
    - Payment of infraction, reinstatement fees, etc.
    - At-home knowledge testing (class D)
- Shifting full and partial transactions online reduces wait times
    - Critical to implement changes before REAL ID demand surge
    - Validate documents before completing transactions in-person (exception for REAL ID)

1. Not exhaustive – reviewed and collapsed to ensure appropriate comparisons
Note: Based on state DMV websites for online services
Source: State budgets, personnel reports

# Within DMV, customer-facing representatives and inspectors are bulk of retirement eligible workers – potential for long wait-times and backlogs

| Function | Cost ($m) | FTE | FTE retirement eligible |
|---|---|---|---|
| Motor Vehicle Examiner/Analyst | $19.5 | 351 | 83 (24% of current) |
| Motor Vehicle Inspector/Agent | $4.6 | 71 | 18 (25% of current) |
| MV Operating License Agent | $4.0 | 65 | 20 (31% of current) |
| Secretary / Clerk / OA | $2.3 | 52 | 18 (25% of current) |
| IT Analyst | $3.1 | 30 | 30 (27% of current) |
| ProcessingTechnician | $1.5 | 26 | 12 (46% of current) |
| Motor Vehicle Program Coord. | $1.7 | 18 | 8 (44% of current) |
| Other | $12.4 | 151 | 41 (40% of current) |
| **Total** | **$49m[1]** | **764** | **228 (30% of current)** |

# Based on other states who have invested in DMV digitization efforts, CT could realize tens of millions of dollars in expense savings and revenue uplift

## DMV Expense Reductions

| | Internal Target (High) | Internal Target (Low) | Rec. Adj. to FY23 Budget |
|---|---|---|---|
| DMV FTEs/ 10K residents | 1.2 | 1.8 | 1.9 |
| FTE savings | ~400 | ~165 | ~150 |
| Cost savings | ~$26m | ~$11m | ~$8-10m |

## DMV Potential Top-Line Impact

| | Internal Target (High) | Internal Target (Low) | Rec. Adj. to FY23 Budget |
|---|---|---|---|
| Revenue backlog | Unknown | | |
| Est. revenue backlog reduction | ~$9m | ~$6m | $5-7m |
| Potential net budget impact | ~$35m | ~$17m | ~$13-17m |

## Assumptions and Takeaways

- Top-down and bottoms-up analysis indicate annual expense savings potential of at least several millions of dollars
- CT DMV staffing per capita ratio is ~2x that of more digitally mature peers (MA and NY)
- Leadership did not cite revenue or transaction backlogs as an issue, but agency lacks ability to accurately measure
  - Given prevalence of backlogs at DMVs nationwide pre-pandemic, highly manual processes within CT DMV and pandemic-induced branch closures, significant backlogs are expected
  - Benchmark states further along on digital maturity curve than CT

# Priority should be on moving high value transactions online as well as further digitizing those already online (i.e., increased share or components)

| Transactions/processes to (further) digitize | 2019 Volume | FTEs saved | Cost reduction ($M) | CT | MA | NJ | NY | CA |
|---|---|---|---|---|---|---|---|---|
| New Registration | 220+ | 49 | ~$2.0 | | | | ✓ | |
| Cancel Registrations | 293K | 26 | ~$1.1 | ✓ | ✓ | | | |
| Driver Services—Medical Reporting Schedule | 62K | 22 | ~$1.3 | | | Unknown | | |
| Check Payment Processing for Services | 71K | 11 | ~$0.8 | | | Unknown | | |
| Driver's License Renewal | 96K | 16 | ~$0.7 | Delayed | ✓ | ✓ | ✓ | ✓ |
| Boat Registration Renewals | 86K | 11 | ~$0.6 | | ✓ | | | ✓ |
| Driver License Duplicates | 61K | 11 | ~$0.6 | Delayed | ✓ | ✓ | ✓ | ✓ |
| Change of Address | 53K | 4 | ~$0.2 | Delayed | ✓ | ✓ | ✓ | ✓ |
| | | 150 | $8M | | | | | |

Once digitized, CT should use financial and convenience incentivizes for self-service tools

Bulk of recommended savings can be found within <10 transactions

## Additional transactions to further digitize w/o CT data

| | 2019 Volume | | CT | MA | NJ | NY | CA |
|---|---|---|---|---|---|---|---|
| CDL New Issuance | ~1K | | | ✓ | | ✓ | |
| CDL License Renewal | 16K | | | ✓ | | | ✓ |
| Non-Driver ID Renewal | 7K | Data Not Available | | ✓ | | ✓ | ✓ |
| Transfer Out-of-State License | N/A | | | | | | |
| CDL Downgrade to Passenger License | N/A | | | ✓ | | | |

Prioritize transactions with (i.) high volumes, (ii.) self-service in peer states and (iii.) those likely to see increases in demand

Note: Assumes 50% of FTE time spent on transaction processing (remainder spent on paperwork, idle, breaks, etc.)
Source: CT DMV, external analysis

# Statutory changes required to expand scope of partner transactions and ease burden on DMV from retirement surge

## Limited use of partners today…

Partners limited to AAA and Nutmeg Credit Union[1]

Statutes permit these partners to perform few functions, including:
- License/ID renewal
- License/ID replacements
- Change of address and/or name
- Copy of driver's history

Transactions which involve more complexity (e.g., titles and registrations, paying municipal vehicle property tax owed) not permitted or feasible without data integration

Self-service kiosks not approved for usage in CT

## …should be expanded to increase capacity at DMV branches for complex transactions

Cannibalizing partner functions may produce limited net efficiency opportunities, necessitating expanded scope of activities for partners and usage of kiosks
- Transactions currently allowed should be included in DMV's online service offerings
- Requires statutory changes

Offload more complex tasks to third-parties who see partnership as win-win
- ~40% of Nutmeg's new accounts came from DMV affiliated branches[2]

Partner-model enables residents to be serviced more quickly and allows DMV to rationalize footprint without placing burden on residents

# Transaction channel | DMV goal should aim to limit customers' in-person appearance to a single time as all transactions become digitized and automated

Ideal future state should need customers onsite at a branch once in their lifetime

Leverage electronic verification from other trusted federal and state agencies wherever possible (e.g., DRS, DOL)

All paperwork and transactions should be digitized and automated
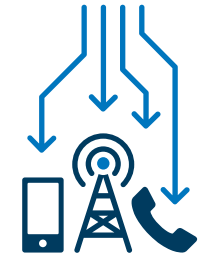
All services that can be performed outside of a DMV location should be made available (e.g., mobile, web site, partners, etc.)

# Multiple technologies and shared-services can be used to ease burden on manual back-office processes
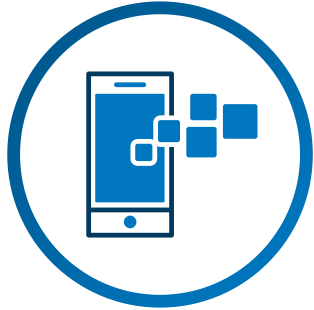
## Enhance online customer portal

- Self-service appointment scheduling with optimized scheduling
- Chatbots / voicebots to answer FAQs
- Real-time status check
- Self-uploading of documents with AI for validation

## Digital document reading and storage

- Use of Natural Language Understanding, Optical Character Recognition and Robotic Process Automation to read and upload documents
- Use of e-Signature software to mitigate need for "wet signatures", print & mail operations
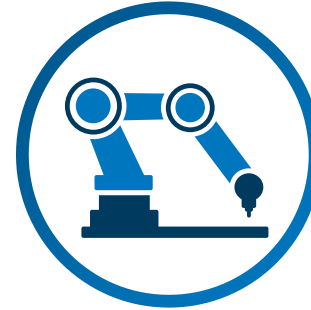
## Back-office automation

- Expanded use of electronic payments
- Automatic banking / check deposits
- Streamlined IT systems
- Integration with other state agencies for single resident POV (i.e., Citizen One Stop integrating DRS, DMV, DOL, etc.)

## Performance management

- Implement real-time performance management dashboards to enable reps. and managers to view performance trends
- Include token rewards (e.g., gift cards, commissioner calls, etc.) to drive productivity

# Online benchmarking (I/V)

| Services | Est. Volume/ Impact Rank | Connecticut | Massachusetts | New Jersey | New York | California |
|---|---|---|---|---|---|---|
| Apply for a State ID | High | | ✓ | | | |
| Cancel Registration and License Plates | High | ✓ | ✓ | | | |
| CDL—Complete New Issuance (must have passed road test) | High | | ✓ | | | |
| CDL—Renew My Commercial (Class A, B, C) Driver's License | High | | ✓ | | ✓ | ✓ |
| Change My Address | High | | ✓ | ✓ | | ✓ |
| Change Name on My License/ID | High | | ✓ | | | |
| Pay Emissions Test Late Fee | High | ✓ | | | | |
| Pay My EZ Pass Fees | High | | ✓ | | | |
| Pay My License and Road Test Fees | High | | ✓ | | | |
| Pay My Vehicle Sales Tax | High | | ✓ | | | |
| Pre-upload REAL ID Documents | High | No | No | No | No | Yes |
| Register My Vehicle | High | | ✓ | | ✓ | |
| Register to vote online here | High | ✓ | ✓ | | ✓ | |
| Reinstate My License | High | | | | ✓ | |
| Reinstate My Registration | High | | ✓ | ✓ | | |
| Renew a Motor Carrier Permit | High | | | | | ✓ |
| Renew my Driver's License | High | | ✓ | ✓ | ✓ | ✓ |
| Renew non-driver ID | High | | ✓ | | ✓ | |
| Renew Registration | High | ✓ | ✓ | ✓ | ✓ | ✓ |
| Replace Damaged License Plates | High | ✓ | | | | |
| Replace My License ID | High | | ✓ | ✓ | ✓ | ✓ |

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# Online benchmarking (II/V)

| Services | Est. Volume/ Impact Rank | Connecticut | Massachusetts | New Jersey | New York | California |
|---|---|---|---|---|---|---|
| Replace My Lost/Damaged Plate | High | | ✓ | | | |
| Replace My Plate Return Receipt | High | | ✓ | | | |
| Replace My Registration | High | ✓ | ✓ | ✓ | ✓ | |
| Replace My Title | High | | ✓ | | ✓ | |
| Replace non-driver ID | High | | | | ✓ | |
| Transfer My Out of State License | High | | ✓ | | | |
| Apply for a Learner's Permit | Medium | | ✓ | | | |
| CDL—Downgrade to a Passenger License | Medium | | ✓ | | | |
| Order a Disability Placard or Plate | Medium | | ✓ | | | |
| Order a Special/Vanity Plate | Medium | ✓ | ✓ | ✓ | ✓ | ✓ |
| Pay driver responsibility assessment | Medium | | | | ✓ | |
| Pay for additional road test | Medium | | | | ✓ | |
| Pay Infraction Ticket (e.g., parking and traffic tickets) | Medium | ✓ | ✓ | ✓ | ✓ | |
| Pay insurance lapse civil penalty | Medium | | | | ✓ | |
| Pay suspension termination fee | Medium | | | | ✓ | |
| Reprint Registration Certificate (There is no fee to reprint a registration certificate online) | Medium | ✓ | | | | |
| Request a Duplicate Title | Medium | | | | | ✓ |
| Request a Temporary Driver License Extension | Medium | | | | | ✓ |
| Request Replacement Sticker or Registration Card | Medium | | | | | ✓ |

# Online benchmarking (III/V)

| Services | Est. Volume/ Impact Rank | Connecticut | Massachusetts | New Jersey | New York | California |
|---|---|---|---|---|---|---|
| Restore license after revocation | Medium | | | | ✓ | |
| Schedule to take a road test | Medium | ✓ | ✓ | ✓ | ✓ | |
| Senior License Renewal (must be at least 74 years old) | Medium | | ✓ | | ✓ | |
| Transfer a Title | Medium | | | | | ✓ |
| Transfer My Out of State Registration | Medium | | ✓ | | | |
| Add/Remove a Lienholder on a Title | Low | | ✓ | | | |
| Add/Remove Affidavit of Non-Use | Low | | | | | ✓ |
| Amend My Registration | Low | | ✓ | | | |
| Appeal a ticket conviction | Low | | | | ✓ | |
| Apply for a Liquor ID | Low | | ✓ | | | |
| Apply for a Salvage/Owner Retained Title | Low | | ✓ | | | |
| Apply for a Vehicle Salesperson License | Low | | | | | ✓ |
| Be an organ, eye, or tissue donor | Low | | ✓ | ✓ | ✓ | |
| Calculate Estimates of Vehicle Registration/Licensing Fees | Low | | | | | ✓ |
| CDL—COMMERCIAL Permit Exam (Class A, B, or C) | Low | | ✓ | | | |
| CDL—Self Certify a Commercial Driver's License | Low | ✓ | ✓ | | | |
| Check Driver's License Status | Low | ✓ | | | ✓ | |
| Check driving privilege status and points | Low | | | | ✓ | |
| Check Property Tax, Insurance, Emissions and Other Compliance Issues | Low | ✓ | | | | |

| Services | Est. Volume/ Impact Rank | Connecticut | Massachusetts | New Jersey | New York | California |
|---|---|---|---|---|---|---|
| Child Safety Class Registration | Low | ✓ | | | | |
| Complete a Notice of Transfer and Release of Liability | Low | | | | | ✓ |
| Correct a Title | Low | | ✓ | | | |
| Driver's License Suspension Payments | Low | ✓ | ✓ | | | ✓ |
| Extend My Temporary Plate | Low | | ✓ | | | |
| File for Planned Non-Operation | Low | | | | | ✓ |
| Fill out a Driver License/ID card Application | Low | | | | | ✓ |
| Find a Traffic School | Low | | | | | ✓ |
| Find vision test location near you | Low | | | | ✓ | |
| Get a copy of a TVB ticket | Low | | | | ✓ | |
| IRP—Register a New Vehicle | Low | | ✓ | | | |
| IRP—Renew My Apportioned Registration | Low | | ✓ | | | |
| Look up an Active Motor Carrier Permit Holder | Low | | | | | ✓ |
| Look up Occupational Licensing Status | Low | | | | | ✓ |
| Lookup Registration Status | Low | ✓ | | | | |
| Partial Year Registration (PYR) | Low | | | | | ✓ |
| Pick Up My Vanity Plate | Low | | ✓ | | | |
| Replace My Liquor ID | Low | | ✓ | | | |
| Request a Crash Report | Low | | ✓ | | | |
| Request a Public Driving Record | Low | | ✓ | ✓ | | ✓ |

# Online benchmarking (V/V)

| Services | Est. Volume/ Impact Rank | Connecticut | Massachusetts | New Jersey | New York | California |
|---|---|---|---|---|---|---|
| Request a Refund of Vehicle/Vessel fees | Low | | | | | ✓ |
| Request your Vehicle Record | Low | | | | | ✓ |
| Schedule and or Pay for a Salvage Inspection | Low | | ✓ | | | |
| Submit a Medical Exam Report | Low | | | | | ✓ |
| Take a Professional Driver Instructor Exam | Low | | ✓ | | | |
| Take a School Pupil Transport Exam | Low | | ✓ | | | |
| Title My Vehicle | Low | | ✓ | | | |
| Track License/ID Delivery Status | Low | ✓ | | | | |
| Transfer Vehicle to a Surviving Spouse | Low | | ✓ | | | |
| Update Lawful Presence Verification | Low | | ✓ | | | |
| View Fatal Crash Administrative Hearings | Low | | | | ✓ | |

# Automation/digitization opportunities | DMV (I/IV)

✓ Initiative in progress    ✓ Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Further digitize new registrations** | ***30-40k+***<br>• Conducted by examiners; high retirement rate expected | $700-900k+ | • Online dealers already perform ~30% of new registrations<br>• DMV recently deployed Out of State Dealer Registration and Pre Registration portals | ✓ |
| **Streamline Medical Reporting schedule** | ***15-20k+***<br>• Conducted by administrative staff; high retirement rate expected | $500-600k+ | • Single process with single notice would replace 3 separate processes (establishing due date, notifying driver, and suspending for non-compliance) | |
| **Fully digitize registration cancellation** | ***20-24k+***<br>• Conducted by examiners; high retirement rate expected | $400-500k+ | • DMV already allows online cancellation if plate has not expired; seeking to fully digitize | ✓ |
| **Automate check payment processing for services** | ***8-10k+***<br>• Conducted by administrative staff; high retirement rate expected | $250-350k+ | • In-person staff currently required to receive checks by mail, apply payments to customer accounts, and prepare bank deposits | |
| **Complete digitization of Driver's License renewals** | ***10-12k+***<br>• Conducted by examiners; high retirement rate expected | $250-300k+ | • Currently being digitized via SalesForce project<br>• Lockbox mail-in process being stood up as well, and CIOU and DS Divisions are processing mail-in renewals<br>• Business partners already provide ~45% of renewals | ✓ |

FY 2019 transaction volumes used
Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DMV input; CT STARS

# Automation/digitization opportunities | DMV (II/IV)

| | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | | | |
|---|---|---|---|---|---|
| **Opportunity** | | | **Detail** | | **In progress?** |
| ● Initiative in progress  ○ Discussed, not in progress | | | | | |
| **Digitize boat registrations renewals** | ***80-100k+***<br>• Conducted by examiners; high retirement rate expected | $250-300k+ | • DMV has previously worked on a venture with CT Dealers and Marine Trade Assoc to allow renewals online using Dealer Online System | | |
| **Digitize Driver's License duplicates** | ***8-10k+***<br>• Conducted by administrative staff; high retirement rate expected | $200-250k+ | • DMV seeking to digitize via SalesForce project as well – duplicates currently processed in-person | | ○ |
| **Digitize address updates** | ***3-3.5k+***<br>• Conducted by administrative staff; high retirement rate expected | $50-75k+ | | | ○ |
| **Automate Driver's History requests** | ***1.5-2k+***<br>• Conducted by examiners; high retirement rate expected | $30-40k+ | • Typically requires multiple examiners | | |
| **Automate Ignition Interlock Device (IID) removal authorization** | ***1-1.4k+***<br>• Conducted by analysts; high retirement rate expected | $25-50k+ | • Automated notice to customer and IID vendor that IID requirement is complete would free analysts to do other work | | |

FY 2019 transaction volumes used
Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DMV input; CT STARS

# Automation/digitization opportunities | DMV (III/IV)

✅ Initiative in progress   🟡 Discussed, not in progress

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Fully digitize registration renewals** | *1-1.5k+*<br>• Conducted by examiners; high retirement rate expected | $20-30k+ | • ~85% of renewals conducted through mail-in lockbox system or online – remaining 15 % will visit branch<br>• Renewals being expanded to DMV business partners such as AAA and Nutmeg. | ✅ |
| **Digitize billing process** | *500-600+*<br>• Conducted by accounting staff; high retirement rate expected | $20-25k+ | • Billing process currently manual and includes: sending invoice letters to customers, manual QuickBooks tracking, processing flags/restrictions on customer accounts, collection enforcement actions, and cashiering payments | |
| **Automate call center resident support where feasible** | *750-1k+*<br>• Conducted by administrative staff; high retirement rate expected | $15-20k+ | • ~45 calls received daily | |
| **Fully automate Affirmative Action reporting** | *500-600+*<br>• One of 3 Equal Employment Opp. Staff retirement-eligible | $15-20k+ | • Already partially automated; CHRO is charged with fully automating per statute | ✅ |
| **Implement portal for medical professionals to complete medical reports** | *200-350+*<br>• Conducted by analysts; high retirement rate expected | $10-12k+ | • Online form would force medical professionals to complete and answer all required sections/questions, eliminating incomplete/unreadable forms that need to be handled multiple times<br>• Portal would store completed forms, similar to CDL portal | |

FY 2019 transaction volumes used
Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DMV input; CT STARS

# Automation/digitization opportunities | DMV (IV/IV)

|  | ⊘ Initiative in progress | ⊘ Discussed, not in progress |
| --- | --- | --- |

| Opportunity | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
| --- | --- | --- | --- | --- |
| **Fully automate customer refund request processing** | ***150-200+***<br>• Conducted by administrative staff; high retirement rate expected | $5-8k+ | • Requests received from customers, branches, and contact center (email)<br>• Majority entered into CIVLS in automated fashion, but ~10% are still processed manually | |
| **Digitize boat cancellations** | ***200-250+***<br>• Conducted by administrative staff; high retirement rate expected | $3-5k+ | • Multiple employees may be required depending on season | |
| **Digitize title duplications** | ***150-200+***<br>• Conducted by examiners; high retirement rate expected | $2-4k+ | | |
| **Complete digitization of registration duplicates** | ***<100+***<br>• Conducted by examiners; high retirement rate expected | <$1k | • DMV's online system can already service this transaction<br>• DMV business partners will also be able to service this transaction | ✓ |

FY 2019 transaction volumes used
Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included.
Source: DMV input; CT STARS

# Fees | DMV fees in-line with peers; opportunity to add CPI-indexing, safety inspections and EV fees

|  | CT | MA | NY |
|---|---|---|---|
| New License | $84.00 | $75.00 | $164.50 |
| Duration (years) | 5.5-7 years | 5 | 8 |
| License Renewal | $72.00 | $50.00 | $64.50 |
| Duration (years) | 6 | 5 | 8 |
| Renewal Late Fee | $25.00 | None; 2 years cap | $25-40 for < 60 days, $75-300 for 60+ |
| Commercial License | $70.00 | $75.00 | $164.5-180.5 (MCTD) |
| Duration (years) | 4 | 5 | 8 |
| REAL ID Cost | $30.00 | $25 upgrade | Same |
| Commercial Renewal Late Fee | $25.00 | N/A | $0 (2 years) |
| Duplicate License | $30.00 | $25.00 | $17.50 |
| Make any change to license | $30.00 | $25.00 | $12.50 |
| Out of State License conversion (Class D) | $124.00 | $115.00 | $65.00 |
| License Exam | $40.00 | $20.00 | $10.00 |
| Learner's Permit | $19.00 | $30.00 | $80.00 |
| Duplicate Learner's Permit | $19.00 | $15.00 | $17.50 |
| Non-Driver ID (new) | $28.00 | $25.00 | $9.00 |
| Duration (years) | 7 | 5 | 4 |
| Inspection Cost | $20 | $35 | $21 |
| Frequency | Bi-annual | Annual | Annual |
| Safety / Emissions | Emissions | Both | Both |

## Potential Opportunities

- No obvious candidate for fee increase (in-line with peers)
- Opportunity to add safety inspections without added cost to State (inspections carried out by private dealers)
- Indexing fees to inflation provides consistent, palatable revenue increases and are seen in other states (e.g., CA, NC, PA)
- Charging for EV & fuel-efficient vehicles offsets gas tax declines, ensures equitable contribution
  - 28 States, including CA, charge $50 to $200 for electric vehicles
  - 12.6k EVs in CT as of July 2020[1]

1. https://www.ncsl.org/research/energy/new-fees-on-hybrid-and-electric-vehicles.aspx

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# New revenue sources | Adding a fee for fuel-efficient vehicles produces little revenue at current EV adoption, but could grow to $2m+/year

## Total Electric Vehicles in CT and Forward Projections



**EVs in CT**

125k EVs on CT roads by mid-2026 requires ~50% CAGR (vs. ~17% last 2 years), though increased federal incentives could serve as catalyst

Legend:
- FY19-20 Rates
- CT Goal

- ~12.6k electric vehicles currently on CT roads today (17% growth YoY)

- Goal of reaching 125k fuel-efficient vehicles by 2025 would result in 20k+ new registrations annually
  - $2m incremental revenue
  - <$1m p.a. at current pace

- Demand-impact likely to be minimal and/or mitigated by new administration

- Consider means-testing new fees to prevent countering adoption goals

# 3.3.5
# Complete revenue services digitization program

# DRS entering second of four phases for tax digitization program

## Initiative goals

- Improve ability for filers to engage with DRS online (myconneCT), including:
  - Filing taxes
  - Sending and receiving messages
  - View filing history and outstanding payments

- Shift channel mix of tax filings from predominantly paper returns to predominantly electronic returns

- Reduce filing errors and allow agency to manage attrition from retirement surge

## Keys to sustaining progress

- Strong project management leadership to hold program accountable to key milestones

- Engagement with variety of stakeholders (e.g., residents, preparers, auditors, policy makers, other agencies, etc.) to optimize design, interface, functionality and data architecture

- Integrating with data-driven tax compliance program to maximize revenue uplift

## $495m

Revenue uplift expected in first 5 years after program completion

# 3.3.6
# Unemployment Insurance (UI) modernization

# Automation/digitization opportunities | DOL

Initiative in progress ✓    Discussed, not in progress ○

| Opportunity` | Est. annual FTE hours saved and retirement implications | Est. annual cost savings | Detail | In progress? |
|---|---|---|---|---|
| **Modernize initial claims processing** | ***50-60k+*** <br> • Initial claims processing currently conducted by clerical staff with anticipated high retirement rate | $1-1.5m+ | • Customer service representatives currently review claims for completeness and transfer from Salesforce Standard Claim Queue to TICS (Telephone Initial Claims System) and IBM (processing, payment, etc.) <br> • Anywhere from 40-100+ processors working at any given time depending on volumes <br> • Modernization process will allow claimant to enter claim directly and remove need for processing <br> • Anticipated timeline for modernization: 1-2 years | ✓ |
| **Implement DocuSign for UI Reemployment Services & Eligibility Assessment Program** | ***2-2.25k+*** <br> • Reduces administrative effort; high retirement rate expected | $50-60k+ | • Currently being tested <br> • Would reduce time spent on intake processes and allow for more efficient direct service provision <br> • Additional cost savings on printing, mailing, and other physical materials | ✓ |

Cost savings estimated based on average annual rate for indicated positions; does not include overtime. Initial investment to automate/digitize process not included
Source: DOL input; CT STARS

# 3.3.7
# Digitize DMHAS patient record

# Implementing an electronic health record for DMHAS facilities could generate significant time and cost efficiencies

## Context

- DMHAS operates 6 local mental health authorities (LMHAs) and two additional in-patient facilities

- DMHAS' lack of an electronic health record (EHR) results in non-standard and heavily manual processes across facilities

- Crucial positions such as nurses and mental health assistants have high numbers of 2022-retirement-eligible employees, creating risk of service disruption at facilities

## Key benefits of an EHR include, but are not limited to…

- **Improved patient care** as a result of better care documentation, access to data, and monitoring of outcomes

- **Increased staff capacity** due to automation and standardization of processes such as medication administration, chart management, and patient intake

- **Cost savings** due to better visibility into spend, lower staff hours, and reduced administrative overhead

DMHAS estimates that implementing an EHR could save 50-60k+ employee hours and $15-20m+ annually while improving resident health experiences and outcomes

# 3.3.8
# New maintenance and inspection tools

# New tools | Using aerial inspection drones mitigates risk in area with large number of retirements and could save up to $17m

## $120m currently spent on bridge renewals, but still behind condition target

- Significant progress made over last ten years at risk from retirement surge and STF insolvency concerns

- 11 of 14 DOT bridge inspectors retirement-eligible

### Share of bridges by FHWA Structural Condition (FY19)
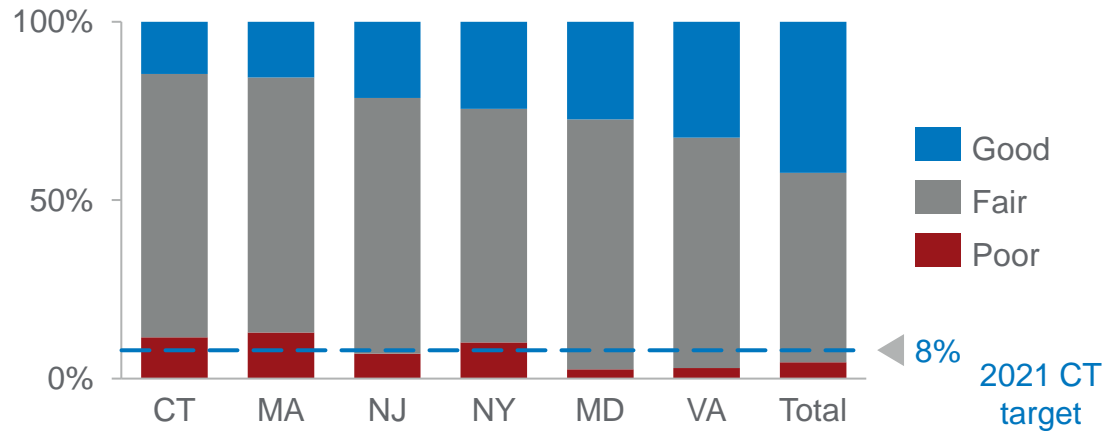


## Opportunity to invest in new tools that save money, time and lives

- Drones free capacity, reduce use of expensive snooper trucks and dangerous rappelling, helps prioritize repairs and attracts new talent (i.e., university partnerships)

- Estimated cost of $1,200 per bridge deck inspection compares to $4,600 under manual procedures[1]



Estimated savings of up to **$17m** on bridge inspections

(excludes new personnel, drone costs, congestion savings)
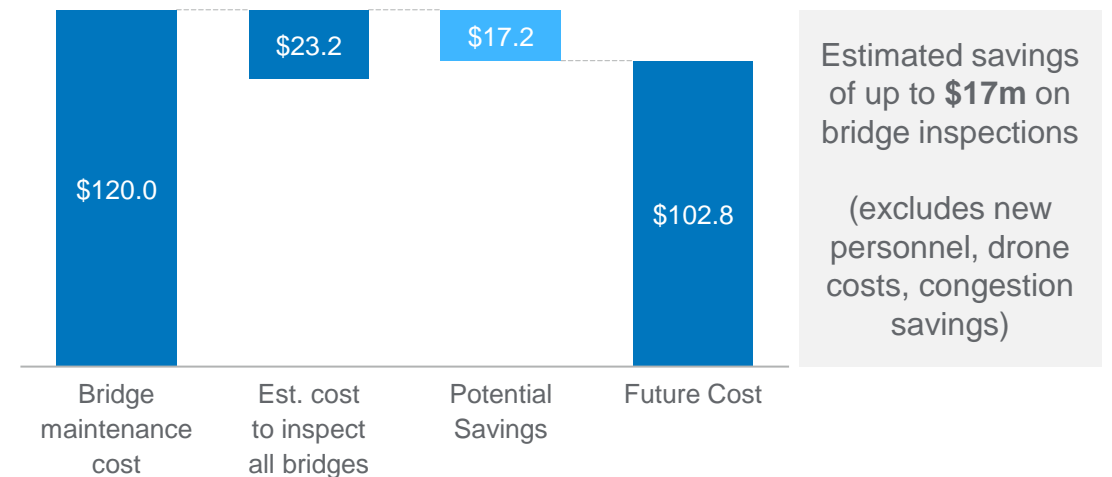
1. Assumptions by AASHTO: Manual cost for 2 people for 8 hours at $100/hr + 2 lane closures at average cost $1,500/lane vs. UAS 2 people (pilot and spotter) for 1 hour at $600/hr
Note: CT DOT responsible for inspecting 5,049 bridges (1,020 NHS) and maintaining 4,044 annually
Source: Condition of Connecticut's Roadway Bridges 2020, 2019 AASHTO UAS/Drone Survey of All 50 State DOTs

# 3.3.9
# Common contracting and grant platform

# Connecticut administers a diverse portfolio of ~4,400 total grants worth ~$14b

| Grant type | Total # of grants (unique SIDs) |
|---|---|
| Other Than Local Governments | 249 |
| Local Governments | 104 |
| Federal Grants | 2,435 |
| Federal Stimulus Grants | 141 |
| Non-Federal Grants | 542 |
| Pass Through Grants | 48 |
| Restricted State Grants | 462 |
| Grant Transfers | 395 |
| **Total** | **4,376** |

## Examples of diversity in CT grants

**State-designed grants to major providers**
- Example: Board and Care for Foster Children program through DCF supports 3,750 children in foster care with a budget of ~$137m[1]

**Federal programs administered by state agencies**
- Example: Wildlife Restoration grant administered by DEEP with a budget of ~$5m[1]

**Small one-off state grants**
- Example: Arts Education grants administered by DECD's Connecticut Office of the Arts went to one recipient with budget of $50k[2]

# Six key stages of a grant's 'life cycle'
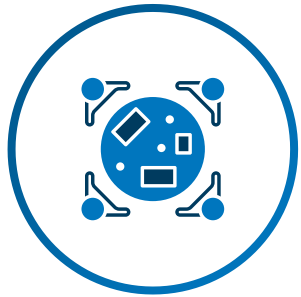
Engagement between agencies, communities, and providers

Grant design and recipient selection

Agreement creation and execution

Performance, compliance, and outcome monitoring

Fraud and risk management
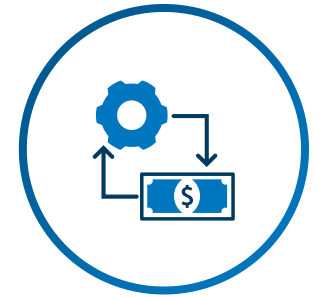
Underspend and recovery management

*All stages may not apply to certain grants*

# A central grant hub could play a role in each stage

**Grant-making agency potential role**  **Centralized hub potential role**
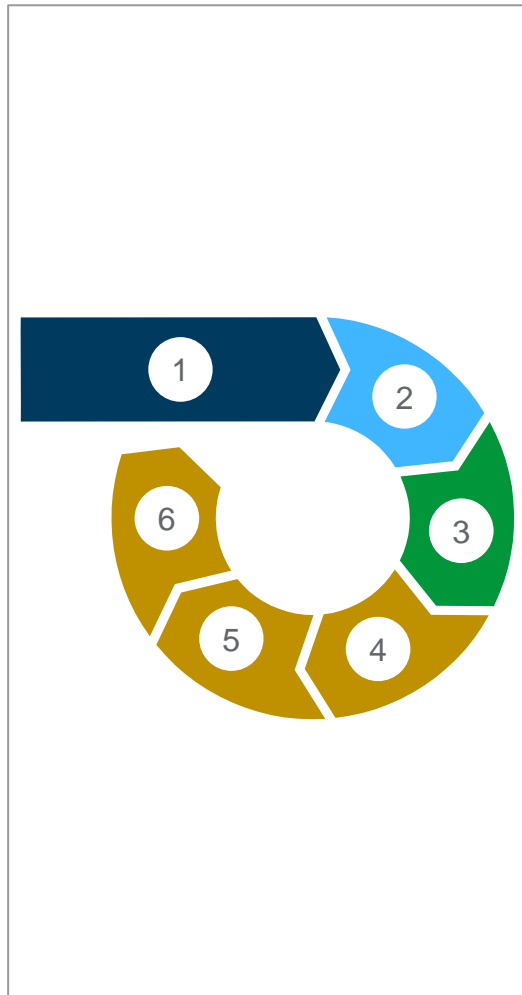
**1. Sector and bilateral engagement**

- Lead engagement and relationship with sector groups
- Conduct site visits and liaises to promote or understand outcomes
- Answer provider or other questions on program
- Facilitate knowledge transfer and development

- Distribute provider information to agencies
- Support knowledge transfer to grant recipients

**2. Program design and recipient selection**

- Identify key outcomes and set strategy for grant (if not defined by e.g., federal statute)
- Lead decisions on selecting grant recipients

- Quality assurance of provider documentation
- Negotiation and execution of grant agreement
- Compile grant award package for selected provider/s

**3. Agreement creation and execution**

- Support negotiation
- Lead decisions on any changes needed
- Final sign-off on grant

- Coordinate execution of grant awards between grantee, state agency, and OAG (if applicable)
- Set up contract and purchase order in Core-CT
- Coordinate amendment process
- Coordinate ongoing payment to grantees
- Alert state staff and grantees of grants that are ending
- Coordinate close of award in Core-CT

**4. Performance, compliance, and outcome monitoring**

**5. Fraud and risk mgmt.**

**6. Underspend and recovery mgmt.**

- Collect/analyze performance reports and discuss issues with grant recipient
- Monitor grant recipient compliance against agreed work plan
- Escalate and address breaches and/or fraud
- Manage treatment of any underspent funds

- Receive and review reimbursement requests and share with program staff
- Manage oversight of grantee compliance with reporting requirements
- Manage risk assessments and implement standardized controls/treatments
- Support agency efforts to address breaches/fraud
- Identify and report on potentially under/overspent funds
- Coordinate return of funds if needed

# A central grant hub could address several issues raised in interviews

## Interview input

" *Across state agencies, there is a lot of variety in processes*

" *I feel like we end up duplicating a lot of work across agencies*

" *As a nonprofit it is confusing that [Agency 1] wants our costs by week then [Agency 2] wants the same data, but provided by month*

" *We're so stretched!  I just need to get the reports done—there's no time to think strategically*

## Potential benefits

A central team provides additional rigor to ensure value for money for the state

Another jurisdiction saved 20-30% through centralization and a further 10-20% through automation

A central hub increases standardization of processes and interfaces while giving providers a single point of contact

Reduced administrative obligations free up staff to engage with partners and seek additional sources of funding

# Case study | Another jurisdiction's centralization efforts were informed by five guiding principles

| Guiding principles | Potential implications for CT |
|---|---|
| Focus on insights from community and partnerships with providers, supported by efficient administration | • Administration streamlined, consolidated and automated<br>• Partnerships and insights work conducted by designated relationship managers |
| Align resource allocation to areas of greatest need | • Grant "footprint" optimised with increased presence in communities of need |
| Establish consistent operational approach | • Use of standardized forms, reporting templates, costing model, etc. |
| Institute single-point accountability for service providers | • Relationship managers act as single point of contact for service providers<br>• Integrated management of grants operating across multiple jurisdictions and/or program areas |
| Build capabilities with cross-agency functionality | • Shared platform/s able to remain integrated with individual agency program and policy changes |

# 3.4
# Optimize sourcing

# Sourcing opportunities most relevant for agencies with high spend on direct-service personnel: DCF, DDS, and DMHAS

### Spend by agency ($m)

| Agency | Additional spend | Grants and professional services | Other personnel | Social workers | DSCM/BHP | Nurses | MHA | Total |
|---|---|---|---|---|---|---|---|---|
| DSS | 276.1 | 8,484.5 | 123.4 | | | | 7.1 | 8,892.3 |
| DDS | 938.6 | 27.5 | 99.3 | 63.7 | 19.2 | 28.4 | | 1,176.7 |
| DCF | 338.1 | 200.9 | 94.3 | 173.2 | | 9.1 | | 816.6 |
| DMHAS | 331.2 | 64.6 | 183.0 | 25.8 | 14.5 | 49.1 | 52.1 | 720.3 |
| OEC | 57.0 | 273.7 | 58.7 | | | | | 389.7 |
| DPH | 141.6 | 99.7 | 60.9 | | | 12.6 | | 314.8 |
| ADS | 27.3 | 29.4 0.4 | 45.6 | | | | | 102.7 |

| | Social workers | Nurses | MHAs | DSCMs/BHPs | Total |
|---|---|---|---|---|---|
| DSS | 83 | - | - | 3 | 86 |
| DDS | 1217 | 270 | - | 353 | 1840 |
| DCF | 2119 | 115 | - | 10 | 2244 |
| DMHAS | 288 | 588 | 801 | 141 | 1818 |
| OEC | - | 2 | - | - | 2 |
| DPH | - | 131 | - | - | 131 |
| ADS | 5 | - | - | - | 5 |
| **Total** | **3712** | **1106** | **801** | **507** | **6126** |

Opportunity for service conversion

**Legend:**
- Additional spend
- Other personnel
- Mental Health Assistants
- Social workers
- Grants and professional services
- Developmental Service Case Mgrs/Behavioral Health Professionals
- Nurses

Note: Indicated spend by job group does not include full overtime expenditure
Source: CT STARS; CT expense data

# Four key criteria to evaluate when considering service conversion
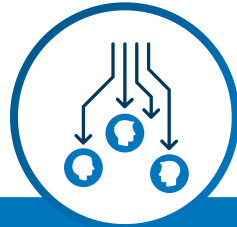
## Available market
Competitive provider market should be established

## Same or better service quality
Private provider client services and outcomes should be of same or better quality as state-run programs

## Cost savings
Private provider services should be provided at lower cost than state services

## Implementation feasibility
Sourcing should be feasible given union contracts and political optics (e.g. prevent perception that state is "abandoning" clients)

# Previous CT experience with private group homes demonstrates that non-profit costs can be significantly less than public sector

**Annual cost breakdown per group home (CLA) client by component (FY10, $k)**

-60%

**319**

| DDS-operated CLA | |
|---|---|
| 61 (19%) | Additional expenses |
| 16 (5%) | Room and board |
| 96 (30%) | Benefits |
| 19 (6%) | Overtime |
| 128 (40%) | Salary |

**127**

| Privately-operated CLA | |
|---|---|
| 30 (23%) | |
| 16 (13%) | |
| 18 (14%) | |
| 64 (50%) | |

DDS-operated CLA       Privately-operated CLA
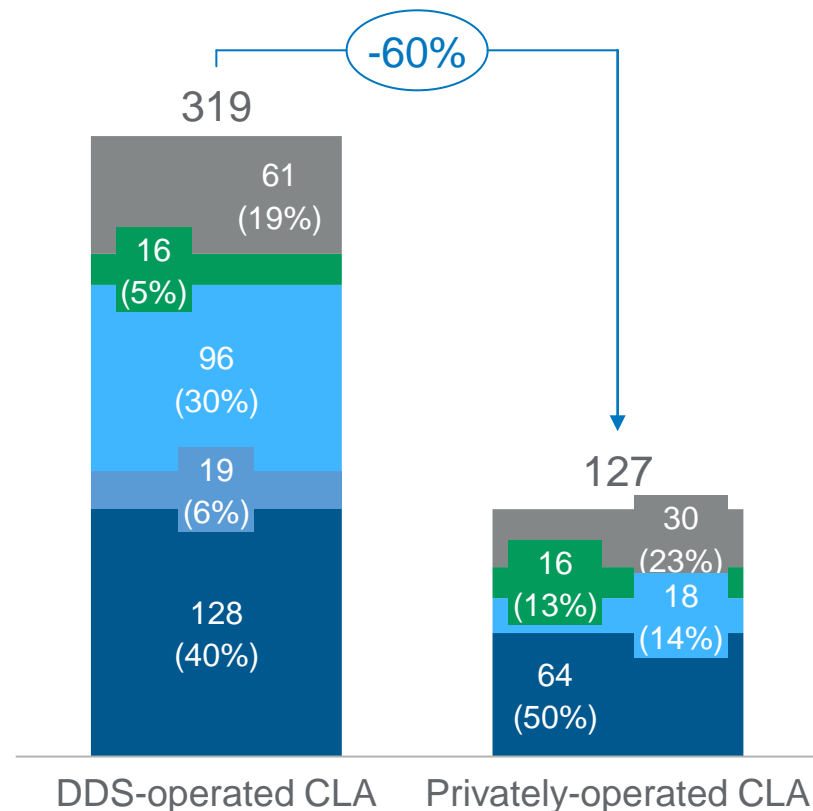
**Salary**
- State salaries are far higher than those of private providers
- Private wage recently rose to $14.75/hour but still ~33% lower than state
- Qualifications the same, but employee mix may be different

**Overtime**
- Private providers build OT into rate, incentivizing controlling oT
- Collectively-bargained 35-hour work week drives higher OT

**Benefits**
- State offers more generous health benefits than private providers

**Room and board**
- DDS payments in lieu of taxes and facility ownership reduces state expenditure relative to private providers

**Additional expenses**
- Includes workers' comp, administrative costs, centralized DDS support, and more

# Reviewed six opportunities identified through top-down analysis and interviews; current view is that three are worth exploring for ability to mitigate retirement risk

| | | # clients served | State employees (% eligible to retire) | Available market | Quality | Approx. cost savings[2] | Implementation feasibility |
|---|---|---|---|---|---|---|---|
| 1 | **Local mental health authorities** (expand current offer) | ~14,000 | ~1,500 (24%) | • Seven LMHAs already privately operated | • Seven non-profit LMHAs all meet quality targets, lowest score 90% | ~$50-100m+ | • Previous challenges soliciting bids at low enough rates to generate savings and offset revenue loss |
| 2 | **Group homes for people with intellectual/ developmental disability** (expand current offer) | 511 | ~2,000 (41%) | • Most group homes are privately operated<br>• Some challenges with highest-need clients | • Nonprofit service providers found to have fewer quality issues | ~$60-80m+ | • Client continuity may be disrupted<br>• State may need to remain "provider of last resort" for high-need clients |
| 3 | **Veteran convalescent care** (new offer) | 125[1] | 175 (30%) | • Nursing home providers | • Contracted facility quality similar to state-run facilities in states which have contracted | $4-5m | • Facility recently opened; transition logistics complex<br>• High level of political sensitivity |
| 4 | **Foster care services** (new offer) | 3,750 | ~400 (15%) | • Numerous state providers | • Other state privatization efforts often compromised quality | $3-12m+ | • Potentially constrained by consent decree<br>• Savings would need to offset revenue loss |
| 5 | **DMHAS inpatient treatment facilities** (new offer) | TBD | ~900[3] (25%) | • Uncertain | • Uncertain | None anticipated due to higher private-sector compensation | • Acute care facilities consistently seek to transfer long-term clients to state facilities already |
| 6 | **Children's psychiatric facility (Albert J. Solnit)** (new offer) | TBD | ~200 (25%) | • Uncertain | • Uncertain | | • Reimbursement system would need to be adjusted; state currently pays for 5 days |

1. Facility capacity, 2. Does not capture impact of lost revenue (e.g., from federal programs) 3. Incl. Connecticut Valley and Whiting Forensic hospitals only to avoid double-count with LMHAs
Source: Agency org charts; CT Program Review and Investigations Committee study; CT and provider cost data; CT Nonprofit Alliance analysis; FY2020-2021 Biennial Budget Program Addendum

# 3.4.1
# Non-profit engagement for providing LMHAs

# Further conversion of Local Mental Health Authorities to nonprofit operation could generate substantial efficiencies

## State-provided services

- 6 state-operated Local Mental Health Authorities (LMHAs) provide therapeutic and crisis intervention services to people with mental illness
- State-operated LMHAs serve ~12k clients a year

## Available market and quality

- Seven LMHAs are already operated by community non-profits
- All non-profits met client satisfaction targets with respect to quality and overall performance

## Potential efficiency

- With potential annual cost savings of ~$7k+ per client, converting state-operated LMHAs to nonprofit operation could save $50-75m+[1]
- Conversion efforts could focus on full LMHAs or specific services, e.g. Young Adult Services

**Annual LMHA spend**

| DMHAS non-admin spend | Not related to LMHAs | LMHA spend[2] | Potential conversion savings | Potential non-profit cost |
|---|---|---|---|---|
| $680m | $505m | $175m | $50-75m+ | ~$125m |

# 3.4.2
# Expand non-profits for group homes

# Additional efficiency potential via conversion of state-operated group homes for people with intellectual/developmental disability to nonprofit operation

**State-provided services**

- 3 Intermediate Care Facilities (ICFs), the Southbury Training School (STS), and 32 Community Living Arrangements (CLAs) provide health care, rehabilitation services, vocational services, and more to clients
- In FY2020, 533 Connecticut residents were projected to have received support

**Available market and quality**

- Vast majority (800+) of CT group homes privately operated
- 2011 study conducted by CT Program Review and Investigations Committee found that privately-operated facilities had fewer deficiencies per facility based on DDS and DPH inspections

**Potential efficiency**

- With annual cost savings of ~$250k+ per CLA, converting state-operated CLAs to nonprofit operation could save $8m+[1] without compromising service quality

**Annual DDS residential spend**
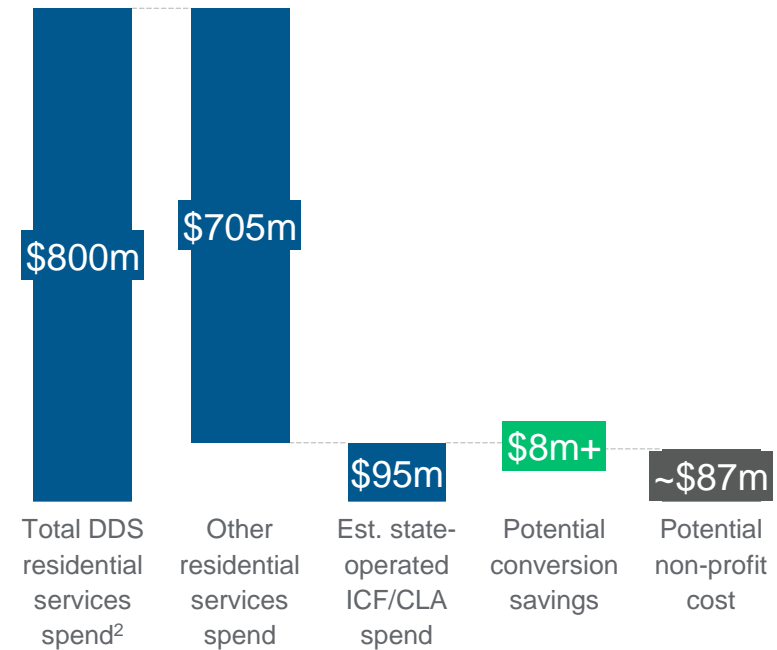
| Total DDS residential services spend[2] | Other residential services spend | Est. state-operated ICF/CLA spend | Potential conversion savings | Potential non-profit cost |
|---|---|---|---|---|
| $800m | $705m | $95m | $8m+ | ~$87m |

# 3.4.3
# Competitive bid rail for bus contracts

# Transport | CT commuter rail has among the worst fare recoveries in the region

| | New Haven | New Canaan | Danbury | Hartford | Shore Line East | Waterbury | NJ Transit | MBTA |
|---|---|---|---|---|---|---|---|---|
| Operator | Metro-North | Metro-North | Metro-North | Amtrak, TASI/ACI | Amtrak | Metro-North | | |
| Ridership (k) | 40,375 | 1,525 | 740 | 658 | 595 | 343 | 89,562 | 31,177 |
| Ridership change YoY | 1% | 1% | (5%) | N/A | (17%) | (0%) | N/A | N/A |
| Fare Recovery | 69% | 23% | 9% | 5% | 5% | 7% | 55%[3] | 62% |
| Subsidy / Ride | $3.85 | $4.90 | $24.13 | $43.30 | $55.28 | $24.46 | $5.12 | $4.68 |
| Total Revenue (m) | $361 | $2 | $2 | $2 | $2 | $1 | $567 | $239 |
| OpEx (m) | $516 | $10 | $20 | $30 | $35 | $14 | $1,025 | $384 |
| Net Subsidy | ($156) | ($7) | ($18) | ($29) | ($33) | ($14) | ($458) | ($146) |

$257mm+ in annual subsidies for rail operations[1]

## Ways to improve fare recovery to peer benchmark (~35%)[4]

Reduce service on some/all commuter rail lines to match demand
- Ridership down 30%+ during COVID
- Telework trend + net-migration out of NYC

Replace high-cost commuter trains with shuttle bus service

Bid out rail operations for more competitive pricing

Implement minimum farebox recovery rates[5]

Achieving 35% fare recovery leads to ~$30m+[6] savings

1. Excludes Hartford Line subsidy given assistance from federal funding through FY21   2. Difference in revenue from current fare recovery rates vs. 30%  3. 2014 Fare recovery rates ranged from 19.6% for Atlantic City line to 88.4% Trenton/Princeton Northeast Corridor (2nd lowest line rate = 39.9%)  4. Bottom two NJ commuter lines are 20% and 40%, lowest system-wide line Seattle Sounder (33%) (Nationwide commuter rail average is ~50%)  5. Seattle Sounder policy  6. Based on improving Fare Recovery to 35% across CT commuter lines currently below
Note: Data used – 2019 for New Haven, Hartford, SLE; 2018 for Waterbury; 2017 for New Canaan, Danbury
Source: Federal Transit Administration (U.S. DOT), CT DOT; MBTA FY19 Final Itemized Budget

# Transport | CT rail lines have among the worst fare recoveries in the region

| | New Haven | New Canaan | Danbury | Hartford | Shore Line East | Waterbury | NJ Transit | MBTA |
|---|---|---|---|---|---|---|---|---|
| Operator | Metro-North | Metro-North | Metro-North | Amtrak, TASI/ACI | Amtrak | Metro-North | | |
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$257mm+ in annual subsidies for rail operations[1]

1. Excludes Hartford Line subsidy given assistance from federal funding through FY21   2. 2014 Fare recovery rates ranged from 19.6% for Atlantic City line to 88.4% Trenton/Princeton Northeast Corridor (2nd lowest line rate = 39.9%); Bottom two NJ commuter lines are 20% and 40%
Note: Data used – 2019 for New Haven, Hartford, SLE; 2018 for Waterbury; 2017 for New Canaan, Danbury
Source: Federal Transit Administration (U.S. DOT), CT DOT; MBTA FY19 Final Itemized Budget

# Transport - backup | CT commuter rail lines receive less revenue per operating expense than lines on New Jersey Transit

Farebox Recovery
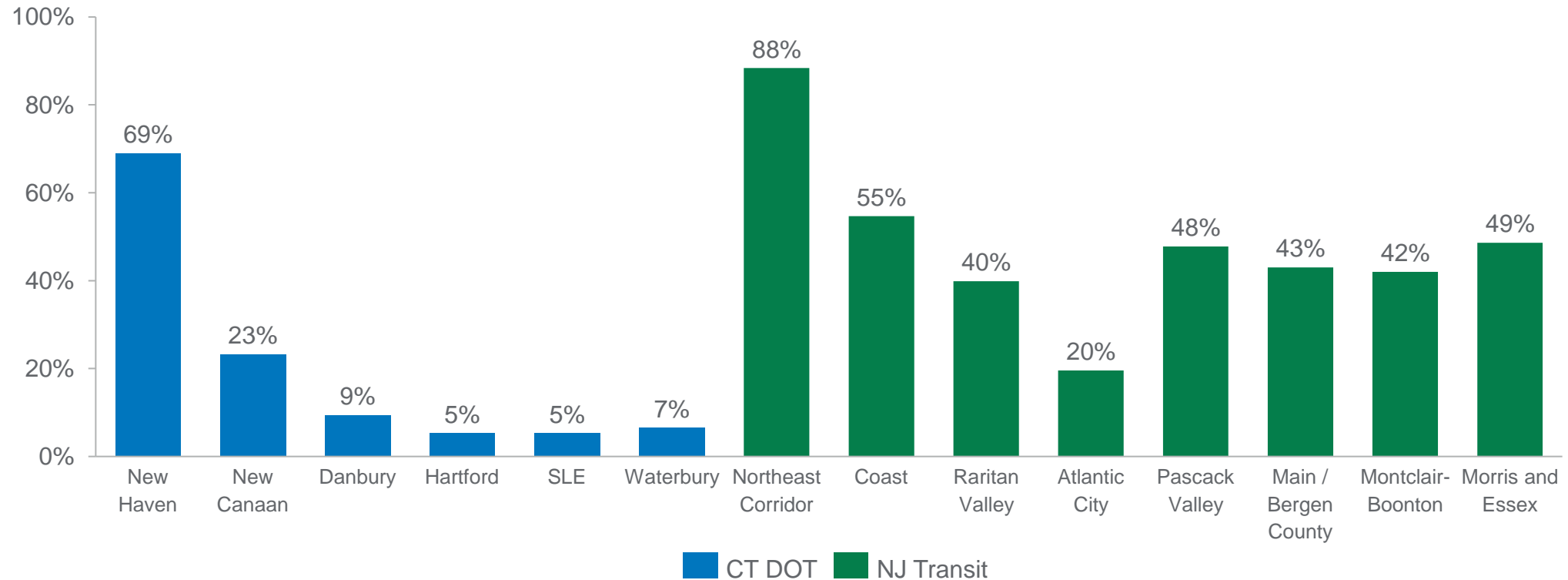


Note: CT rates are from FY2018-19 data, while NJ rates are for FY 2016
Source: https://www.njleg.state.nj.us/legislativepub/budget_2016/DOT_NJT_response.pdf

# Transport | Case study: Sound Transit minimum recovery policy

## Context

- Seattle has three modes of public transportation:
    - Express bus
    - Light rail
    - Commuter rail

- Mission of the Sound Transit is to seek the highest possible farebox recovery maintaining fares at levels consistent with the fare policy principles
    - i.e., fares should be clear, discounted for those in need, and changes should be acceptable by customers

## Policy

- Instituted minimum thresholds for farebox recovery ratios:
    - Express bus = 20%
    - Commuter rail = 23%
    - Light rail = 40%

- Once a farebox ratio falls below the threshold, the Sound Transit Board triggers action for a fare rate increase

## Fare change policy

- Proposal for fare change presented within annual review:

    - CEO presents proposal to the Board, including analysis of revenue, operating costs and fare structures

    - Proposal must consider impact of rate changes on fare structures and coordinate with RTAs to reduce pricing complexity, as is applicable

- Exceptions granted if thresholds breached due to services being in start-up phase (i.e., line expansions)

# Rail Contracting | CT rail operations are relatively expensive and would likely benefit from increased competition
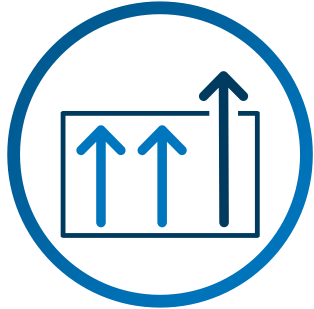
## CT Rail Operations More Expensive

- CTtransit operating expenses higher than neighboring peers and nationwide transit districts
- Expenses appear high using multiple metrics to account for several variables

## Obstacles from Past & Current Negotiations

- Significant internal concern on opening negotiations given unfavorable ARSA negotiation outcome
- Decade-long bus litigation also creating mental impediment to potentially start "second-front" tensions

## Competitive Process Could Unlock Value

- Transit authorities domestically and abroad have turned to competitive RFPs to reduce costs
- CT DOT awarded some Hartford Line operations to TASI but lacks data to compare operating expenses

## Accountability a Key Consideration

- Important to construct performance safeguards for riders / residents
- Requires upfront leadership to counter inaccurate backlash

269

# CTrail Shore Line East costs compared to other light rail systems
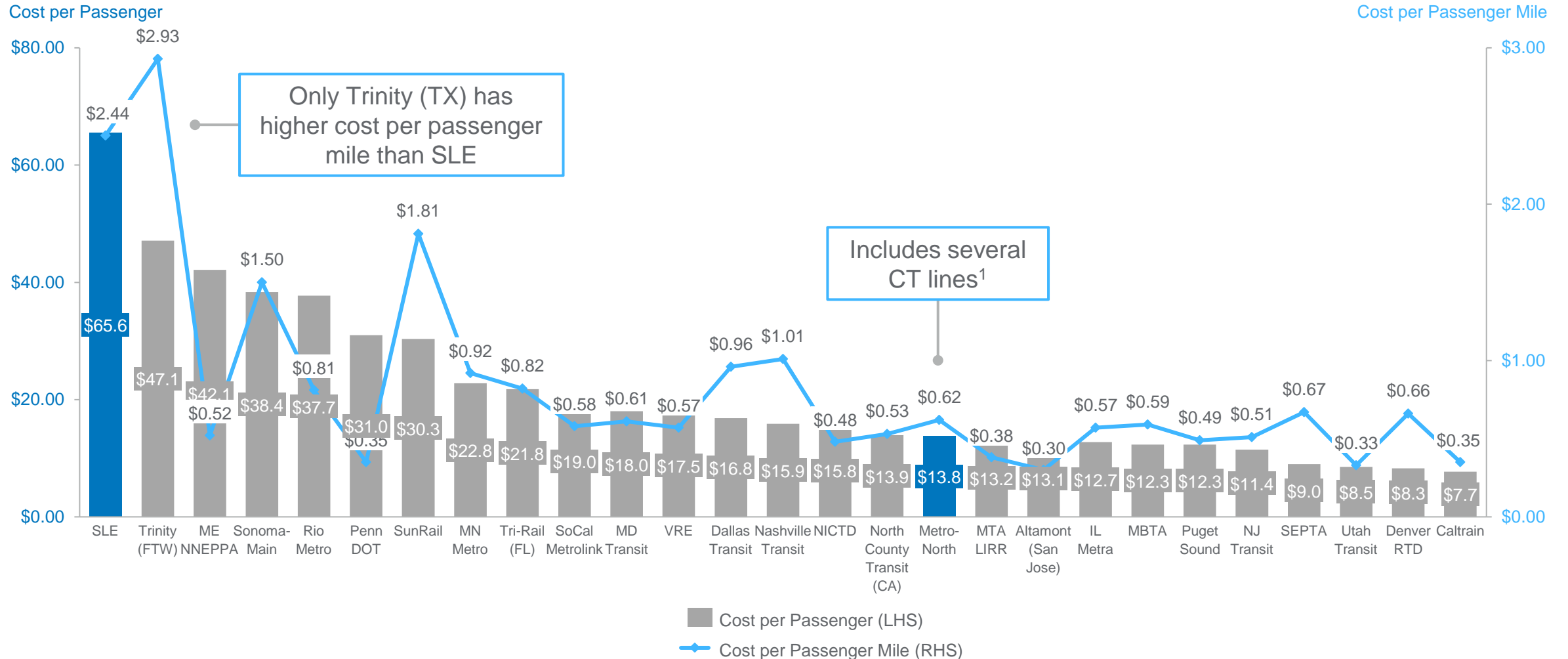


Cost per Passenger

Cost per Passenger Mile

Only Trinity (TX) has higher cost per passenger mile than SLE

Includes several CT lines[1]

Cost per Passenger (LHS)

Cost per Passenger Mile (RHS)

# Rail Contracting | New Haven and New Canaan are only CT rail lines with cost per passenger below national median



Cost per Passenger

$2.93

Cost per Passenger Mile

| | |
|---|---|
| $60.00 | $3.00 |
| $50.00 | $2.50 |
| $40.00 | $2.00 |
| $30.00 | $1.50 |
| $20.00 | $1.00 |
| $10.00 | $0.50 |
| $0.00 | $0.00 |

SLE $58.4
Hartford $45.7
Waterbury $42.2
Danbury $26.6
New Haven $12.8
New Canaan $6.4
Trinity (FTW) $47.1
ME NNEPPA $42.1
Sonoma-Main $38.4
Rio Metro
Penn DOT $31.0
SunRail $30.3
MN Metro $22.8
Tri-Rail (FL) $21.8
SoCal Metrolink $19.0
MD Transit $18.0
VRE $17.5
Dallas Transit $16.8
Nashville Transit $15.9
NICTD $15.8
North County Transit (CA) $13.9
Metro-North $13.8
MTA LIRR $13.2
Altamont (San Jose) $13.1
IL Metra $12.7
MBTA $12.3
Puget Sound $12.3
NJ Transit $11.4
SEPTA $9.0
Utah Transit $8.5
Denver RTD $8.3
Caltrain $7.7

Median

$0.52
$1.50
$0.81
$0.35
$1.81
$0.92
$0.82
$0.58
$0.61
$0.57
$0.96
$1.01
$0.48
$0.53
$0.62
$0.38
$0.30
$0.57
$0.59
$0.49
$0.51
$0.67
$0.33
$0.66
$0.35

Cost per Passenger (LHS)
Cost per Passenger Mile (RHS)

# Rail Contracting | Top-down and external benchmarking indicate potential for savings in rail contracts

## NTD Data Analysis

- Reviewed operating and financial metrics for 27 commuter rail operations across USA

- While costs can be driven by geographical, demographical and labor-specific nuances, CT operations ranked among the highest cost nationally

- Cost / Hour: 25th (3rd to last)
- Cost / Passenger: 27th
- Cost / Passenger Mile: 26th
- Fare Recovery[1]: 26th

## Comp State Benchmark

- In 2003, MBTA bid out operations (previously ran by Amtrak)

- Awarded to partnership between Veolia, Bombardier and Alternate Concepts

- After initial extension, Keolis awarded subsequent contract in 2012 bid process

- MBTA estimated inflation-adjusted realized savings of 15-20%

## Opportunity

- 15-20% on CT rail operation expenses (~$567m FY18) would result in savings between $40-60m

- Potential savings of $10-20m under phased implementation, with additional long-term upside

- Potential to translate successful process to bus operations

**$10-20m**

## Challenges

- Difficulty in obtaining reliable and comparable data (internally and nationally) necessitates additional work to validate opportunity

- Potential backlash from Metro-North, Amtrak

- Complexity of bidding process and negotiations requires prior experience for optimal outcomes

1. Based on fares and thus should not be looked at in isolation to compare cost efficiencies  2. Haircut reflects targeted approach to segment of rail operations before expanding to additional lines (upside potential from competitively bidding system-wide operations)
Source: Federal Transit Administration – National Transit Database 2019

# Transport | Bus minimally impacted by retirement, but can make more efficient

| Drivers | Observations | Potential opportunity | Challenges |
|---|---|---|---|
| **Competition in bus operations** | • State has not previously bid out full bus operations competitively<br><br>• CT has complex system of operations and maintenance | • Conduct competitive RFP/bid process to include parties who have been successful winning state and local bids in recent years<br><br>  - E.g., TransDev, Keolis, Coach, etc. | • Internal concerns stemming from ARSA arbitration against NY/Metro-North<br><br>• Best value provider may face "outsider" backlash |
| **Asset ownership** | • CT owns 669 buses, shelters for 3,500+ and maintenance garages but outsources work | • Outsource full operation (including asset ownership) | • Ownership ensures more seamless transition between operators |
| **Subsidy rates for local transit districts** | • Total spend of $30m p.a. with subsidies of 90-97%<br><br>• High number of MPOs (14) | • Limit dollar value or subsidy amount for local bus operations<br><br>• Incentivize local planning authorities to re-design service to reflect modern usage while encouraging bicycle development | • At odds with Governor's push to increase service and lower fares |

# 3.4.4
# Contract operations of Veterans' convalescent care

# States have realized 30-40% efficiencies from contracting nursing home services for veterans

## Michigan

" Privatized about 170 nursing assistants to save around $4 million. Total service outsourcing saved $8m of $20m budget

– Governor Snyder, Michigan Radio "

## Texas

" The average cost of assisted living less than the nationwide average representing substantial savings

- Veteran Aid "

## Montana

" Private contractors to run veteran nursing home cut $3.37m from $10m budget

– Independent Record "

## Utah

" Average cost of assisted living in Utah is significantly less than the nationwide price tag

- Veteran Aid "

**MI saved 40% of budget by contracting services; MT saved 34% UT and TX services were contracted from conception and are consistently lower than other similar facilities**

**Reducing cost of CT's veterans healthcare and rehabilitative services by 30-40% results in savings of ~$4-5m[1]**

[1]Estimate of potential savings calculated by taking average peer savings (37%) applied to CT Veterans Health Care Services and Residential and Rehabilitative Services budget
Source: Michigan Public Radio, VeteranAid, CMS

# In other states, quality of contracted veterans' care facilities similar to state-managed facilities

## Michigan
### (Home for Veterans)

| | |
|---|---|
| **3.0** | **2.0** |
| Grand Rapids[1] | D.J. Jacobetti |

## Texas
### (State Veterans Home)

| **4.0** | **3.0** | **1.5** | **3.3** | **2.5** | **2.5** | **3.3** | **2.8** |
|---|---|---|---|---|---|---|---|
| William R. Courtney | Frank M. Tejeda | Ambrosio Guillen | Ussery-Roan | Alfredo Gonzalez | Lamun-Lusk-Sanchez | Clyde W. Cosper | Watkins-Logan-Garrison |

## Montana
### (Veterans Home)

| **3.8** | **4.8** |
|---|---|
| Eastern Montana | Columbia Falls |

## Utah
### (Veterans Home)

| **3.8** | **5.0** | **4.8** | **4.8** |
|---|---|---|---|
| William E. Christofferson Salt Lake City | George E. Wahlen Ogden | Central Utah Payson | Southern Utah Ivins |
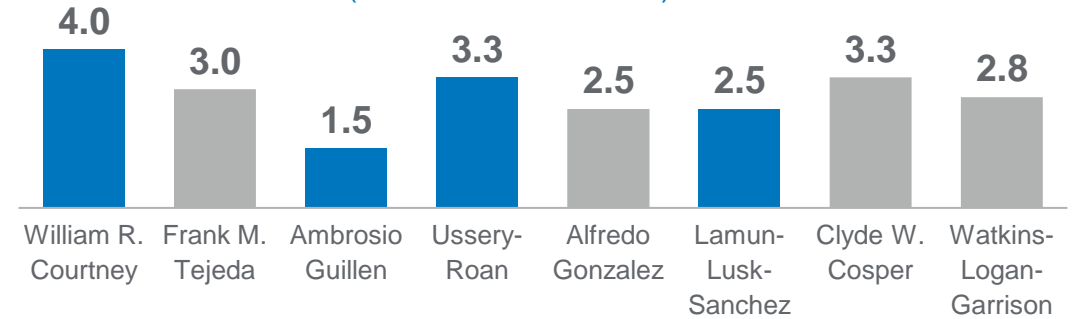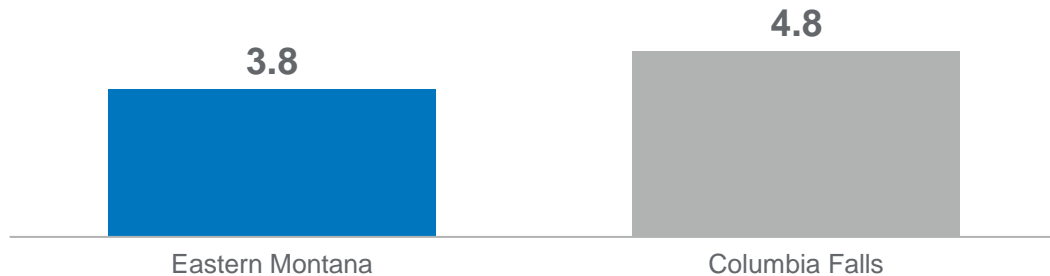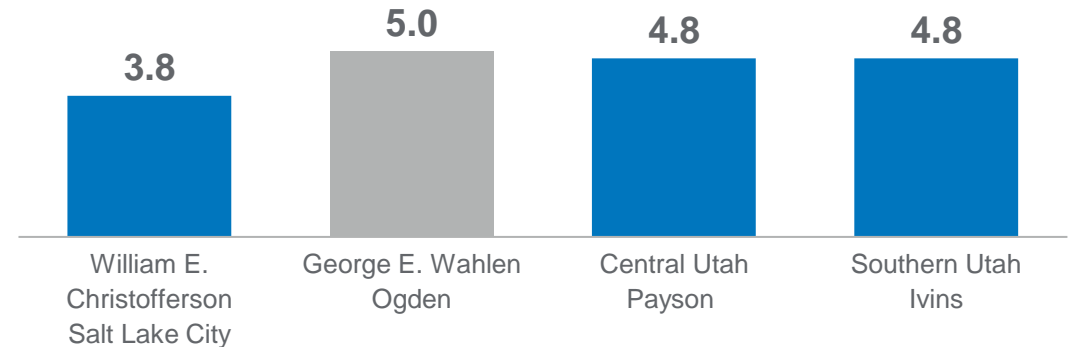
[1]Grand Rapids Veteran Home not CMS certified; score calculated from average consumer rating and meeting of quality standard reports
Note: CMS Five-Star Quality Rating System ranges between 1 and 5, with 5 being the best rating. Utah serves as "best in class" veteran home case example
Source: CMS, VeteransAid

# 3.4.5 Transporation structure and maintenance contracting

High-level estimates

# Transportation | Connecticut spend per capita is higher than MA and NY, and personnel per capita is more the double both neighboring state staffing levels

$ state spend per 1000 citizens
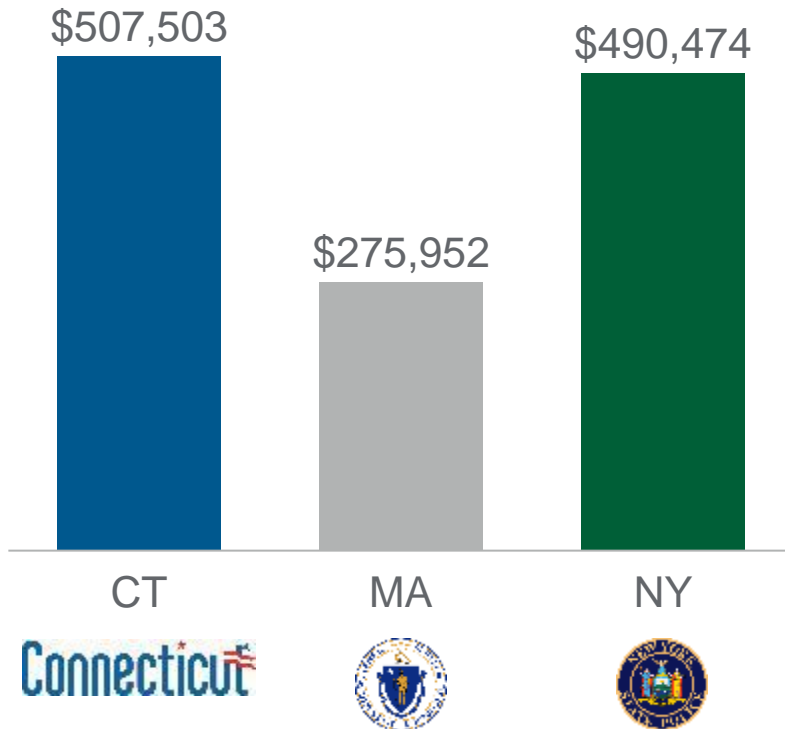
Cluster FTE per 1000 citizens
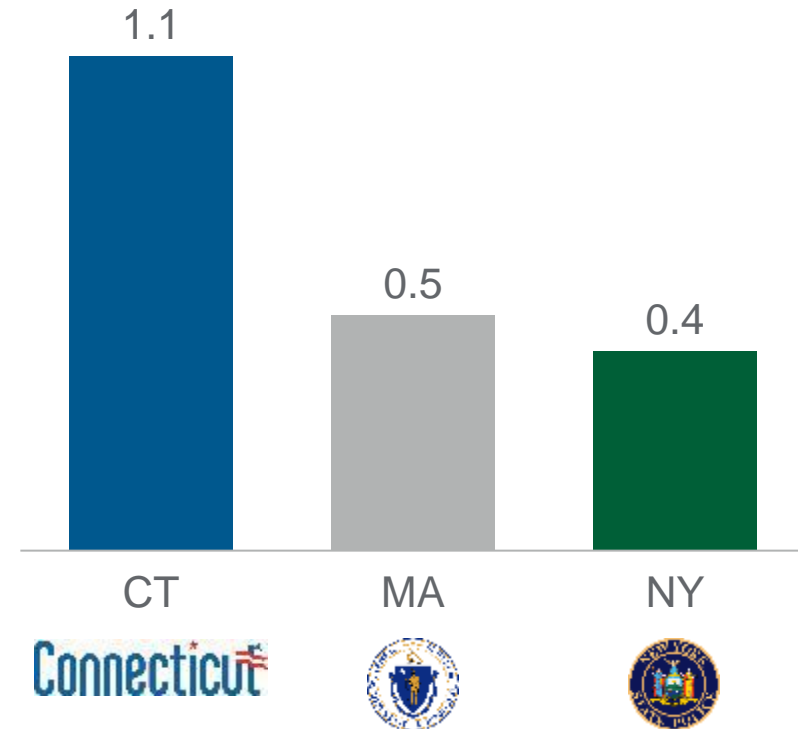
CT: $507,503
MA: $275,952
NY: $490,474

CT: 1.1
MA: 0.5
NY: 0.4

# Transport | $721m spent yearly on road planning, maintenance, construction

All FTE are funded out of the Special Transportation Fund

Millions



FTEs



Federal Funds · Private · Special Transportation Fund · Other · Total

279
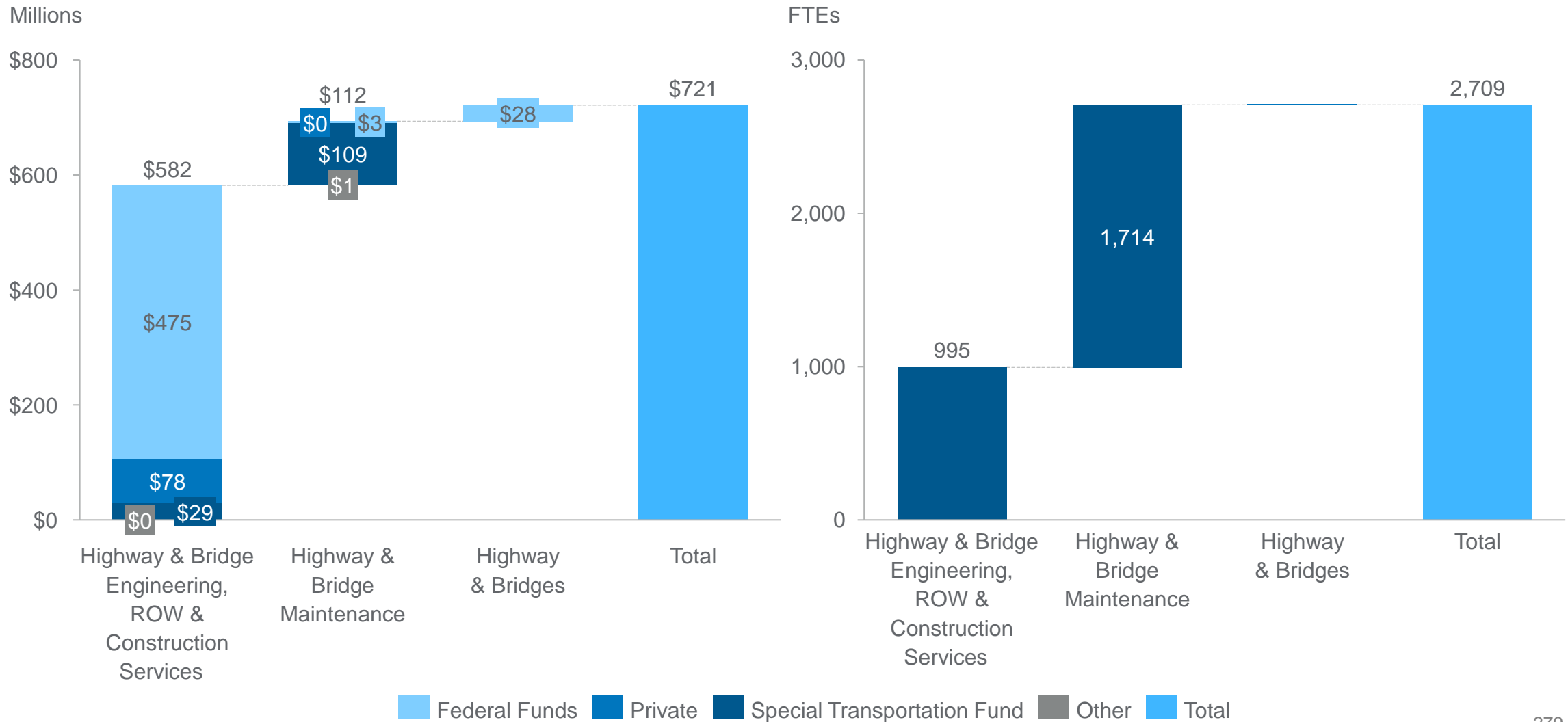
# Transport | CT road construction and maintenance costs per lane-mile are broadly in-line with peers, with the exception of administrative costs

## Total disbursements per state-controlled lane-mile
### $721m total spending, $216m state-funded

CT scores poorly across all buckets: 50th Admin, 33rd Maintenance, 47th C&B, 46th overall

| | CT | MA | ME | MD | NH | NJ | NY | PA |
|---|---|---|---|---|---|---|---|---|
| Total | $209k | $216k | $41k | $181k | $64k | $511k | $215k | $101k |

National Average 71

| Admin % | 17% | 11% | 3% | 4% | 8% | 3% | 5% | 5% |
| Pop. Density | 738 | 839 | 43 | 595 | 147 | 1,196 | 411 | 284 |

**Legend:** ■ Capital & Bridge ■ Maintenance ■ Admin ■ Other
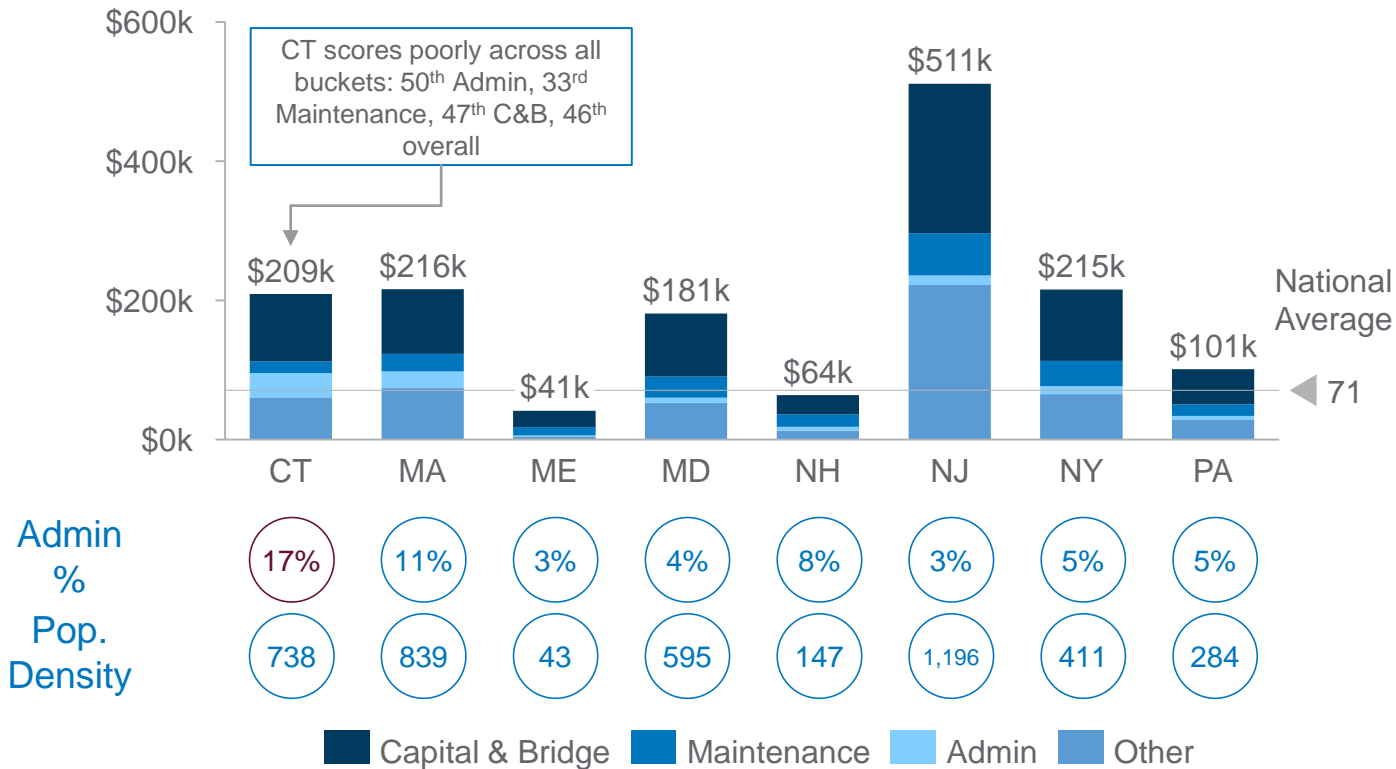
## Potential cost-reduction drivers

**Administrative costs**
- Includes general and main office expenditures as well as vacation and OT
- These costs can be managed by implementing alternate work schedules, streamlining approvals and contracting process
- Up to $30m potential savings matching MA's 11% admin cost share)

**Though in-line with other states, other best practices observed in controlling capital and maintenance costs include**
- Reduce material costs through lean engineering; benchmark to FHWA CCI and NH DOT CCI
- Prioritize high-return projects, e.g., expand bottleneck ramps vs. add highway lanes
- Tie performance to future contract awards to improve on-time and in-budget projects

1. Admin includes general and main-office expenditures in support of state-administered highways; NJ counts employee benefits as Maintenance while CT includes this cost in Administrative disbursements
Note: Inc. Capital & Bridge, Maintenance, Admin, Highway Law Enforcement / Safety, Interest & Bond Retirement
Source: 2019 24TH Annual Highway Report (Reason.org)

# Organization structure | CT DOT personnel in-line with peers on lane-mile basis, so attrition must be managed through multiple options

### State DOT FTEs / SHA Lane-Mile

| State | Value |
|-------|-------|
| CT | 0.31 |
| MA | 0.38 |
| NJ | 0.45 |

## Opportunity detail | Challenges
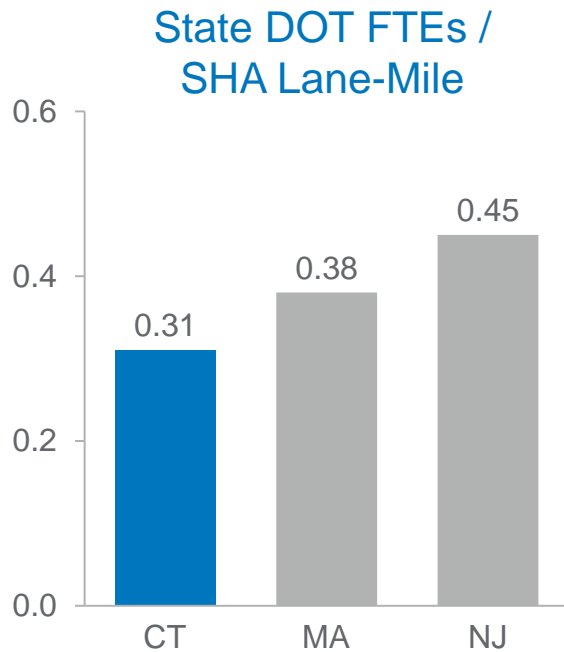
**Grade-up job classifications**

Opportunity detail:
- Increase breadth of responsibilities across job titles to improve productivity

Challenges:
- Will encounter pushback from labor that may require concessions
- DOT has complex system of classifications

**Outsource more where contractors already used**

Opportunity detail:
- Outsource workload by geographic regions with strict performance KPIs
- Increase outsourced workload where contracting already exists
- Use added work to re-negotiate prices
- Prioritize projects that are complex and/or require OT hours for DOT labor

Challenges:
- Will encounter labor pushback
- Requires cost-benefit analysis to ensure outsourcing only where cost-effective

**Right-size org structure and increase flexibility for attracting, retaining talent**

Opportunity detail:
- Increase ability to attract & retain top talent / managers (i.e., fix inversions)
- Ensure proper mix and ratios across job levels (e.g., prioritize backfilling Principal, Supervising and TE3s)
- Update and add new job descriptions to ensure relevance for future DOT
- Drop requirement for CDL and add TSE (Admin) position at reduced rate

Challenges:
- Time-consuming and challenging exercise
- Requires full buy-in from leadership

**Leverage inmate population to supplement workforce**

Opportunity detail:
- Enable CT DOC inmates to perform daily work (e.g., road and ROW maintenance) as well as ad hoc that requires OT (e.g., snow removal)

Challenges:
- Potential backlash on using inmate labor – countered by data-driven impact on reduced recidivism and skills training

# Organization structure | Retirement surge unlikely to alter current job ratios, but must prioritize backfilling Principal, Supervising and Engineer 3 positions

MassDOT conducted a full org review and negotiated job classification changes when facing a retirement surge

■ Ineligible for retirement   ■ Eligible for retirement

**Construction**

| CT | FTE |
| --- | --- |
| **Prin./Superv. Engineer** | **118 (35 CE)** |
| **Engineer 3** | **292 (94 CE)** |
| Engineer 2 | 289 (219 CE) |
| Engineer 1 | 70 (31 CE) |

| MA | FTE |
| --- | --- |
| Civil Engineer 6 | 89 |
| Civil Engineer 5 | 130 |
| Civil Engineer 4 | 175 |
| Civil Engineer 3 | 309 |
| Civil Engineer 2 | 206 |
| Civil Engineer 1 | 212 |

**Maintenance**

| CT | FTE |
| --- | --- |
| Maintainer 4 | 128 |
| Maintainer 3 | 212 |
| Maintainer 2 | 486 |
| Maintainer 1 | 154 |

| MA | FTE |
| --- | --- |
| H/W Maint. Foreman IV | 25 |
| H/W Maint. Foreman III | 92 |
| H/W Maint. Foreman I | 18 |

Note: MassDOT FTE likely overstated due to using Open Payroll, which includes all unique workers over the course of the year
Source: 2019 Massachusetts CTHRU Payroll data, CT STARS as of 9/20/2020

# 3.5
# Design services to meet resident needs

# 3.5.1
# Align rail/bus service to resident needs

# Transit capacity | Transit ridership 70-90% below pre-COVID levels and likely to remain suppressed – reduced service levels can meet demand and cut costs

Reduce rail schedules

Replace highest subsidy rail lines with shuttles

Reduce express bus service levels

Cap regional bus transit subsidies

# Alignment of rail and bus service levels to rider needs could save $40m+

## Current context and ridership trends

- Rail ridership remains 70-90% below pre-pandemic levels

- Bus ridership also down, but a relatively modest 25%

- Beyond pandemic, ridership likely to remain depressed vs. 2019 levels as remote work becomes more prevalent

## Proposal to bring service in-line with demand

- DOT New Haven service change proposal estimates **annual savings of ~$35m**

- 40% reduction in SLE service yields **annual savings of $5m**

- DOT Express Service Efficiency proposal **saves $3m+ in annual subsidies**

- Estimated annual savings from above solutions can be further supplemented by changes to remaining transit lines, replacement of rail with shuttle buses

- Impact can be mitigated by replacing rail with more cost-efficient bus services

# Transit capacity | Recent reduction in New Haven service during COVID provides example of potential savings

## Context

New Haven Line (NHL) primarily supports commuters working in New York City

Strong fare recovery (~69%) but significant decline in ridership due to the COVID

Despite low and stable infection rates in NYC metro, commuting has not rebounded

## Approach

Reduced New Haven Line service to better match new demand trends
- Lower off-peak frequency
- Required coordination with NY York State, Metro-North

Maintained flexibility to ramp up service levels if demand returns to pre-pandemic levels
- Vaccine unlikely to be widely distributed before April 2021 at earliest
- Longer-term, many service-related companies have announced plans to continue teleworking through 2021 or permanently

## Results

**$4.0M** — Systemwide monthly savings

**$2.9M** — CT's share of monthly savings

**$35M** — Projected annual savings for CT

# Transit capacity | Replacing some rail service with shuttles can alleviate political blowback while saving money

| | Current SLE Economics | Illustrative Bus Economics |
|---|---|---|
| Current subsidy / passenger | $55.28 | $4.88 |
| 2019 Farebox Rate | 5.3% | 16.1% |
| Rolling Stock | 45+ trains, 15 stations, rail lines | Buses, maintenance garage |
| One-way fare | $10.25 | $12-20[1] |
| Weekday Travel Time | 60-80 minutes | ~50 minutes[2] |
| Employees / car[3] | ~1 Amtrak train conductor = $60k | 1 Bus driver = $45k |
| Passengers / hour | 3 cars * 0.5 trips * 100 = 150 | 1 bus * 3 trips * 75 = 225 |

## Estimated benefits

- $20-25m savings in operating subsidies[4]
- Reduced emissions
- Similar / reduced travel time

## Political considerations

- High investment already made in rail infrastructure
  - Use stations for buses
  - Swap trains to other lines, sell off unneeded
  - Raise fares or seek alternative funding or control (PPP)
- Dependence of local community on commuter rail
  - Not supported by data
  - Shuttles viable transit option

1. Based on Greyhound tickets  2. Based on Google Maps & Waze travel data for weekday peak times, but TBC with DOT based on 2018-19 bus replacement program
3. GlassDoor (https://www.glassdoor.com/Hourly-Pay/Amtrak-Conductor-Hourly-Pay-E2912_D_KO7,16.htm )  4. ~500k trips per year * $40 to $50 subsidy saved per trip
Note: Amtrak owns and controls the Northeast Corridor east of New Haven, while DOT owns the rail west of New Haven. Ttrains are dispatched by Metro-North
Source: Shore Line East website, https://en.wikipedia.org/wiki/M8_(railcar)

# Transit capacity | DOT has already identified $3m in annual savings on express bus service – extending similar actions systemwide can increase efficiencies

**Temporarily or permanently discontinue low-ridership routes**
- Identify routes with low ridership today as well as pre-pandemic
- Consider impact pandemic
- Minimize disruption by ensuring close proximity to alternative transit

**Join routes to reduce redundancies**
- Collapse nearby routes to save driver hours, reduce bus maintenance needs, etc.

**Suspend** | **Combine** | **Cap** | **Reduce**

$3m+ projected savings

**Service level reductions**
- Cutting off-peak / weekend service, adding time between arrivals, etc.

**Cap subsidies for local and/or private operators**
- 90-95% subsidies to regional transit districts should be leveraged for system re-designs
- Not included in express bus savings proposal

# 3.5.2
# Adopt value-based health payments

# Value-based payment | Detail, key enablers, and relevant analyses

## Key questions

- How comfortable is the state that value-based care can be defined and measured effectively?
- How long is the transition expected to take?
- How would you assess the efforts of the Healthcare Innovation Committee in moving to value-based models?

## Value-based models include

- Pay for Performance (P4P): Reimbursement contingent on metric-driven outcomes
- Bundles: Predetermined payment for an "episode of care", with providers covering any additional costs
- Global payment/capitation: Fixed prepayment covering all medical care for enrollee/s for predetermined period of time

## Key enablers

- Longitudinal multi-payor claims and clinical patient data (e.g., though a health information exchange)
- Clear data reporting requirements and provider capabilities to meet those requirements
- Specific incentives and enforcement for providers as managed by ASOs
- Measurable and objective metrics and data to evaluate care quality and outcomes

## Initial analyses

- Determine penetration of, and success in, value-based arrangements to date
- Assess potential for value-based payments based on examples and benchmarks from elsewhere
- Design and execute pilot programs for select value-based programs, and scale once impact is demonstrated

# 3.5.3
# Control health spending and maximize federal funding

# Reduce wasteful spending | Detail, key enablers, and relevant analyses

## Key questions

- What is the state's role in fraud/waste/abuse prevention?
- How would you assess the state team's effectiveness?
- What are the contractual obligations of the ASOs in this area and how would you assess the state's oversight?

## Examples include

- Fraud
  - Claims for services not provided
  - Claims for deceased or pre-birth patients
  - Claims for impossible services such as operations on three limbs
- Waste
  - Payments on behalf of patients receiving coverage from third parties, other states, etc.
  - Costs incurred by avoidable provider error (e.g., post-operative infections, incorrect procedures, etc.)
- Abuse
  - Improper billing practices (e.g., upcoding)
  - Overtreatment or over-servicing of patients

## Key enablers

- Robust ASO fiduciary oversight
- Comprehensive historical claims data for beneficiaries
- Data sharing mechanisms to ensure patient eligibility
- Sophisticated internal data analysis capabilities to identify patterns of fraudulent and inappropriate spend
- Advanced analytics that raise issues of unnecessary or improbable services
- Market-facing mechanism to address issues, including:
  - Provider outreach and education
  - Coordinated care programs and guidelines

## Initial analyses

- Examine claims data from multiple ASOs for patterns, aberrations, and outliers, to determine potential financial value at stake and establish fact base to determine appropriateness of additional investment in above enablers
- Benchmark Connecticut's analytical capabilities against best-in-class states such as Pennsylvania, Texas

# Maximize federal funding | Detail, key enablers, and relevant analyses

## Key questions

- How often does DSS review opportunities to maximize federal participation?
- Are there certain areas of Medicaid that have historically been paid for with only state dollars?

## Key enablers

- Regular monitoring of changes to federal programs and resulting potential rebates
- Program design to optimize federal funding
- Data sharing to ensure patient eligibility

## Ways to optimize rebates and funding include

- Maximize federal participation by ensuring that benefit design covers all areas that are federally matched
- Rebates granted under new federal programs, such as HARP-related (Health and Recovery Pans) drugs
- Establish buying consortium with other states for e.g., drug purchasing
- Ensuring that "clawback" payments to federal governments are being made only on behalf of eligible patients

## Initial analyses

- Examine Connecticut state ledger to identify program-level discrepancies between potential and actual federal matching

# Other states and organizations have realized substantial savings opportunities by controlling waste and maximizing funding

***Curtailing individuals overusing services***
- Molina identified $150m-200m+ in payments to providers with costs 3+ standard deviations above average

***Standardizing non-value-based pricing***
- Ohio reduced variation between highest- and lowest-priced facilities from $140 to $77 per day by transition to price-based, fee-for-service payment model for skilled nursing

***Requiring alternative care***
- Michigan found that requiring "prehabilitation" prior to surgery significantly reduced length of stay (~15% reduction) and total episode payments (~10% reduction)

***Further revenue maximization***
- New York State audits in January 2020 identified ~$425m in uncollected drug rebates from the federal government

# 3.5.4
# Improve tax compliance

# Near-term DRS opportunity focused on improving audit assessment

**$450M** — Audit assessment value in FY 2018

**$193M** — Projected revenue collection in FY 2019

**$75M - $120M** — Potential revenue uplift from 40-60% increase in audit assessments and downstream collections[1]

**~$10M** — Anticipated upfront investment required[2]

**$30M** — Achievable per year even with implementation hurdles

# Current tax gap could be ~$1.1b based on 2017 DRS tax gap analysis

Drivers of CT Sales and Use tax gap 2017 ($m)

Nonfiling - Other — 2

Nonfiling - Online — 70

Underpayment — 15

Underreporting — 212

299
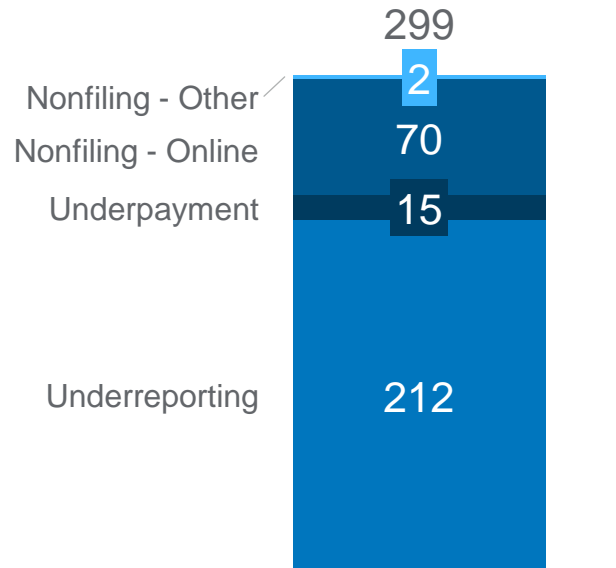
*Equivalent to ~7% of total Sales and Use tax in 2017*

Estimated shortfall of ~$1.1b in tax collection for CT

**~$15.6b**

Current total tax revenues for CT

×

**~7%**

Estimated CT tax gap

=

**~$1.1b**

Potential shortfall in tax collection
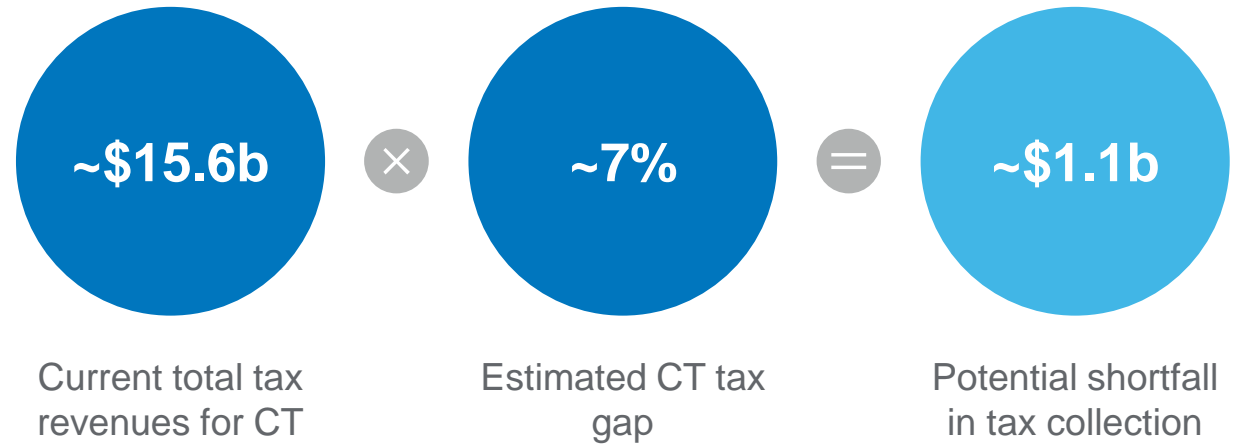
# Data-driven tax compliance can address each of the drivers of the tax gap by identifying non-compliance and determining the appropriate treatments

## Drivers of non-compliance

**Non-filers**

Estimate income of individuals in jurisdictions based on data e.g., historical returns, social media etc. to determine those that are tax-eligible

**Income under-reporting**

Estimate 'actual' income based on available information and look-alikes, e.g., payment card receipts for businesses (Form 1099-K)

**Improper deductions and credits**

Estimate deductions based on drivers, e.g., calculating mortgage interest based on home value and interest rates

## Treatments

- Different types of audits
  - Single versus multiple issue
  - Correspondence versus field audit
- Non-audit treatments
  - Return preparer outreach
  - Soft notices

# Four approaches to facilitate tracking improvements in voluntary compliance – pivotal to sustaining momentum and expanding use cases

## Leverage IRS NRP[1]

- IRS conducts comprehensive audits on 15k filings
- Findings help create profiles/filters for future audit priorities
- CT should coordinate with IRS to obtain historical data

## Taxpayer Surveys

- Increase awareness of enhanced DRS capabilities through local media
- Conduct taxpayer surveys to measure awareness and sentiment towards compliance and digitization programs

## CT Research Program

- Conduct annual comprehensive audits on randomly selected but stratified sample of CT taxpayers
- Resource intensive program (e.g., audit personnel, time, etc.)

## Advanced Analytics

- Embedded algorithms that track flow of revenue and collections across taxpayers over time
- Compare reported business revenues with third-party data (cross-agency and private sector)

# 3.5.5
# Cut low-ROI film and tax programs

# DECD | 48% of employees eligible for retirement, creating need to streamline

| Program | Budget (m) | Cost/job created | State net revenue and ROI | Other outcomes |
|---|---|---|---|---|
| CT Aerospace Reinvestment Act (UTX/RTN) | $400m authorized $335m earned 2015-19 | N/A (not measured)[4] | N/A (not measured)[4] | • New HQ built<br>• New labs, infrastructure, R&D |
| Special Act (LMT) | $220m awarded $5.7m in 2019 | 1,126 new jobs **$27,000/job** | $6.4m in 2019 **112% ROI** | |
| Stranded Tax Credit/ Sales and Use Tax Offset | $50m authorized $6mm awarded[2] | N/A | $27.4 over 10 years[3] **55% ROI** | |
| Urban & Industrial Site Reinvestment Tax Credit | $950m authorized $450m awarded since 2010 | ~34,000 new jobs **$13,000/job** | $284m since 2010 **63% ROI** | • Broad array of industries benefitted |
| Film, TV and Digital Media Tax Credits | $730m since 2010 $157m awarded in 2019 | 3,500 jobs per year **$45,000/job** | ($680m) since 2010 **(193%) ROI** | • Stimulated investment in education |
| Insurance Reinvestment Fund Tax Credit | $170m credits issued since 2011 | N/A (not focus) | $20m since 2011 **12% ROI** | • Broad array of industries benefited |
| Property Tax Abatements (Enterprise Zones) | $3m in 2019 | N/A (not focus) | ~$10m per year **333% ROI** | • Investments in underdeveloped areas |
| Direct financial assistance | $146m provided in 2019 $1.4bn portfolio | 6,000 jobs/year **$24,000/job** | $132m since 2010 **9% ROI** | • $6bn non-DECD funds (4.2x leverage) |

## Potential opportunities to improve outcomes

- Outsource programs/initiatives to non-profits (AdvanceCT) to avoid need to back-fill retirees on-balance sheet (48% eligible)

- Implement data sharing with DRS and DOL to automate grant recipient performance and compliance monitoring

- Ensure Abatement program does not present double-dipping with federal Opportunity Zones

- Validate value of Film, TV and Digital Media Tax Credit program, and potentially modify Insurance Reinvestment Act

1. Includes income and sales taxes  2. Program authorized to award $50m, but only 1 application approved  3. Projected—does not have sufficient data  4. 17,000 total jobs in CT with $1.9b total payroll

Source: 2019 DECD Annual Report

# Summary of savings from eliminating the film and digital TV tax credit

**~$73m** — In annual tax credits provided

**$0.68** — In revenue lost per dollar of tax credit provided

**~$50M** — Potential revenue loss avoided by eliminating the credit

# 3.5.6
# Find new transportation revenues

# Fees | DMV fees in-line with peers; opportunity to add CPI-indexing, safety inspections and EV fees

| | CT | MA | NY |
|---|---|---|---|
| New License | $84.00 | $75.00 | $164.50 |
| Duration (years) | 5.5-7 years | 5 | 8 |
| License Renewal | $72.00 | $50.00 | $64.50 |
| Duration (years) | 6 | 5 | 8 |
| Renewal Late Fee | $25.00 | None; 2 years cap | $25-40 for < 60 days, $75-300 for 60+ |
| Commercial License | $70.00 | $75.00 | $164.5-180.5 (MCTD) |
| Duration (years) | 4 | 5 | 8 |
| REAL ID Cost | $30.00 | $25 upgrade | Same |
| Commercial Renewal Late Fee | $25.00 | N/A | $0 (2 years) |
| Duplicate License | $30.00 | $25.00 | $17.50 |
| Make any change to license | $30.00 | $25.00 | $12.50 |
| Out of State License conversion (Class D) | $124.00 | $115.00 | $65.00 |
| License Exam | $40.00 | $20.00 | $10.00 |
| Learner's Permit | $19.00 | $30.00 | $80.00 |
| Duplicate Learner's Permit | $19.00 | $15.00 | $17.50 |
| Non-Driver ID (new) | $28.00 | $25.00 | $9.00 |
| Duration (years) | 7 | 5 | 4 |
| Inspection Cost | $20 | $35 | $21 |
| Frequency | Bi-annual | Annual | Annual |
| Safety / Emissions | Emissions | Both | Both |

## Potential Opportunities

- No obvious candidate for fee increase (in-line with peers)

- Opportunity to add safety inspections without added cost to State (inspections carried out by private dealers)

- Indexing fees to inflation provides consistent, palatable revenue increases and are seen in other states (e.g., CA, NC, PA)

- Charging for EV & fuel-efficient vehicles offsets gas tax declines, ensures equitable contribution
  - 28 States, including CA, charge $50 to $200 for electric vehicles
  - 12.6k EVs in CT as of July 2020[1]

1. https://www.ncsl.org/research/energy/new-fees-on-hybrid-and-electric-vehicles.aspx

# New revenue opportunities to explore include one-time and ongoing sources

Primary focus

## Optimizing Existing Revenues

- Politically difficult but minimal financial, statutory hurdles (exception: minimum farebox recovery rates)
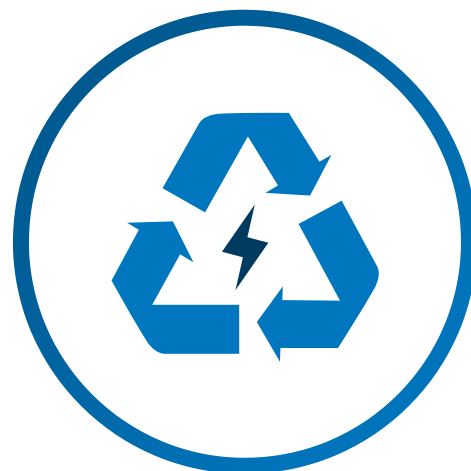
## New Recurring Revenues

- Provide new sources of cash flow that are predictable and can be tied to specific construction projects

## New Non-Recurring Revenues

- Non-repeatable programs that can generate cash flow but cannot be relied upon for future fiscal years

# Additional revenue opportunities across DOT and DMV include increased fees on existing services as well as new innovations

## Solar & wireless installations

- Install solar and wireless equipment along on State property
- Converts unused physical space into climate-friendly assets
- Potential to add at least $1m in revenue p.a.

## Electric vehicle registration fees

- Add EV/Hybrid fees to more equitably distribute road infrastructure costs
- 28 of 50 states charge $50 to $200+ fees
- Potential to add several million dollars p.a.

## Vehicle safety inspections

- Introduce safety inspections in-line with peers
- Ensures vehicles are safe in addition to emission compliant
- Requires no additional resources
- At least several million dollars p.a.

## Increased advertising

- Explore more aggressive digital and print ads across public transit, ROW and customer apps (e.g., naming rights, transit wrapping, geo-based ads)
- Potential to add several million dollars p.a.

## Annual blue signs program

- Convert ROW blue sign ads from one-time to annual fees
- Requires legislative action to amend statutes

## Retained revenue

- Incentivize agencies to find untapped revenue potential
- Align agency incentives with taxpayer interests
- Potential to add at least $1m in revenue p.a.

# DOT | Non-core revenue opportunities could generate more than $10m per year

| | Drivers | Observations | Challenges | Potential opportunity |
|---|---|---|---|---|
| **Recurring** | ROW solar installations | • Highway ROWs provide opportunity for P3 deals (e.g., MA-Ameresco)<br>• Financial benefits complemented by policy/environmental goals (Executive Order No. 1 2019 "Lead by Example") | • Must understand federal and state requirements where applicable<br>• State may lock into purchasing electricity at rates that may or may not be below market rates long-term | • Develop solar panel installations along DOT-owned highways and atop physical assets<br>**Potential revenue $1-5m+ near-term, significant LT upside ($10-20m+)** |
| | Wireless leasing program | • Many states use ROW and state property to lease wireless facilities (e.g., Caltrans, TxDOT Small Cell Leasing) | • Must understand federal and state requirements where applicable | • Proliferation of telecommunication needs (e.g., IoT, 5G) present opportunity to lease space/towers to telecommunications companies<br>**Potential revenue $1-5m+** |
| | Increased advertising | • Significant digital and print advertising potential across ROW, public transit, customer-facing applications<br>• Naming rights becoming more common means of revenue generation in transit (e.g., SEPTA, CTA) and non-traditional industries (e.g., NHL) | • May require technology updates to modernize ad displays<br>• Station naming rights require investment to change signage/displays | • Refresh and optimize advertising strategy across State property (i.e., garbage cans to transit apps)<br>• Advertising partnerships (e.g., station naming rights, digital grocery aisles, location-based visual and audio ads)<br>**Potential revenue $5-10m+ pending current advertising revenue status** |
| **Non-Recurring** | Convert Blue Sign ads to annual leases | • CT DOT collects one-time fee for ads<br>• Peer states have found significant delinquent payments on blue signs | • Potential negative impact and/or perception from enforcing collections on businesses amid pandemic | • Conduct extensive audit to ensure vendors are current on payments \<br>**Potential revenue <$1m** |
| | Retained revenue programs | • Encourage innovation by incentivizing agencies to find untapped revenue potential | • Must ensure incentives are aligned with taxpayers' best interests<br>• Balancing act between increased autonomy and oversight to ensure fair market value obtained and proceeds monitored for compliance | • Allow agencies to retain revenue for activities that generate one-time cash flows on underutilized assets (e.g., $0.7m for CTA selling scrap metal, $1.5m for South Bend)<br>**Potential revenue <$1m** |

# New revenue sources | Adding a fee for fuel-efficient vehicles produces little revenue at current EV adoption, but could grow to $2m+/year

**Total Electric Vehicles in CT and Forward Projections**

EVs in CT

125k EVs on CT roads by mid-2026 requires ~50% CAGR (vs. ~17% last 2 years), though increased federal incentives could serve as catalyst

- FY19-20 Rates
- CT Goal

150,000

100,000

50,000

0

2017  2018  2018  2019  2020  2021e  2022e  2023e  2024e  2025e  2026e

- ~12.6k electric vehicles currently on CT roads today (17% growth YoY)

- Goal of reaching 125k fuel-efficient vehicles by 2025 would result in 20k+ new registrations annually
  - $2m incremental revenue
  - <$1m p.a. at current pace

- Demand-impact likely to be minimal and/or mitigated by new administration
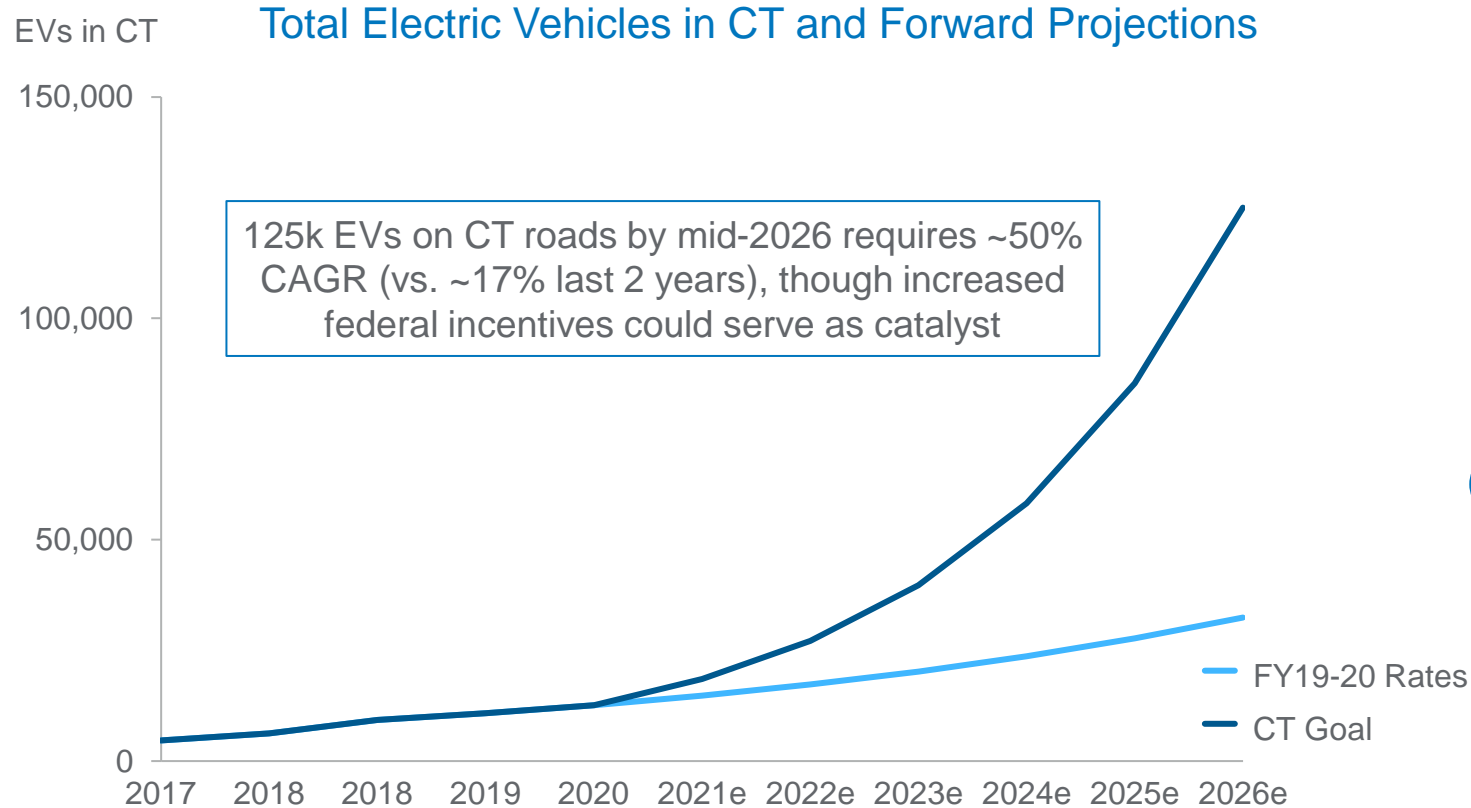
- Consider means-testing new fees to prevent countering adoption goals

# 3.6
# Rationalize state assets

# Context | Universities, prisons, and offices are the majority of CT's real estate

**Connecticut state real state assets**
Sqft



Includes cafeterias, theaters, museums, chapels, historic attractions, etc.

| | Education | Corrections | Office | Lodging | Hospital | State Parks | Court | Laboratory | Utility | Gyms | Warehouse | Libraries | Military | Barracks | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Number of owned structures | 419 | 235 | 58 | 233 | 26 | 460 | 18 | 14 | 86 | 14 | 230 | 3 | 38 | 17 | 441 |

Bar values:
- Education: 11.4m (9.9m gray + 1.4m blue)
- Corrections: 3.1m
- Office: 3.1m
- Lodging: 2.8m
- Hospital: 1.7m
- State Parks: 1.5m
- Court: 1.3m
- Laboratory: 1.1m
- Utility: 0.9m
- Gyms: 0.9m
- Warehouse: 0.6m
- Libraries: 0.5m
- Military: 0.4m
- Barracks: 0.3m
- Other: 0.6m

Managed by agencies outside of CREATES effort
Managed by agencies within CREATES effort

# Office buildings | About 7,000 state employees could feasibly telework on a permanent basis (with occasional attendance at offices)

## Majority of state employees have field/client-facing duties



33.6k

8.6k

2.0k

6.6k

All State Workforce | Corrections officers | National Guard | CTEC teachers | DoT maintainers | Hospital workers | State Police | Other | Office-based jobs

10-25% of employees needing office space will need to mostly work in state facilities

Could telework on a more permanent basis
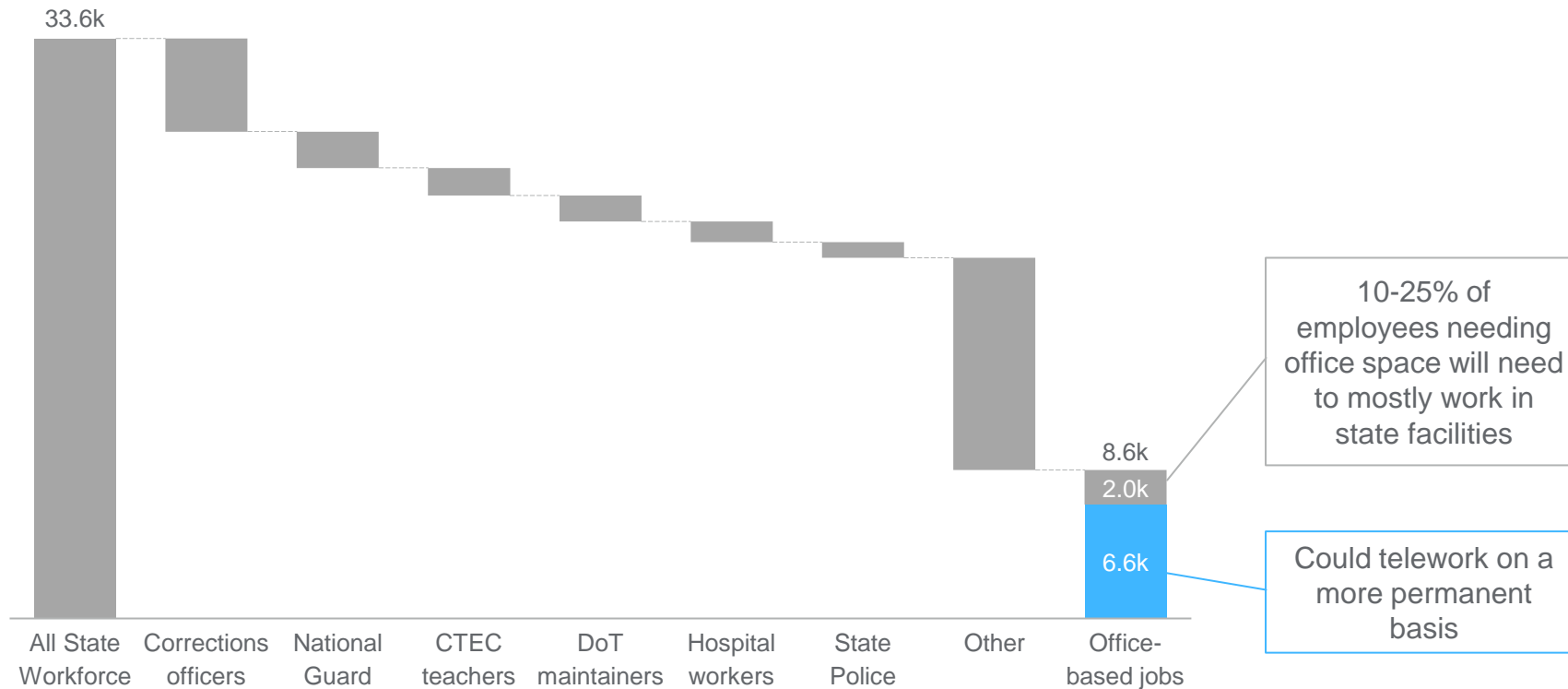
Currently the state has 220 sq ft per employee, compared to internal benchmark of 150 sq ft

Opportunity to decrease office space footprint to match existing needs.

# Office buildings | Range of options for state's real estate strategy post-COVID

Detailed analysis underway; need to confirm what to include in report

| Status quo | Co-location opportunities already identified | Increased co-location in Hartford, 1-2 days telework | Desk-sharing by default, 2.5 days telework | Hoteling by default, >2 days per week telework |
|---|---|---|---|---|
| No change in existing real estate footprint | Share four buildings among similar departments to maximize occupancy | Share buildings among similar departments and work remotely 1-2 days/week | Share buildings; Work remotely 1-2 days/week, with employees alternating desk space | Share spaces among employees through a reservation-based system to maximize occupancy |
| • $0 savings | • $4-5m opex savings<br>• $170m capex savings<br>• $10 investment required | • $10-20m opex savings<br>• $200m+ capex savings<br>• $10s of millions in investment required | • $30m+ opex savings<br>• $300m+ capex savings<br>• $10s of millions in investment required | • $50m+ opex savings<br>• $500m+ capex savings<br>• $100s of millions in investment required |

# Office buildings | Variety of constraints to consider in rationalizing office space

Re-stacking is expensive and requires initial investment for long-term return

Re-locating employees may impact the economy of the community (e.g. restaurants and local businesses)

Building costs vary greatly and may require a clean up cost to sell based on level of building condition (e.g., dilapidated buildings)

State employees may not favor hoteling or desk sharing office models; may require union bargaining in some cases

# 3.6.1
# Increase office co-locations

# Greatest potential source of savings from office space consolidation

Savings could be used to fund e.g., investments in digitization, though some investment in re-fit required

| Drivers | | Observations | Potential Opportunity | Challenges |
|---|---|---|---|---|
|  | Office buildings | • Workforce down ~26k since 2010<br>• Ongoing efforts for co-location<br>• CT teleworking largely successful; manager feedback that many jobs can be remote<br>• ~$30m spent annually on leases | • Increase co-location of departments<br>• Increase teleworking and desk sharing<br>• Retrofit to allow hoteling<br>• Divest real estate in poor condition<br>• $100s of millions in potential savings, depending on policy (see following) | • Requires policy changes e.g., to teleworking<br>• Requires one-time cost for relocating and re-stacking offices |

# 3.6.2
# Match prison footprint to current population

# Department of Corrections facility closure overview

**Connecticut's imprisoned population has declined over the last decade**
- Prison population was 18,431 in 2010 and 9,946 at end of 2020
- This decrease has accelerated in the last year due to inmate releases due to COVID-19

**Connecticut currently has more prison capacity than it needs**
- Currently DoC manages 14 prisons with an overall occupancy rate of 56%
- Number of facilities contributes to high levels of overtime for corrections officers

**Closing three facilities can be done safely and lead to cost savings of about $41.5m/year by FY23**
- After targeted closures, CT will have enough capacity at all levels of security
- Closures can be done in a way which preserves innovative services (e.g., medical, vocational)

**Fewer facilities leads to opex savings and opportunities to rationalize CO workforce**
- Staffing ratio (inmates per CO) was historically 3.6 and has decreased to 2.8 due to COVID-19
- The national average for staffing ratio is 4.0

# Department of Corrections budget for FY20-FY22

| SID | SID Description | FY20 Expense | FY21 Appropriation | FY22 Current Services Budget |
|-----|----------------|-------------:|-------------------:|-----------------------------:|
| 10010 | Personal Services | $405,702,633 | $412,958,209 | $421,428,097 |
| 10020 | Other Expenses | $68,983,104 | $69,596,565 | $69,596,565 |
| 12235 | Workers Compensation Claims | $30,488,797 | $31,115,914 | $31,115,914 |
| 12242 | Inmate Medical Services* | $103,014,389 | $107,970,535 | $108,856,425 |
| 12302 | Board of Pardons and Paroles | $5,796,673 | $6,927,233 | $6,974,828 |
| 12327 | STRIDE | $63,551 | $73,342 | $73,342 |
| 16007 | Aid To Parld & Dischrgd Inmats | $1,351 | $3,000 | $3,000 |
| 16042 | Legal Services To Prisoners | $774,056 | $797,000 | $797,000 |
| 16073 | Volunteer Services | $55,340 | $87,725 | $87,725 |
| 16173 | Community Support Services | $33,810,537 | $34,129,544 | $34,224,200 |
| | | **$648,690,431** | **$663,659,067** | **$673,157,096** |

Note - FY21 Inmate Medical Expenses line does not include an FY20 Carry Forward for Hepatitis C treatment in the amount of $7,810,439. Filled General Fund Personal Services positions total 5,225 while Funded positions total 5,270. FY 20 Overtime totals $68,390,050

# Prison population has declined over the past decade, to less than 10,000 at the end of 2020

## DoC inmates and authorized COs

Legend:
— Authorized Positions
— Inmates

Inmates (blue line):
- 2008: 19.4k
- 2009: 18.9k
- 2010: 18.4k
- 2011: 17.6k
- 2012: 16.6k
- 2013: 17.0k
- 2014: 16.6k
- 2015: 16.0k
- 2016: 15.3k
- 2017: 14.3k
- 2018: 13.4k
- 2019: 13.1k
- 2020: 9.9k

Authorized Positions (gray line):
- 2008: 7.0k
- 2009: 6.7k
- 2010: 6.5k
- 2011: 6.5k
- 2012: 6.3k
- 2013: 6.4k
- 2014: 6.4k
- 2015: 6.4k
- 2016: 6.2k
- 2017: 6.1k
- 2018: 6.1k
- 2019: 6.1k
- 2020: 6.1k

Impact of COVID-19 releases

**-32%** '08-'19

**-12%** '08-'19

Y-axis: People — 0.0k, 5.0k, 10.0k, 15.0k, 20.0k

2.8 staffing ratio (including non-COs) in 2008

2.1 staffing ratio (including non-COs) in 2019

# Overview for Department of Corrections facilities

| Facility Level(s) | Facility | Type of Facility | Location | Staff | | Inmate Population | | Inmates per CO | | Physical Bed Capacity | Facility Use | | Building Date | Trade Programs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Total | COs | 2019 | 2020 | 2019 | 2020 | 2018 | 2019 | 2020 | | |
| 2 | Willard-Cybulski CI | CI | Enfield | 218 | 155 | 1103 | 434 | 7.12 | 2.80 | 1104 | 100% | 33% | 1990 | Yes |
| 3 | Brooklyn CI | CI | Brooklyn | 113 | 78 | 452 | 321 | 5.79 | 4.12 | 456 | 99% | 66% | 1990 | |
| 3 | Carl Robinson CI | CI | Enfield | 332 | 249 | 1413 | 807 | 5.67 | 3.24 | 1441 | 98% | 55% | 1985 | Yes |
| 3 | Osborn CI | CI | Somers | 347 | 279 | 1322 | 988 | 4.74 | 3.54 | 1886 | 70% | 48% | 1963 | Yes |
| 4 | Bridgeport CC | CC | Bridgeport | 254 | 179 | 690 | 598 | 3.85 | 3.34 | 840 | 82% | 74% | 1958 | |
| 4 | Cheshire CI | CI | Cheshire | 450 | 314 | 1234 | 1098 | 3.93 | 3.50 | 1392 | 89% | 79% | 1913 | Yes |
| 4 | Garner CI | CI – Mental Health | New Town | 275 | 195 | 543 | 521 | 2.78 | 2.67 | 684 | 79% | 72% | 1992 | Yes |
| 4 | Hartford CC & UCHC Medical Unit | CC & Medical Unit | Hartford | 324 | 244 | 869 | 733 | 3.56 | 3.00 | 984 | 88% | 76% | 1977 | |
| 4 | Manson Youth Institute | Youth | Cheshire | 285 | 314 | 286 | 215 | 0.91 | 0.68 | 670 | 43% | 33% | 1982 | Yes |
| 4 | New Haven CC | CC | New Haven | 252 | 183 | 689 | 607 | 3.77 | 3.32 | 716 | 96% | 88% | 1976 | |
| 5 | Northern CI | CI | Somers | 209 | 165 | 80 | 90 | 0.48 | 0.55 | 584 | 14% | 14% | 1995 | |
| 2 - 5 | York CI | CI - Female | Niantic | 505 | 346 | 907 | 516 | 2.62 | 1.49 | 1458 | 62% | 34% | 1994 | Yes |
| 3 & 4 | Corrigan-Radgowski CI | CI | Montville | 411 | 300 | 727 | 845 | 2.42 | 2.82 | 1489 | 49% | 38% | 1994 | |
| 4 & 5 | MacDougall-Walker CI | CI | Suffield | 589 | 437 | 1441 | 1813 | 3.30 | 4.15 | 2151 | 67% | 61% | 1993 | Yes |

State average was 3.6; currently 2.8 compared to U.S. average of 4.0

Facility utilization average was 74%; currently at 56% utilization

1. CI is for sentenced individuals (prison), CC houses unsentenced individuals (jail)

Sources 1) Staffing: 2020 DOC filled staffing spreadsheet. 2) 2019 Inmate Population from Monthly Statistics on DOC website. 3) 2018 Physical Bed Capacity taken from DOC bed capacity vs. filled as of 10-31-18. All documents were provided by DOC budget analyst 10/7/2020. Facility Utilization = Inmate Population/Phyiscal Bed Capacity

# 3.6.3
# Consolidate specialized assets

# Greatest potential source of savings from office space consolidation

Savings could be used to fund e.g., investments in digitization, though some investment in re-fit required

| Drivers | | Observations | Potential Opportunity | Challenges |
|---|---|---|---|---|
| | DRS help centers | • DRS closed facilities, transitioned to virtual without complaints | • Maintain virtual services post-COVID<br>• ~$1m in efficiencies | • May require "clean-up cost" for selling |
| | DMV service centers | • CT has more DMV sites than peer, despite similar population density<br>• Some services already offered in third party locations | • De-branch low-volume DMV locations<br>• Increase use of third-parties to maintain network density (e.g. AAA)<br>• Investigating efficiencies with DMV | • Political resistance to store front closure |
| | Fleet maintenance | • Multiple agencies maintain garages (DOT, DESPP, DEEP) | • Consolidate garages<br>• Investigating cost efficiencies with DAS | • Cost for to re-locate/stack |
| | Police barracks | • District consolidation means fewer facilities needed<br>• Some barracks dilapidated | • Consolidate barracks, divest dilapidated buildings<br>• Investigating cost efficiencies with CSP | • Cost for to re-locate/stack |
| | Corrections | • Inmate population down across security levels | • Consolidate ~3 prison facilities<br>• $13-15m in potential savings | • Labor and political challenges as discussed |

# 4.0
# Agency-by-agency impact and opportunities

# Department of Administrative Services

# Department of Administrative Services | Agency profile

| Program or department | Budget ($M) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Facilities & Property Mgmt** | 41.6 / 4.9 | Program / personnel / grants | $2.4M | 37 | • Acquire, sell & transfer property as well as leasing state-owned property to private and nonprofits as appropriate<br>• Administers operating, maintenance & security of state-owned RE |
| **Enterprise Systems & Technology** | 25.9 / 8.0 | Program / personnel | $12.8M | 138 | • Improve effectiveness & resolve business issues<br>• To provide and maintain a standardized technology system (BEST) to streamline government operations, increase efficiency, facilitate better decision-making and eliminate redundant systems for the statewide human resources and procurement functions |
| **Central Administration** | 31.8 | Program / personnel / grants | $23.9M | 420 | • Set agency policy; allocate & monitor agency programs & resources; provide legal & legislative support to DAS<br>• Provide statewide procurement, communications, HR, workers' comp & Affirmative Action services<br>• Billing & collection services for several health agencies<br>• Provide and maintain statewide vehicle fleet |
| **Boards and Commissions** | 22.2 | Program | $0.8M | 9 | • Oversee leasing, sale & acquisition of real estate, as well as proposals for hiring of architects /engineers<br>• To hear and determine all claims against the state<br>• Determine method by which CT insures itself against losses & develop and implement risk management / loss prevention programs related to state insurance plans |
| **Construction Management** | -1.7 / 9.0 / 1.8 | Programs / personnel | $8.1M | 114 | • To manage the planning, design and construction of state-owned facilities, including qualifications-based selection of architects, engineers, procurement, etc.<br>• Provide tech. assistance to agency facility managers<br>• Administers licensing and certification programs and continuing education for local building officials. |
| **Total** | $130.3M state  $1.8M federal  $11.1M other | | $48.0m | 718 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE

Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point;  Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

# DAS | Initial view is HR Personnel and Data Processing staff are among highest risk for staff retirements



**32 HR Generalists, 10 HR Specialists + 18 HR Associates/Assistants**

**33 IT Analysts (1 RC, 2, 3) + 12 IT Managers / Supervisors / Experts**

**12 Fiscal / Admin Officers + 8 Reimbursement Analysts**

**12 Construction Services Project Manager**

**319 Total Eligible**

| | Personnel | Data Processing | Business Management | Clerical Secretarial | Inspection-Investigation | Labor Trades Laundry | Engineering | Purchasing | Accounting Auditing | Architecture | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 203 | 138 | 69 | 73 | 40 | 32 | 22 | 28 | 17 | 18 | 95 |
| Ineligible | | | | | | | | | | | |
| Normal Eligible | 28 | 34 | 17 | 12 | 17 | 11 | 12 | 3 | 5 | 3 | 9 |
| Early Eligible | 55 | 32 | 19 | 18 | 7 | 8 | 3 | 11 | 3 | 1 | 11 |

**Job Functions**

| Normal Ret./ Total HC | 14% | 25% | 25% | 16% | 43% | 34% | 55% | 11% | 29% | 17% | 9% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Early Ret./ Total HC** | 27% | 23% | 28% | 25% | 18% | 25% | 14% | 39% | 18% | 6% | 12% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

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Ineligible    Normal Eligible    Early Eligible

# DAS | Primary retirement surge risks

**HR, business management and clerical/secretarial staff represent largest risks from retirement surge**

- DAS already establishing plans to reduce backfilling needs through increased automation and efficiency
- Hiring processes expected to be streamlined through AI initiatives
- Unit-specific plans being developed to prevent backfilling certain positions (i.e., hire one new employee for every three retirees)

**Shared services, including key business functions, at-risk without backfilling strategy or further centralization**

**IT-backfilling likely to be critical for prioritization**

- IT workers often difficult to attract and retain – personnel critical to DAS providing shared-services support

**Reduction in personnel combined with future telework policy could reduce real estate costs while also removing a significant source of work (leases, facility management, etc.)**

# Department of Administrative Services | Operational opportunities (I/II)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Sell 18-20 Trinity and 30 Trinity St.** | Facilities & Property Management | • Building requires $40M in expected CapEx renovations on 18-20 Trinity<br>• 30 Trinity assessment value of $2.5mm | H | $2.5mm+ assessment $40M+ Capex avoided |
| **Flexible workforce model and reduction of real estate footprint** | Agency-wide | • Increase permanent offering of remote work to broaden pool of candidates, improve WLB, reduce operational footprint and transition toward flexible employment policies<br>• State pays $50mm in annual leases but can have sufficient owned capacity if telework and hoteling persist post-pandemic | H | See "*Real estate*" section for further details |
| **Right-size agency through attrition** | Agency-wide | • ~320 FTEs eligible for retirement (43% of positions)<br>• Retirement surge seen as opportunity to right-size agency that has lacked an organizational review in recent years<br>• Significant opportunity to manage attrition with minimal backfill in select areas – exceptions potentially required in areas likely to see significant uptick in workload around retirement surge (e.g., HR, offset somewhat by AI) | H | $8-10m in potential savings from 80-100+ FTEs |
| **Workers' compensation savings** | Central Administration; Boards and Commissions | • Reduce claim durations using common-sense reform to prohibit lifetime "temporary" benefits<br>Implement safety, health and wellness, and return to work incentive programs to reduce frequency of incidents<br>• Use advanced analytics to increase fraud detection<br>• Create case management system to proactively engage injured employees and doctors to ensure appropriate support is provided<br>• Create an annual settlement fund used to buy out long-term claims at a discount without disrupting individual agencies' pools | M | Potential savings of millions of dollars per year |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

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# Department of Administrative Services | Operational opportunities (II/II)
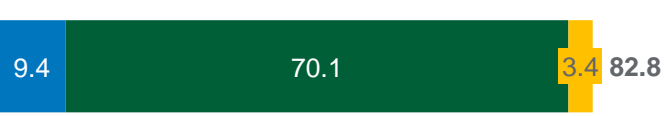
| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **eProcurement platform** | Central Administration | • Utilize statewide eProcurement platform that allows approved vendors to bid on requests while enabling agencies to go outside the system for specialty needs (e.g., DOT materials, time-sensitive requests, validated better value)<br>• Use data analytics to identify high spend areas for maximizing savings | M | Millions of dollars in potential savings statewide |
| **Digital by default, automate/digitize paperwork** | Enterprise Systems & Technology | • Migrate all documentation, paperwork & comms to digital platforms (e.g., electronic correspondence, cloud storage)<br>• Utilize RPA, OCR, NLU, e-signatures, etc. softwares and scale them across State government to have a cohesive and synchronized digitization strategy and further progress towards an integrated database (e.g., Citizen One Stop) | M | Millions of dollars in potential savings statewide |
| **Right-size vehicle fleet** | Central Administration | • DAS fleet of 3,600 should be reduced given agencies admit they have access number of vehicles along with less need for vehicles for many workers with permanent increases in telework<br>• Standardize options to improve purchasing power (i.e., discounts)<br>• Intention to transition to EVs provides perfect time to buy less vehicles | M | TBC potential savings based on agreed telework policy |
| **Centralizing business functions** | Central Administration | • Consolidate business functions (e.g., payroll, AR/AP, accounting) into one agency to realize efficiency savings<br>• Consolidate all collection efforts statewide to ensure efficiencies | M | Millions of dollars in potential savings statewide |
| **Clarify and codify DAS and OPM roles** | Agency-wide | • Conduct review of agency missions and roles due to perceived overlapping services and breadth of scope (e.g., hiring, policy, real estate, procurement) | L | Millions of dollars in potential savings from FTE synergies with clarified roles |
| **Consolidate print & mail** | Operations | • Multiple agencies have their own print & mail centers; merge or outsource | L | <$1m in potential savings |
| | **Total** | | | • **100+ FTEs**<br>• **$100m+ (including avoided CapEx)** |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)
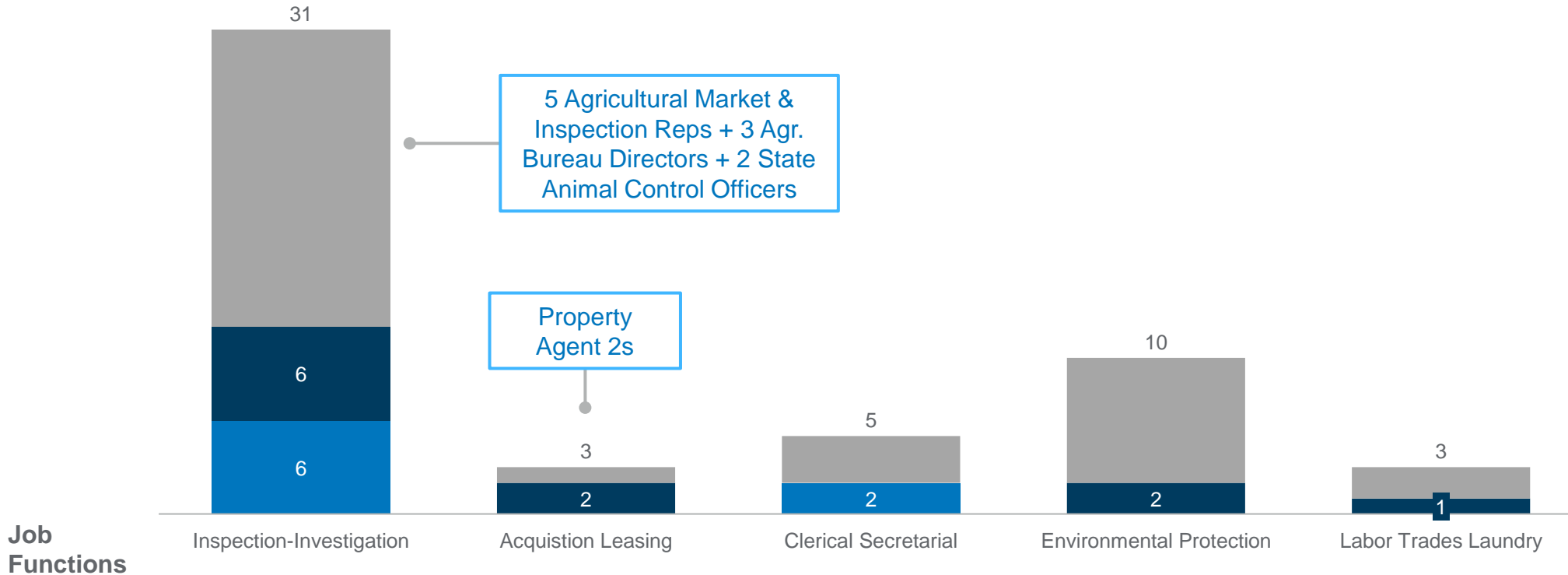
**L** **Low impact** (<$1m)

# Department of Aging and Disability Services

# Department of Aging and Disability Services agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Employment Services** | 9.4 / 70.1 / 3.4 — 82.8 | Program/ personnel/ grants | $0.8m | 321 | • Providing employment training and opportunity to people with disabilities/elders<br>• Providing rehabilitation services for individuals injured while working |
| **Independent Living Services** | 9.7 / 0.4 / 0.7 — 10.7 | Program/ personnel/ grants | $3.2m | 47 | • Providing services to facilitate independence for people with disabilities/elders (e.g. fall prevention, chronic disease management)<br>• Determining disability for individuals |
| **Educational Services** | 4.2 | Program/ personnel | $0.1m | 43 | • Providing information (online, call line, etc.) for elders regarding Medicare, payment management, etc.<br>• Training teachers to work with children with blindness |
| **Administration** | 3.5 | Personnel | $2.5m | 30 | • Planning statewide program implementation<br>• Providing central support functions (e.g. HR, IT) |
| **Accessibility Services** | 0.9 / 0.6 — 1.5 | Program/ personnel/ grants | $0.3m | 7 | • Providing assistive technology and related information<br>• Training individuals with disabilities to drive<br>• Providing specific communication support to individuals who are deaf/hard of hearing |
| **Total** | **$27.4**m state   **$71.6**m federal   **$3.8**m other | | **$7.0m** | **459**[3] | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE 3. Incl. 11 FTE from Advocacy Services – sub-department listed with no budget.
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: FY2020-2021 Biennial Budget Program Addendum

# ADS | Counseling and Education are most at risk of service loss
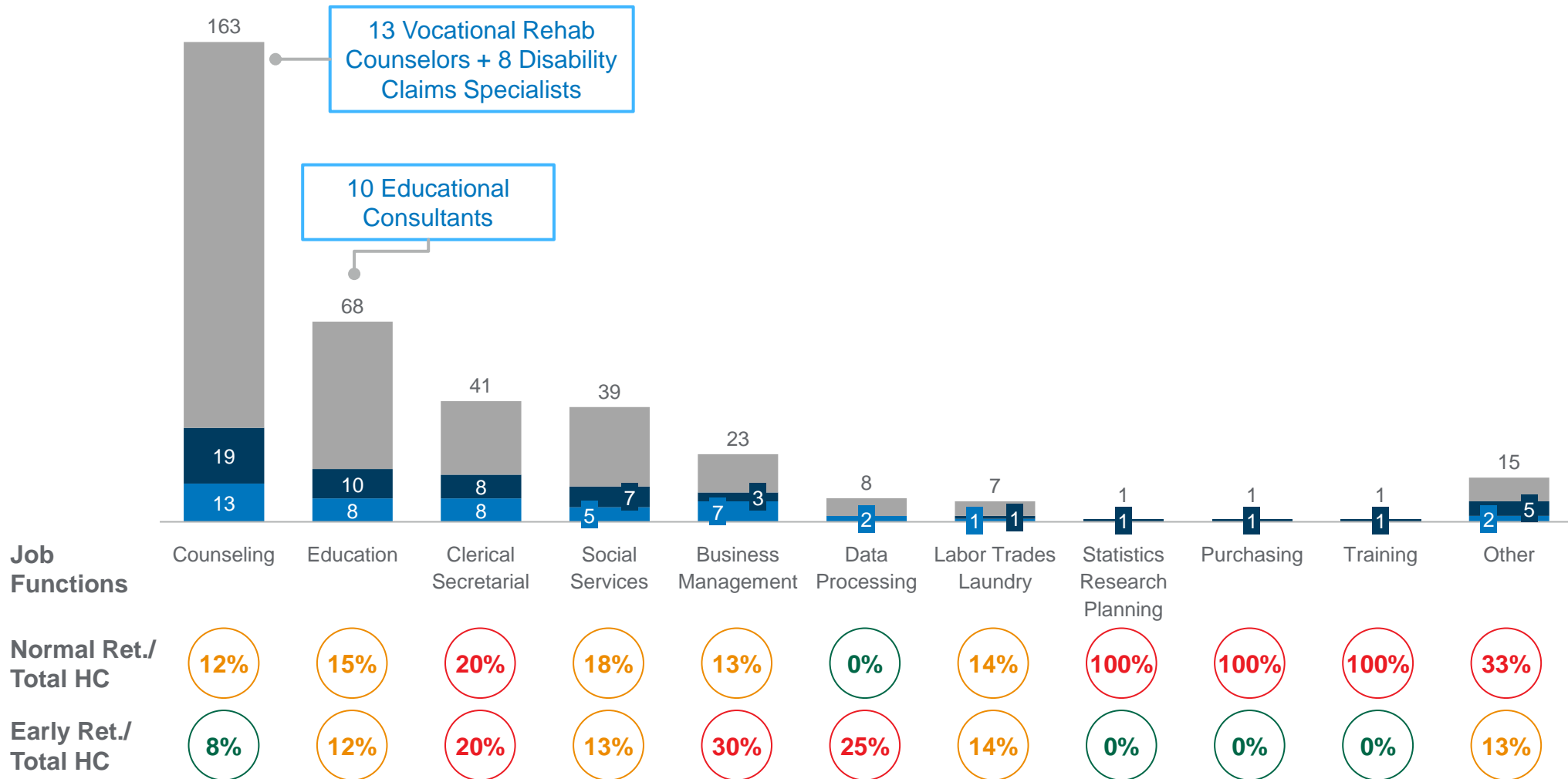


13 Vocational Rehab Counselors + 8 Disability Claims Specialists

10 Educational Consultants

163

68

41

39

23

8

7

1

1

1

15

102 Total Eligible

| Job Functions | Counseling | Education | Clerical Secretarial | Social Services | Business Management | Data Processing | Labor Trades Laundry | Statistics Research Planning | Purchasing | Training | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 12% | 15% | 20% | 18% | 13% | 0% | 14% | 100% | 100% | 100% | 33% |
| Early Ret./ Total HC | 8% | 12% | 20% | 13% | 30% | 25% | 14% | 0% | 0% | 0% | 13% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

Ineligible  Normal Eligible  Early Eligible

# Specialized nature of ADS roles creates service continuity risk due to 2022 retirement surge; additional concern for fiscal operation disruptions

**Highly specialized roles are particularly challenging to backfill, heightening risk of service disruption**
- Challenging to identify candidates for roles working with people with blindness, such as Educational Consultants and Orientation and Mobility Specialists
- Two employees in Driver Training Program are eligible for retirement – ADS has not yet had to recruit for these positions
- Relatively low number of employees in specialized functions may amplify impact of individual retirements

**Clerical and secretarial retirements could disrupt day-to-day operations, particularly within fiscal staff**
- Significant concern for disruption to fiscal operations due to retirements
- Clerical and secretarial positions often accrue responsibilities beyond standard job description over time
- Potential backfill alternatives include further centralization of common functions (e.g. grant-making, eligibility determination)

# Opportunities for ADS to streamline service provision and adopt common platforms across HHS agencies

| Drivers | Observations | Challenges | Opportunities |
|---|---|---|---|
| **Streamline service provision** | • There is significant overlap between services offered by ADS and DDS / DSS<br>• Multiple programs across agencies offer similar service types | • Need for some degree of specialization based on different needs of resident groups<br>• Potential political sensitivity<br>• Different funding sources could complicate consolidation efforts | • Consolidate/jointly administer employment support and independent living programs across ADS and DDS<br>• Combine Elderly Nutrition Program with CTNAP in DSS |
| **Establish common agency platforms** | • Functions such as grant-making/administration, eligibility determination, program monitoring/evaluation, and background checks are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Utilize ImpaCT for eligibility determination<br>• Centralize program monitoring and evaluation for HHS agencies |

# ADS | Identified opportunities (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | **H** | Potential savings of $20-50m state-wide; ADS-specific savings depend on extent of centralization, further analysis pending |
| **Consolidate employment support programs for people with disabilities within DDS Employment Opportunities and Day Services** | Employment Services | • Both DDS and ADS offer wide-ranging vocational support to people with disabilities, including skills training, employer advocacy, long-term support, and more<br>• Consolidating/jointly administering programs could improve policy coordination, simplify resident experiences, and reduce costs | **M** | Potential overall savings of $2-5m+ |
| **Consolidate Independent Living Program, Individual Home Supports, and Congregate Housing Services Program within ADS** | Independent Living Services | • Both DDS and ADS offer a range of supportive housing services, including skills training for independent living, housekeeping, transportation, and more<br>• Consolidating/jointly administering programs could improve policy coordination, simplify resident experiences, and reduce costs | **M** | Potential overall savings of $1-3m+ |
| **Utilize ImpaCT for ADS eligibility determination** | All HHS agencies | • ImpaCT platform supports eligibility determination for DSS and OEC and could be scaled up to support additional programs | **M** | ADS-specific savings depend on extent of utilization – expansion not feasible before 2022 due to technical and governance complexity |
| **Implement statewide background check system for hiring** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | **M** | |
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>  - DCF has second-highest number of dedicated positions among HHS agencies behind DSS<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | **M** | ADS-specific savings depend on extent of centralization |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

# ADS | Identified opportunities (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Combine state-funded Elderly Nutrition Program and CTNAP within DSS** | Independent Living Services | • Both ADS and DSS operate state-funded meal-distribution programs<br>• Combining these programs could improve policy coordination, simplify resident experiences, and reduce costs | L |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

337

# Department of Agriculture | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Management Services** | 7.1 │ 0.4 │ 0.0 → **7.5** | Program / personnel | $0.7m | 7 | • Promote the regulation, protection and development of the state's agricultural product and resources<br>• Provides policy direction, management controls and support services for the agency. |
| **Bureau of Regulation & Inspection** | 5.6 │ 0.9 │ 0.0 → **6.5** | Program / personnel / grants | $2.1m | 33 | • Ensure public health & safety, health of food producing animals, and health & welfare of all domestic animals.<br>• To ensure agricultural commodities composition and quality to prevent economic loss to livestock and poultry owners due to animal diseases or contamination.<br>• To ensure animal and pet foods meet their label claims. |
| **Bureau of Aquaculture** | 0.9 │ 0.0 │ 0.0 → **0.9** | Program / personnel | $0.8m | 12 | • To provide for the planned development and coordination of aquaculture as an agricultural business through programs that assure opportunities for the production of an abundant, safe and wholesome supply of farm raised aquatic plant and animal species. |
| **Agriculture Development & Resource Preservation** | 0.8 │ 0.0 │ 0.0 → **0.8** | Program / Personnel | $0.5m | 16 | • To develop and sustain the agricultural industry and preserve its resources.<br>• To provide a central location for farmers and wholesalers to sell and distribute food and other agricultural products. |
| **Total** | **$14.4**m state   **$1.3**m federal   **$2.1**m other | | **$4.0m** | **71[3]** | |

1. Personal services  2. Incl. STF, Private, Emissions Enterprise Fund and Federal Fund FTEs  3. Incl. 24 FTE from Federal Funds
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

# DOAG | Inspection-Investigation is most at risk of service loss



19 Total Eligible

**Job Functions**

| | Inspection-Investigation | Acquistion Leasing | Clerical Secretarial | Environmental Protection | Labor Trades Laundry |
|---|---|---|---|---|---|
| | 31 | 3 | 5 | 10 | 3 |

5 Agricultural Market & Inspection Reps + 3 Agr. Bureau Directors + 2 State Animal Control Officers

Property Agent 2s

| **Normal Ret./ Total HC** | 19% | 67% | 0% | 22% | 33% |
|---|---|---|---|---|---|
| **Early Ret./ Total HC** | 19% | 0% | 40% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

339

Ineligible    Normal Eligible    Early Eligible

# Department of Agriculture | Operational opportunities (I/I)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Digitize processes** | Agency-wide | • Implementing digitization (e.g., cloud storage, OCR, RPAs, self-guided dashboards, etc.) to automate manual processes | (L) <$1m in est. potential savings from attrition of 5-10 FTEs |
| **Increase shared services and centralized functions** | Agency-wide | • Leverage CT's best-in-state technologies/practices across additional agencies (e.g., DCP, DOB, etc.) to reduce expenses through cost-sharing (e.g., collections, scanning technology, chatbots, etc.)<br>• Target burdensome licensing and registration activities, applying a cross-agency IT solution<br>• Efficiency in creating digital e-management records platform across CT | (L) <$1m in est. potential annual savings from shared services (5-15%) |
| **Digitize processes** | Agency-wide | • Implementing digitization (cloud storage, OCR, RPAs, self-guided dashboards, blockchain monitoring) to automate processes | (L) <$1m in est. potential savings from attrition of 5-10 FTEs |
| | **Total** | | • **~5-10+ FTEs**<br>• **$1-5m+** |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

# Department of Banking

# Department of Banking | Agency profile

| Program or department | Budget | Type | FTE budget[1] | FTE | Description |
|---|---|---|---|---|---|
| **Financial Institutions Division** | 7 | Program | $3.5m | 35 | • Conduct examinations of banking organizations<br>• Ensure compliance of regulatory requirements<br>• Prepare reports of Examination for each institution<br>• Process applications for new charters and branches<br>• Investigate alleged violations of banking laws<br>• Refer potential criminal violators to enforcement agency |
| **Management Services** | 6 | Admin | $2.6m | 20 | • Assist issues with banks, credit unions, investments, mortgage lending, consumer credit, foreclosure assistance, and rental security deposits<br>• Coordinate outreach and education, issues press releases and manages social media<br>• Responsible for accounting, budgeting, fiscal payroll, purchasing, and financial reporting functions |
| **Securities and Business Investments** | 5 | Program | $2.7m | 29 | • Examine broker-dealer and investment adviser spots<br>• Investigate violations of securities and investment laws<br>• Address complaints and inquiries from investors<br>• Register firms, agents, and public offerings of securities and businesses opportunities<br>• Refer criminal violators to enforcement agency |
| **Consumer Credit** | 5 | Program | $2.6m | 33 | • License, examine, and enforce mortgages, loans, money transmitting, sales financing, and debt adjusting<br>• Administer Truth-in-Lending, collection practices and retail installment sales financing laws<br>• Ensure compliance of financing laws and regulations<br>• Consumer education and outreach events |
| **Total** | $0m state   $0m federal   $23m other[2] | | $11.4m | 117 | |

1. Personal services; 2. "Other" meaning the banking fund, both banking and insurance are funded by industry
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DoB | Large number of auditors eligible for retirement
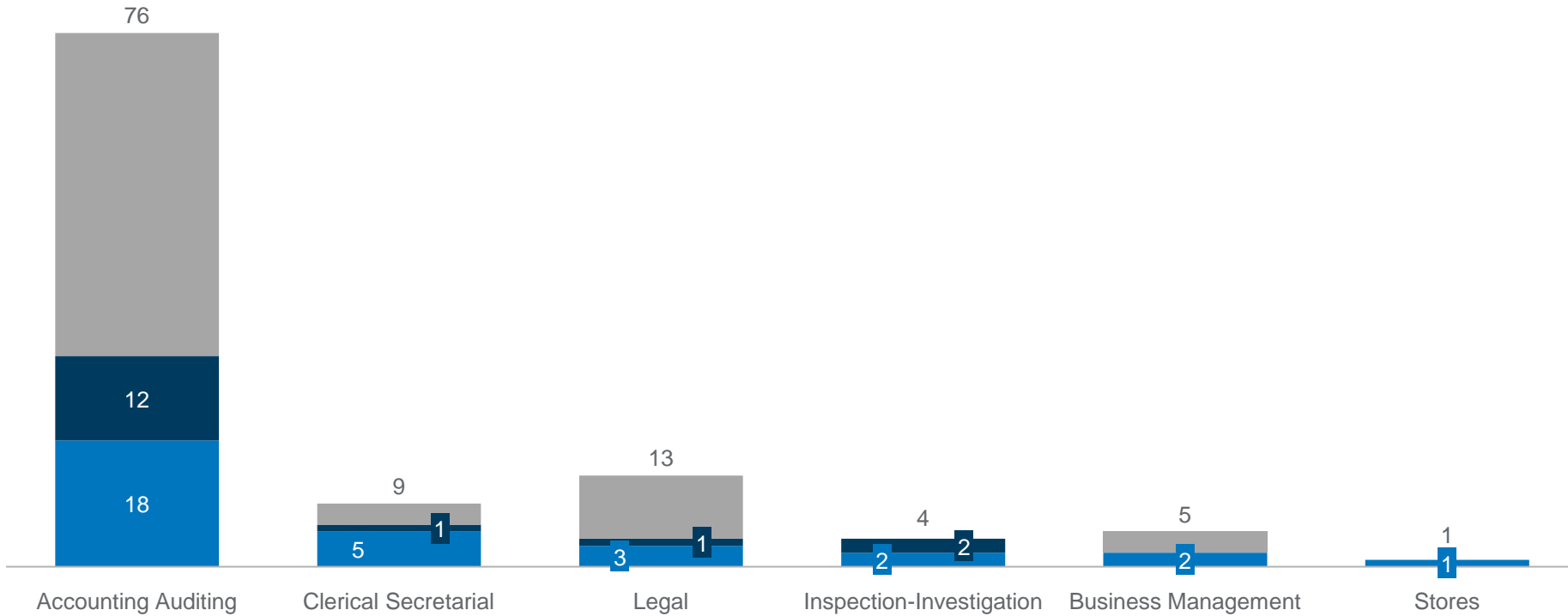


Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

343

# DoB | Primary retirement surge risks

**Retirement of senior leaders leads to loss of institutional knowledge for complex investigations**
- E.g., auditing and financial activities
- Requires financial clerical staff that are at high retirement risk

**Lack of resourcing for training means that examiners do not know how to use DoB systems**
- Examiner staff do not have IT skills necessary to operate digitized systems when turnover happens
- Industry is changing dramatically demanding employees that are IT savvy

**Highly trained inspectors facing significant retirement risk**
- E.g.,100% of inspectors at risk for retirement
- Need to re-fill positions especially within Financial Institutions Division

**Inadequate staffing level increasing risk of department acceleration loss**
- Difficult to maintain adequate agency staffing levels to meet statutory and regulatory program requirements demanding more cross-training

# Department of Banking | Identified opportunities

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Recognize other states' licenses** | Cross-agency | • Increase acceptance of out of state licenses to minimize banking applications to do business in Connecticut | M | Decreases number of audits required for multi-state banks, decreasing number of auditors needed |
| **Migrate to Case Point from Concordance** | Cross-agency | • Eliminate personnel processing time and ensure document accuracy in preparation of legal cases | L | Decreases document processing time, freeing up valuable time of limited legal staff to case management |
| **Pilot State Examination Systems** | Cross-agency | • Provide solution for document management, scheduling, billing and processing through piloting of examination program and electronic module | L | More efficient examination system will decrease document processing time straining clerical staff facing retirement risk |
| **Increase banking examination coordination** | Cross-agency | • Coordinate examinations with both state and federal regulators to minimize regulatory burden and cost | L | |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

# Department of Children and Families

# Department of Children and Families | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Child Welfare Services** | 529.5  **536.1**  6.6 | Program/ personnel/ grants | $189.3m | 2333 | • Managing Careline – reporting service for child abuse<br>• Overseeing foster care, adoption, and subsidized guardianship<br>• Providing independent-living support to adolescents<br>• Contracting private non-profits to provide home/community support services (e.g. crisis response, substance use screening) |
| **Behavioral Health Services** | 3.5  204.3  **207.8** | Program/ personnel/ grants | $51.5m | 641 | • Providing in- and out-of-home psychiatric support and substance abuse treatment for children and families<br>• Operating children's psychiatric facility |
| **Administration** | **42.7** | Personnel | $26.1m | 364 | • Setting guidelines for overall service management<br>• Providing central support functions (e.g. HR, IT) |
| **Prevention** | 7.7  0.3  **7.9**  0.0 | Program/ personnel/ grants | n/a | n/a | • Providing prevention services for child abuse via both direct provision and grants to community<br>• Running The Wilderness School program |
| **Education** | 4.6  0.9  **5.4** | Program/ personnel/ grants | $2.7m | 26 | • Managing school district for children requiring education in DCF-operated facilities<br>• Coordinating public schooling for children under DCF care<br>• Providing virtual and post-secondary educational opportunities |
| **Total** | **$788.8**m state    **$11.2**m federal    **$25**k other | | **$269.6m** | **3364** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DCF | Business Mgmt. and Clerical Secretarial are most at risk of service loss



**630** Total Eligible
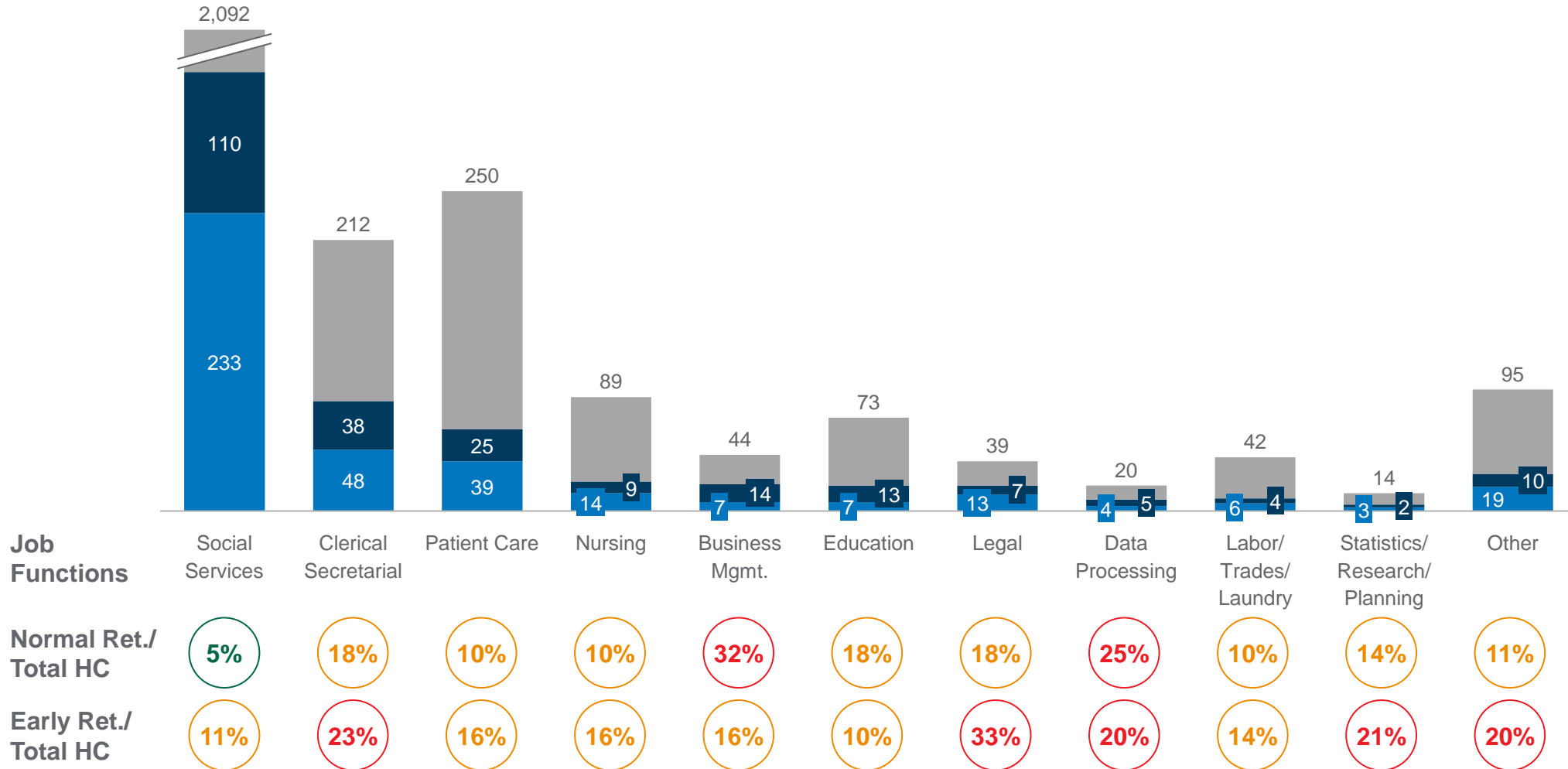
| Job Functions | Social Services | Clerical Secretarial | Patient Care | Nursing | Business Mgmt. | Education | Legal | Data Processing | Labor/ Trades/ Laundry | Statistics/ Research/ Planning | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 2,092 | 212 | 250 | 89 | 44 | 73 | 39 | 20 | 42 | 14 | 95 |
| Ineligible | | | | | | | | | | | |
| Normal Eligible | 110 | 38 | 25 | 9 | 14 | 13 | 7 | 5 | 4 | 2 | 10 |
| Early Eligible | 233 | 48 | 39 | 14 | 7 | 7 | 13 | 4 | 6 | 3 | 19 |
| **Normal Ret./ Total HC** | 5% | 18% | 10% | 10% | 32% | 18% | 18% | 25% | 10% | 14% | 11% |
| **Early Ret./ Total HC** | 11% | 23% | 16% | 16% | 16% | 10% | 33% | 20% | 14% | 21% | 20% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

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■ Ineligible ■ Normal Eligible ■ Early Eligible

# DCF | Primary retirement surge risk driven by need to comply with consent decree; potential for operational disruption and backfill challenges

**Significant number of social workers and supervisors eligible for retirement; social services staffing levels mandated by consent decree**
- Failure to fill positions could result in motion of contempt being filed against the state
- Backfill challenges anticipated due to lack of candidates with requisite field hours completed and high intensity of the work (see below)
- Significant hiring initiative from non-profit providers could disrupt provider operations

**Clerical and secretarial retirements could disrupt day-to-day operations**
- Clerical and secretarial positions often accrue responsibilities beyond standard job description over time
- Potential backfill alternatives include further centralization of common functions (e.g. grant-making, eligibility determination)

**Intense nature of client-facing positions (social workers and others) may complicate backfill efforts**
- Positions involve high stress and liability
- Historically, state employees offered reemployment at DCF prefer other positions with same pay
- State compensation exceeds private sector for social workers, but for other positions such as psychiatrists the reverse is true

# DCF | Opportunities to reduce overtime and adopt common platforms

| Drivers | Observations | Challenges | Opportunities |
|---|---|---|---|
| **Control overtime costs** | • DCF's overtime expenditure (as share of total employee pay) is higher than peer states<br>• Manual cross-agency referral process, unnecessary investigations reduce case worker capacity | • Likely union resistance to overtime adjustments<br>• Rigorous data sharing agreements required between agencies for referrals | • Reduce overtime expenditure using DDS efforts as potential roadmap<br>• Automate cross-agency referral process |
| **Streamline service provision across agencies** | • DPH administers multiple programs supporting pregnant women, mothers, and children | • High political sensitivity around optics of care provision for young children and families<br>• Funding structure for federal programs could complicate program consolidation/joint administration | • Coordinate administration of DPH programs |
| **Establish common agency platforms** | • Functions such as grant-making/administration, eligibility determination, and program monitoring/evaluation are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Expand use of ImpaCT for eligibility determination<br>• Centralize program monitoring and evaluation for HHS agencies |
| **Evaluate sourcing for services** | • Non-profit providers offer foster care services at lower cost per worker | • Privatization efforts in other states often compromised service quality<br>• Potential consent decree constraints<br>• Likely union resistance to privatization | • Limited opportunity due to quality concerns, constraints, and resistance |

# DCF | Identified opportunities (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | **H** | Potential savings of $20-50m state-wide; DCF-specific savings depend on extent of centralization, further analysis pending |
| **Reduce overtime** | Agency-wide | • Training managers to better manage overtime could reduce cost while maintaining coverage<br>• Shifting to a 9-day work week could manage absenteeism currently used to game the system<br>• DDS efforts can serve as roadmap | **M** | $1-2m in potential savings |
| **Implement statewide background check system for hiring** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | **M** | |
| **Expand use of ImpaCT for eligibility determination** | All HHS agencies | • ImpaCT platform supports eligibility determination for DSS and OEC and could be scaled up to support additional programs<br>• DCF and DSS collaborate closely on eligibility | **M** | DCF-specific savings depend on extent of utilization – expansion not feasible before 2022 due to technical and governance complexity |
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>  - DCF has second-highest number of dedicated positions among HHS agencies behind DSS<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | **M** | DCF-specific savings depend on extent of centralization |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

351

# DCF | Identified opportunities (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Reduce incorrect reports of abuse** | Child Welfare Services | • Improving community training and resources to equip reporters (e.g. teachers) to better identify potentially abusive situations could reduce time/resources deployed to investigate "false alarms" and increase case worker capacity | L |
| **Automate cross-agency referral system** | Behavioral Health Services & Child Welfare Services | • Referrals from DCF to other agencies are currently a highly verbal process conducted by case workers<br>• Cross-agency systems would help case workers better understand opportunities for referrals and streamline process, creating additional capacity | L |
| **Coordinate administration of DPH's Children and Youth with Special Health Care Needs (CYSHCN) and Medical Home Initiative in Medical Health and Wellbeing Services** | Child Welfare Services | • CYSHCN provides health, education, and recreation service coordination, payment for services, and family respite for income-eligible children under 21 at elevated risk for chronic physical, developmental, behavioral, or emotional conditions<br>• Housing CYSHCN in Medical Health and Wellbeing Services could improve coordination and resident outcomes while reducing administrative and program costs overall | L |
| **Consolidate administration of Save Haven Act for Newborns with DPH support programs for at-risk pregnant women and new mothers** | Child Welfare Services | • DPH administers multiple support programs for at-risk pregnant women and new mothers:<br>  - Special Supplemental Nutrition Program for Women, Infants and Children (WIC) provides food, healthcare referrals, nutrition education, and breastfeeding support for low-income pregnant, breastfeeding, and postpartum women, infants, and children up to age five at nutritional risk<br>  - Healthy Choices for Women and Children Home provides visits, need assessments, education, and service referrals for pregnant/postpartum women residing in Waterbury who use or are at risk of using substances<br>• Consolidating administration of these programs with that of Save Haven Act for Newborns could improve coordination and resident outcomes while reducing administrative costs | L |

**H** Major impact (>$5m or addresses retirement cliff risk)

**M** Medium impact ($1-5m)

**L** Low impact (<$1m)

# Department of Consumer Protection

# Department of Consumer Protection | Agency profile



| Program or department | Budget | | | | | Type | FTE budget[1] | FTE | Description |
|---|---|---|---|---|---|---|---|---|---|
| **Regulation of Consumer Related Industries** | 6.8 | 0.3 | 5.7 | 12.8 | | Program | $6.0m | 113 | • Regulating all persons and businesses of consumer related industries<br>• Conducts inspections and effectiveness checks<br>• Enforces consumer safety laws, responds to crisis during emergencies, and monitors divisions (e.g. food standards, drug control, liquor, gaming, casino, lottery) |
| **Regulation of Trade Practice and Occupational/ Professional Licensing** | 3.2 | 0.7 | 3.9 | | | Program | $3.1m | 42 | • Enforces licensing obligations for occupational and professional trades<br>• Protect consumers and businesses by preventing unfair and deceptive business practices<br>• Trade practices, recalls, fraud, occupational/professional licensing, and administer testing procedure |
| **Agency Management Services** | 4.4 | 1.7 | 6.1 | | | Admin | $4.2m | 94 | • Coordinate and administer policies and programs<br>• Identify priorities by anticipating marketplace problems and alert citizens to consumer news<br>• Consists of legal, license, administrative, accounting, and technical systems services |
| **Total** | $14m state | <$1m federal | $9m other | | | | **$13.3** | **249** | |

1. Personal services
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

# DCP | Large number of inspectors eligible for retirement
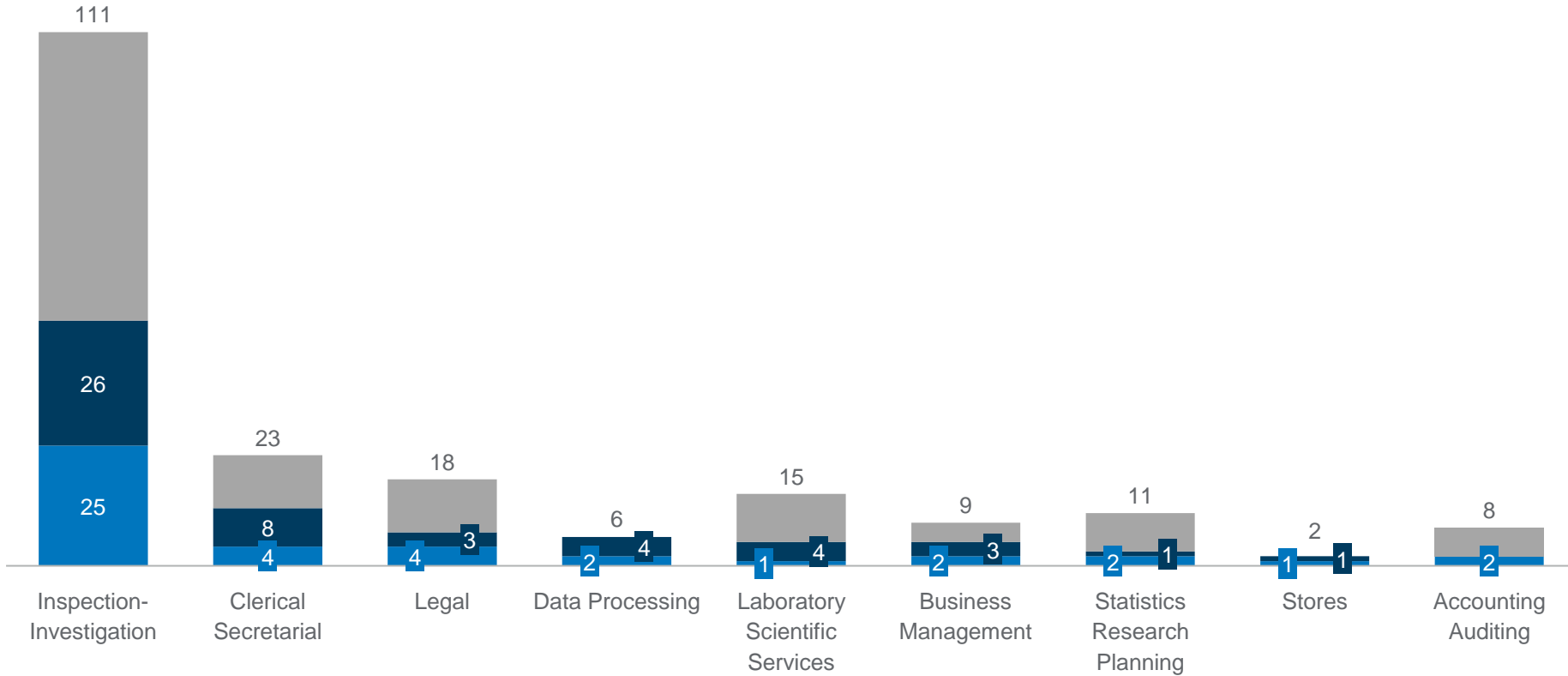
Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

355

# DCP | Primary retirement surge risks

**Challenge in hiring managerial staff and maintaining existing managers**
- E.g., unions and salary compression is a huge problem
- High retention of managerial positions bring risk that others leave the department frustrated de-stabilizing organizational functioning

**Retirement of inspectors leads to loss of niche institutional knowledge for particular industries**
- E.g., food and standards, liquor control, gaming investigations
- Skilled nature of the work makes getting refills more challenging staggering work

**Highly technical data processing capability at risk due to retirements**
- E.g., 100% of data processors at risk for retirement
- Need to re-evaluate job classifications as remaining skills not well matched to future technology needs

# DCP | Retirement opportunities

| Opportunity | Program impacted | Detail | Retirement or efficiency impact | |
|---|---|---|---|---|
| **Expand common professional credentialing platform** | Cross-agency | • Expand credentialing and enforcement resourcing to take on more activity. Credentialing duplication across the state which would be better housed at DCP | M | Reduces duplicative inspections, decreasing number of inspectors and dedicated time needed to activity |
| **De-credential low risk professions** | Cross-agency | • Identify creative ways to minimize industry resistance for de-credentialing initiatives | L | Removing processing time for low-risk professions will free time credentialing time for inspectors |
| **Strategically target inspection activity** | Cross-agency | • Target inspections based on likelihood of non-compliance pushing against legislative barriers | L | Targeting of inspections based on level of risk will minimize dedicated enforcement staff |

| | |
|---|---|
| H | **Major impact** (>$5m or addresses retirement cliff risk) |
| M | **Medium impact** ($1-5m) |
| L | **Low impact** (<$1m) |

357

# DCP inspection job titles for consolidation opportunity addressing service risk
## ~22% of inspection FTE at risk for retirement

| Inspection types | # of people | # of job titles[1] | Potential to merge |
|---|---|---|---|
| **Liquor** | • 8 | • 3 | • Opportunity to cross-train as inspections take place at similar location sites e.g. grocery store |
| | | | • Liquor control agents have variant job codes fluctuating based on level of expertise |
| **Food** | • 16 | • 1 | • Food inspectors span across weights and measures (fuel), unit/item pricing and non-alcoholic beverages |
| **Gaming (Casinos)** | • 10 | • 1 | • Involve same skill set to inspect varying types of games e.g. gaming regulation compliance, gaming regulation and drawing |
| **Gaming (Lottery)** | • 10 | • 2 | • Physical inspections at casinos are close in location and enforcement type to use smaller FTE pool (<15 miles apart) |
| **Investigations** | • 11 | • 1 | • Occupational trade inspectors of professional trades require additional level of expertise; as such, should remain siloed |
| | | | • Consistent job codes across inspectors |

Potential cost savings opportunity of ~$1m if inspections are consolidated across divisions. Other advantages include removal of duplicative inspections, utilization of knowledge sharing and minimizing of dedicated FTE. However, any changes to the job classifications would need to be bargained

# Department of Corrections

# Corrections Department | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| Custody | 430.5  16.9  0.3  447.6 | Personnel | $342.8m | 4,975 | • Operates and manages fourteen correctional institutions and centers<br>• Manages K-9 Unit and Correctional Transport Unit |
| Health and Addiction Services | 91.3  0.0  91.3 | Program | $1.6m | 593 | • Collaborates with UCHC to provide primary care, inpatient infirmary care, psychiatric services, dental services and medications |
| Parole and Community Services | 50.1  0.0  50.1 | Program | $13.3m | 155 | • Provides supervision and enforces conditions for offenders release. Includes units such as mental health, support services, DUI, and women's re-entry |
| Programs and Treatment Services | 0.9  29.7  30.9  0.3 | Program | $29.1m | 406 | • Administer educational and vocational opportunities, treatment programs, religious and volunteer activities, re-entry services and victim services |
| Consideration of Pardons and Parole | 6.6  6.6 | Program | $6.6m | 79 | • Structured parole board that grants release or authorizes the return to prisons of any parolee; grants certification of employability |
| Correctional Enterprises | 6.5  6.5 | Program | $6.5m | 35 | • Provides vocational education and occupational development skill that generates revenue from sales of products and services |
| Agency Management Services | 6.1  6.2 | Program | $5.1m | 54 | • Sets uniform policies, centralizes support functions and provides overall agency management services (e.g. affirmative action, legal services, fiscal services) |
| Staff Training & Development | 2.3  2.3 | Program | $1.5m | 20 | • Provides staff training and development programs (e.g. pre-service education, in-service training, firearms instruction, and train the trainer classes) |
| **Total** | **$616.5**m state  **$1.2**m federal  **$23.8**m other | | **$406.5m** | **6,317** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE. Note: Budget and FTE figures are FY 2020 Baseline figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DOC | Penal-Corrective Services and Clerical Secretarial are most at risk of service loss



**412 COs, 60 Lieutenants, 43 Captains, 16 Deputy Wardens and 16 Wardens**

**59 Secretaries, Typists and Office Assistants**

**47 Parole Officer 2**

**968 Total Eligible**

| | Penal-Corrective Services | Clerical Secretarial | Counseling | Parole and Probation | Labor Trades Laundry | Education | Nursing | Business Management | Food Processing Service | Patient and Inmate Care | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret. + Haz. / Total HC** | 12% | 11% | 17% | 32% | 26% | 25% | 16% | 21% | 16% | 11% | 15% |
| **Early Ret./ Total HC** | 0% | 27% | 2% | 1% | 2% | 0% | 1% | 22% | 2% | 1% | 5% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Includes hazardous duty eligible employees.
Source: CT STARS database, BCG analysis

361

Ineligible    Hazardous Eligible    Normal Eligible    Early Eligible
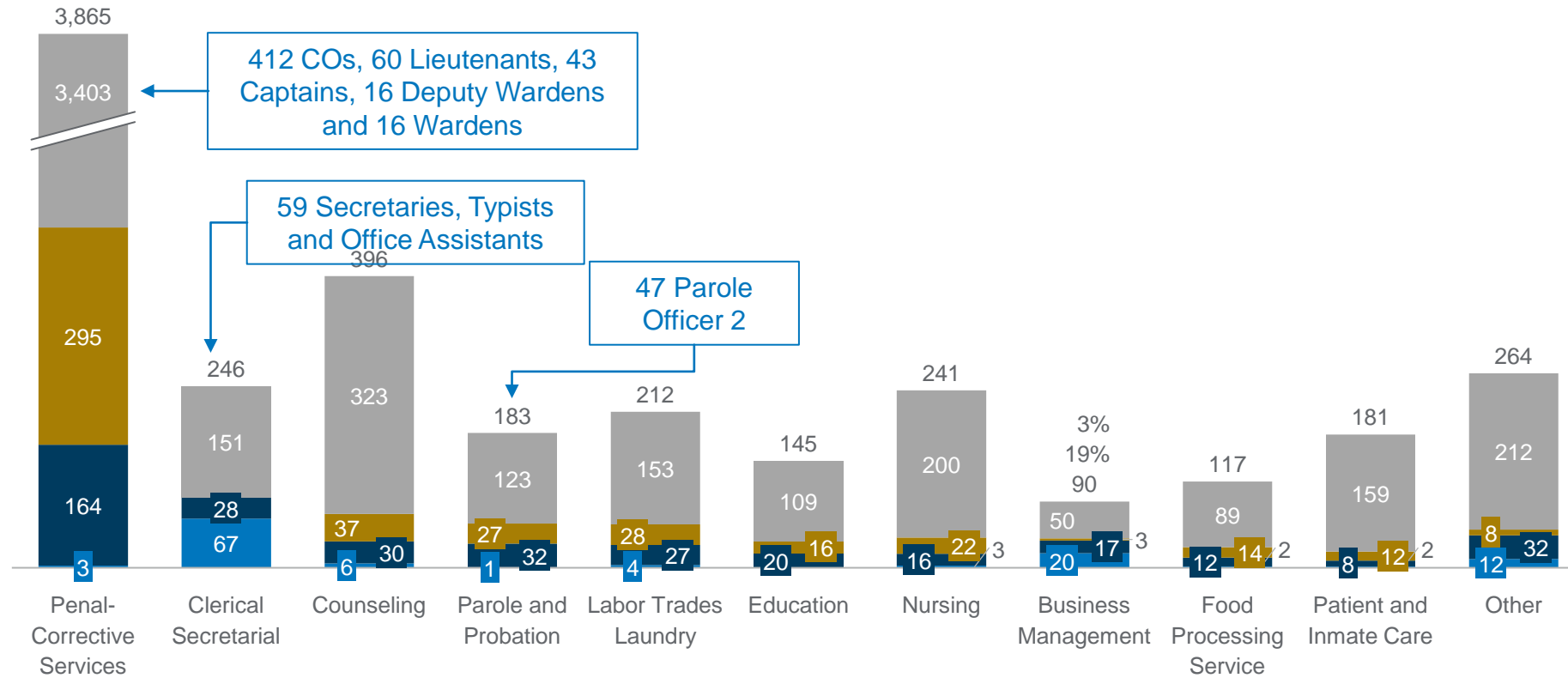
# DOC | Opportunities identified for Department of Corrections (1 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Return corrections staffing to previous level** | Custody | • Accept CO retirement to return ratio of CO/inmates to pre-Covid levels | **H** $34m, addresses retirement risk for COs |
| **Re-base healthcare costs** | Health and Addiction Services | • Review sourcing of health services (e.g., dental services, mental health services, primary care services)<br>• Change scheduling to reduce reliance on overtime without increasing FTE | **H** Depends on future prison population |
| **Decrease imprisoned population** | Custody | • Reform bail rules (e.g., lower or end use of cash bail) to reduce jail population<br>• Increase use of recidivism and diversion programs to reduce prison population in medium term | **H** Depends on degree of reform |
| **Lower facility costs with by reducing footprint** | Custody | • Consolidate correction facilities to achieve a facility occupancy rate of ~56% | **M** $3m, addresses retirement risk for maintenance staff |
| **Demand response for utilities** | Engineering | • Utilize existing facility generators to participate and receive payment in demand response programs. | **L** |
| **Increase EAU staffing** | EAU | • Increase EAU staffing and personnel to provide timely and responsive interventions and peers support services. | **L** |
| **Better use trades reserve** | EAU | • Hire a reserve of tradespeople to draw from as critical staff retire in order to maintain essential services | **L** |
| **Improve training for peer counselors** | Cross-agency | • Enhance training opportunities for peer counselors specific to LE/correctional professionals, thereby improving efficacy of recidivism programs | **L** |
| **DAS-FMLA dedicated staff** | Cross-agency | • Assign one dedicated DAS - FMLA staff to work with EAU for continuity of care- minimize duplications and increase efficiencies | **L** |

**H** **Major impact** (>$5m or addresses retirement cliff risk)
**M** **Medium impact** ($1-5m)
**L** **Low impact** (<$1m)

# DOC | Opportunities identified for Department of Corrections (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Expand videoconferencing infrastructure** | Custody<br>Health and Addiction Services | • Expand use of remote technology will reduce the need for inmate transportation and will decrease costs by reducing vehicle use and staff resources required | L |
| **Upgrade inmate record keeping** | Custody | • Upgrade system for maintaining inmate records to save time and cost by reducing FOI complaints | L |
| **Electronic invoicing** | Cross-agency | • Automate accounts payable function through electronic invoicing | L |
| **Direct Deposit** | Health and Addiction Services | • Require state employees to have direct deposit to receive pay and petty cash payments | L |
| **Payroll consolidation** | Cross-agency | • Centralize payroll functionality (for Department of Corrections and other agencies) into OSC or another agency | L |
| **Decrease imprisoned population** | Custody | • Reform bail rules (e.g., lower or end use of cash bail) to reduce jail population<br>• Increase use of recidivism and diversion programs to reduce prison population in medium term | L |

H **Major impact** (>$5m or addresses retirement cliff risk)

M **Medium impact** ($1-5m)

L **Low impact** (<$1m)

# Four main cost drivers could lead to significant savings in Corrections

5,946 FTE, $640m in annual costs

| Cost Drivers | Observations | Potential opportunity | Challenges |
|---|---|---|---|
| **Imprisoned population** | • Imprisoned population per capita higher than neighbors (252/100k vs MA 145/100k)<br>• NY, NJ recently enacted bail reform<br>• One of four integrated jail/prison systems in US | • Change bail rules (e.g., end cash bail)<br>• Increase use of parole<br>• Reduce recidivism rate through prevention programs | • Political capital needed to engage in crime<br>• Rate of return varies; many show results immediately or in 1-2 years |
| **Facility costs** | • 14 facilities total<br>• 56% total occupancy rate[1]<br>• Oldest facility dates to 1820, facility costs range from $4-16k/inmate | • Shut down three facilities, increasing occupancy rate<br>• Reduce facility upkeep and maintenance costs | • Political considerations<br>• Corrections facilities are often major employers in small communities |
| **Staff costs** | • Staffing ratio of 2.8 inmates/CO compared to 3.6 in pre-COVID and national average of 4.0 | • Combine facility changes with moving staffing ratio toward national average | • High staffing ratios tied to employee safety<br>• Labour issues |
| **Healthcare costs** | • Healthcare costs slowly decreased from ~$90m in 2014 to ~$82m in 2019<br>• Prison population decreased by 20% from 2014 – 2019 | • Change prison healthcare model to contracted-provision or hybrid | |

1. Pre-COVID (2019)
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# Prison population has declined over the past decade to less than 10,000 at the end of 2020

## DoC inmates and authorized COs



Legend:
— Authorized Positions
— Inmates

Inmates: 19.4k, 18.9k, 18.4k, 17.6k, 16.6k, 17.0k, 16.6k, 16.0k, 15.3k, 14.3k, 13.4k, 13.1k, 9.9k

Authorized Positions: 7.0k, 6.7k, 6.5k, 6.5k, 6.3k, 6.4k, 6.4k, 6.4k, 6.2k, 6.1k, 6.1k, 6.1k, 6.1k

Y-axis (People): 0.0k, 5.0k, 10.0k, 15.0k, 20.0k

X-axis: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020

Impact of COVID-19 releases

**-32%** '08-'19

**-12%** '08-'19

2.8 staffing ratio (including non-COs) in 2008

2.1 staffing ratio (including non-COs) in 2019
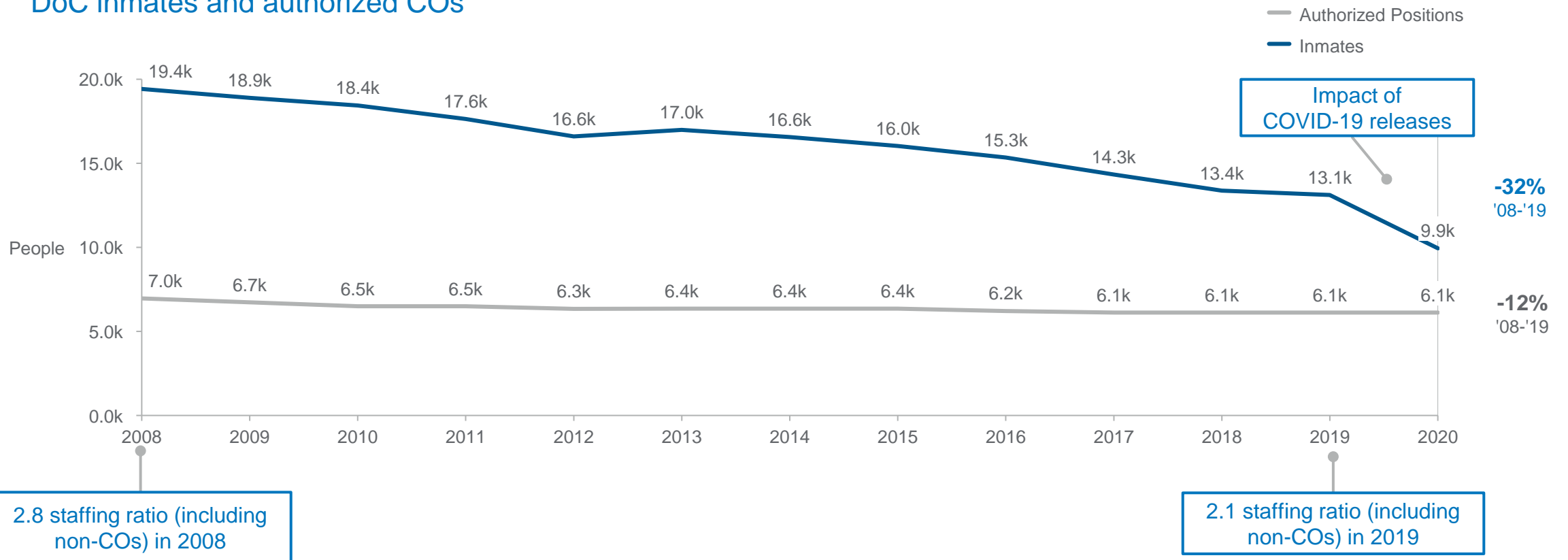
Source: Source: OPM, Corrections Sub-Committee Report facilities tab, BCG analysis 2) 2008 and 2019 staffing ratio taken from DOC website: authorized positions/incarcerated inmates.

# Connecticut staffing ratio lower than peers; potential to return to previous staffing ratio (still lower than national average) through accepting CO retirements



**Impact of increasing staffing ratio (inmates/CO)**

**If CT returned to a staffing ratio of 3.0:1 (still less than US average of 4.0:1)**

Number of COs 3,438 ☐ 2,873

U.S. Average (4.0)

**CT 2012 Average (3.0)**

Security Level 2 — CT 2.6, ME 3.6, OR 10.7
Security Level 3 — CT 3.0, ME 1.4, OR 10.6
Security Level 4 — CT 2.7, ME 3.5, OR 8.9
Security Level 5 — CT 1.9, ME 3.4, OR 8.4

Legend: CT, ME, OR

# Healthcare spending | Health costs declining slower than inmate population

**Prison healthcare costs have decreased by 8%…**
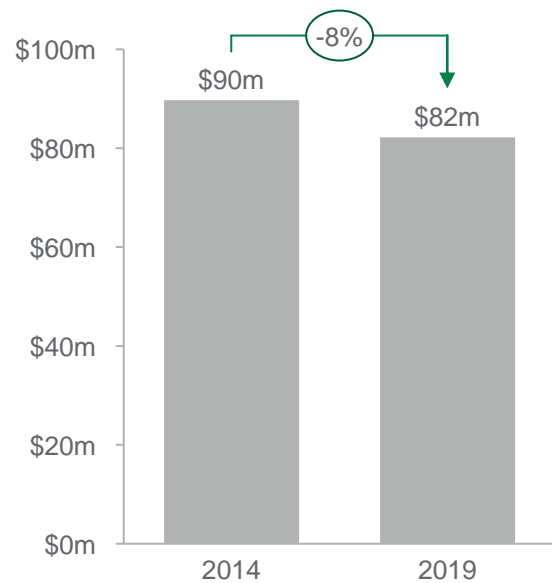


**…while inmate population has decreased by 21%…**
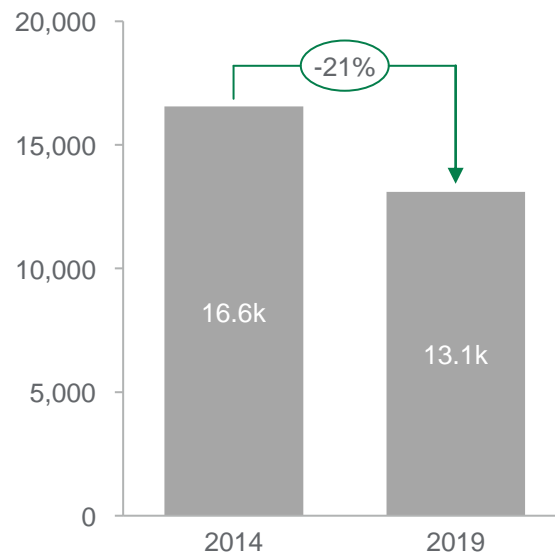


**..resulting in 16% greater healthcare cost per inmate**
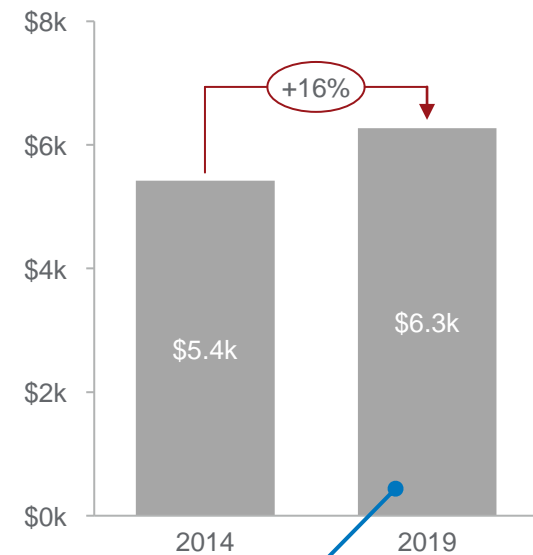


Returning to $5.4k/inmate yields $5-10m savings. If inmate numbers continue decline, savings are greater

# Healthcare spending | These trends observed over past five years and potentially accelerated by COVID-19
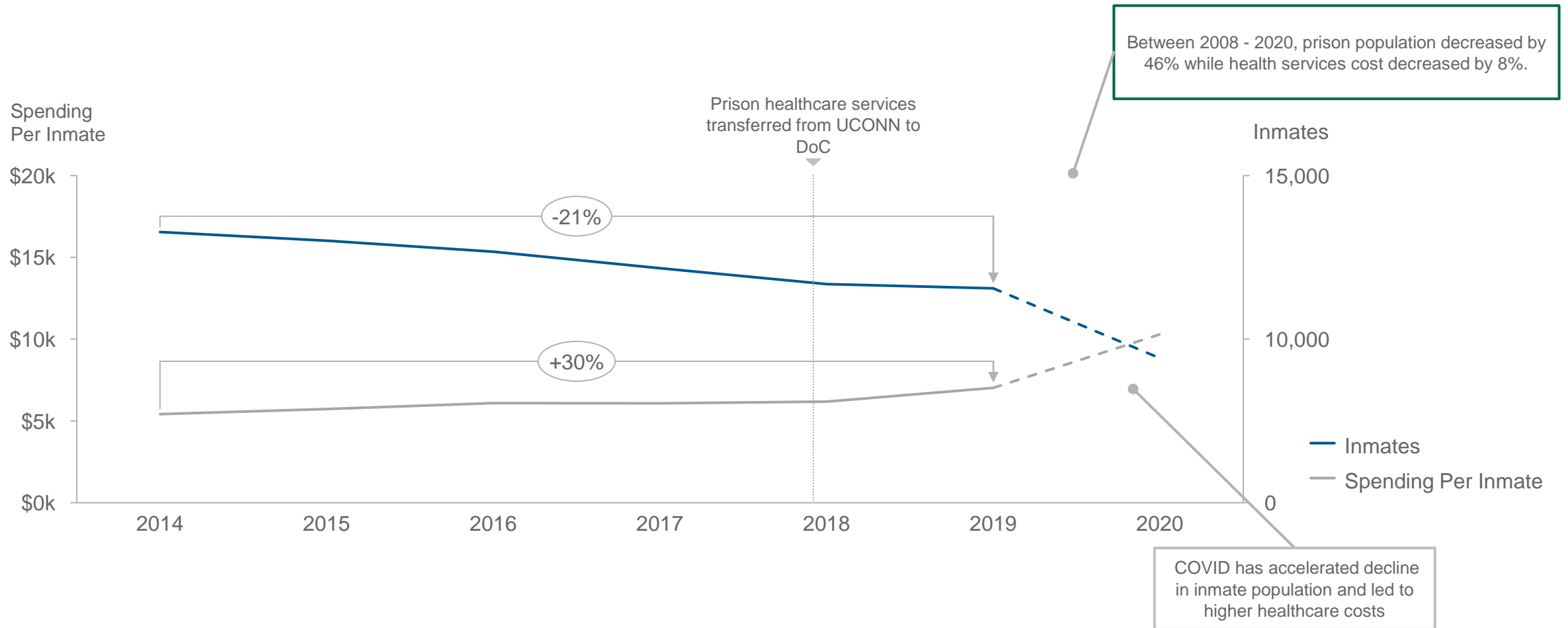


Between 2008 - 2020, prison population decreased by 46% while health services cost decreased by 8%.

Spending Per Inmate

Prison healthcare services transferred from UCONN to DoC

Inmates

-21%

+30%

$20k — 15,000
$15k
$10k — 10,000
$5k
$0k — 0

2014  2015  2016  2017  2018  2019  2020

Inmates
Spending Per Inmate

COVID has accelerated decline in inmate population and led to higher healthcare costs

# Department of Developmental Services

# Department of Developmental Services | Agency profile

**DDS**

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Employment and Day Supports** | 284.4    284.4    0.0 | Program/ personnel/ grants | $5.1m | 89 | • Assisting individuals with disability in seeking employment<br>• Facilitating day programs (group and individual) to provide skills training, community participation, and social interaction |
| **Residential Supports** | 177.1 | Program/ personnel/ grants | $117.1m | 2298 | • Licensing community and private family homes for residential support<br>• Providing training to individuals with disabilities on independent or group living (e.g. cleanliness, food prep. etc.)<br>• Operating Intermediate Care Facilities for individuals requiring more intensive care |
| **Resource Supports** | 57.1   0.0  57.1 | Program/ personnel/ grants | $49.1m | 979 | • Planning and coordinating services for individuals/families<br>• Providing support for families caring for individuals with intellectual disability (e.g. respite, in-home, grants, etc.) |
| **Agency Management Services** | 0.6    1.8  36.6    34.2 | Personnel | $28.9m | 354 | • Planning and implementing overall system of services<br>• Training employees (public and private) |
| **Total** | $552.8m state   $0.6m federal   $1.8m other | | $200.2m | 3720 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: FY2020-2021 Biennial Budget Program Addendum

# DDS | Patient Care and Social Services are most at risk of service loss
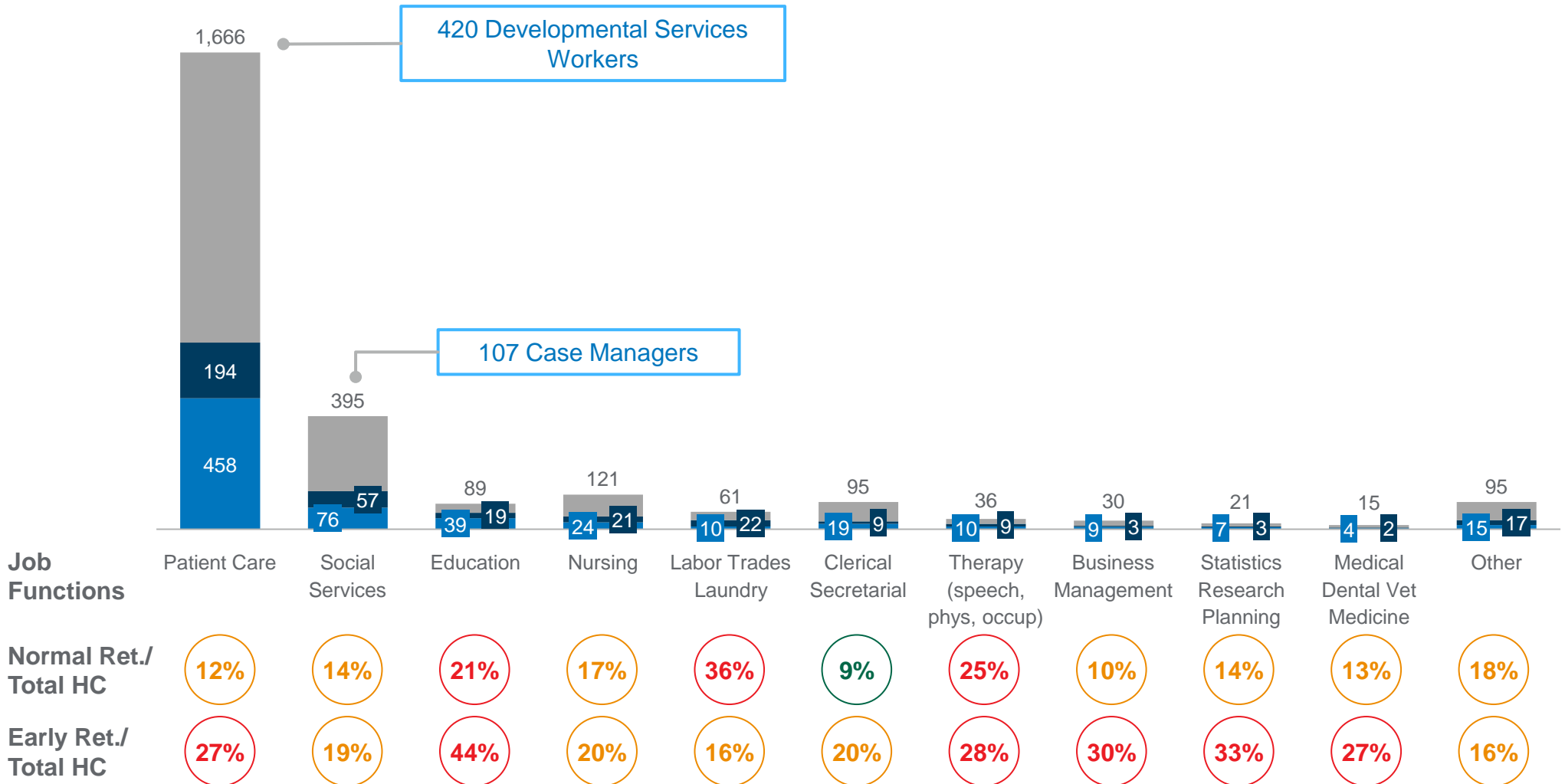


**420 Developmental Services Workers**

**107 Case Managers**

1,027 Total Eligible

| Job Functions | Patient Care | Social Services | Education | Nursing | Labor Trades Laundry | Clerical Secretarial | Therapy (speech, phys, occup) | Business Management | Statistics Research Planning | Medical Dental Vet Medicine | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 12% | 14% | 21% | 17% | 36% | 9% | 25% | 10% | 14% | 13% | 18% |
| **Early Ret./ Total HC** | 27% | 19% | 44% | 20% | 16% | 20% | 28% | 30% | 33% | 27% | 16% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

371

Ineligible | Normal Eligible | Early Eligible

# DDS | COVID-related retirements and wide-ranging backfill challenges may exacerbate impact of 2022 retirement surge

**DDS**

**COVID has accelerated departures of senior staff – retirements may continue to increase until 2022 deadline**
- Some senior staff have already begun to leave due to pandemic-related concerns
- Overall, management workforce has declined significantly over multiple decades (30-40% decrease since 2002)

**Clerical and secretarial retirements could disrupt day-to-day operations**
- Clerical and secretarial positions often accrue responsibilities beyond standard job description over time
- Potential backfill alternatives include further centralization of common functions (e.g. grant-making, eligibility determination)

**DDS experiences backfill challenges across a range of job functions**
- Interest in management roles has declined, particularly from people who have been trained for the roles
- Higher private sector compensation complicates recruiting efforts for nurses and other clinical positions
- Recruiting for direct-care positions draws heavily on private providers, which often frustrates providers

# DDS | Opportunities to evaluate sourcing, control overtime, streamline service provision, and pursue common platforms and digitization

| Drivers | Observations | Challenges | Opportunities |
|---|---|---|---|
| **Evaluate sourcing for services** | • Majority of CT group homes are privately operated<br>• Non-profit providers operate group homes at lower cost than CT while maintaining service quality | • Conversion to non-profit operation could disrupt resident experience<br>• Potential union resistance<br>• CT need to remain provider of last resort | • Expand non-profit operation of group homes |
| **Control overtime costs** | • DDS' overtime expenditure (as share of total employee pay) is higher than peer states<br>• DDS has already had success in reducing overtime expenditure | • Likely union resistance to additional overtime adjustments<br>• More extreme efforts may be required to reduce costs beyond levels already achieved | • Pursue further reduction of overtime, expanding on current efforts |
| **Streamline service provision** | • There is significant overlap between services offered by DDS and ADS<br>• Multiple programs across agencies offer similar service types | • Need for some degree of specialization based on different needs of resident groups<br>• Potential political sensitivity | • Consolidate/jointly administer employment support and independent living programs across DDS and ADS |
| **Establish common agency platforms** | • Functions such as grant-making/administration, eligibility determination, program monitoring/evaluation, and background checks are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Utilize ImpaCT for eligibility determination<br>• Centralize program monitoring and evaluation for HHS agencies |
| **Digitize/ automate manual processes** | • Several frequent processes at DDS require substantial manual effort and could be digitized/automated | • Initial investment likely required<br>• Technical complexity<br>• Potential updates needed to existing data sharing agreements | • Digitize Individual Service Plans and eligibility applications<br>• Automate payment tracking and Affirmative Action reporting<br>• Digitize contact information maintenance |

# DDS | Identified opportunities (1 of 3)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Expand use of non-profits for group homes** | Agency-wide | • Majority of CT group homes are privately operated<br>• Non-profit providers operate group homes at substantially lower costs while maintaining similar service quality<br>• Potential challenges include disruption to residents, union resistance, need for state to remain "provider of last resort", and revenue loss | H | Potential annual savings of $8m+ and reduced need to backfill retired positions, depending on degree of privatization |
| **Establish central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | H | Potential savings of $20-50m state-wide; DDS-specific savings depend on extent of centralization, further analysis pending |
| **Reduce overtime** | Agency-wide | • DDS accounts for ~15% of statewide overtime spend<br>• Share as % of total pay is higher than peer states<br>• Ongoing efforts can be expanded to further reduce overtime | M | Potential savings of $3-5m+ |
| **Consolidate employment support programs for people with disabilities within DDS Employment Opportunities and Day Services** | Employment Opportunities and Day Services | • Both DDS and ADS offer wide-ranging vocational support to people with disabilities, including skills training, employer advocacy, long-term support, and more<br>• Consolidating/jointly administering programs could improve policy coordination, simplify resident experiences, and reduce costs | M | Potential overall savings of $2-5m+ |
| **Consolidate Independent Living Program, Individual Home Supports, and Congregate Housing Services Program within ADS** | Residential Supports | • Both DDS and ADS offer a range of supportive housing services, including skills training for independent living, housekeeping, transportation, and more<br>• Consolidating/jointly administering programs could improve policy coordination, simplify resident experiences, and reduce costs | M | Potential overall savings of $1-3m+ |

**Legend:**

H — **Major impact** (>$5m or addresses retirement cliff risk)

M — **Medium impact** ($1-5m)

L — **Low impact** (<$1m)

# DDS | Identified opportunities (2 of 3)

**DDS**

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Utilize ImpaCT for DDS eligibility determination** | All HHS agencies | • ImpaCT platform supports eligibility determination for DSS and OEC and could be scaled up to support additional programs | M | DDS-specific savings depend on extent of utilization – expansion not feasible before 2022 due to technical and governance complexity |
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | M | DDS-specific savings depend on extent of centralization |
| **Implement statewide background check system for hiring** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | M | |
| **Implement online portal for Individual Service Plan** | Agency-wide | • 12k+ Plans a year are developed in conjunction with service providers and with input from the individual and guardian, requiring signed approvals<br>• Efficiency benefit for staff as well as improved access and usability benefit for beneficiaries, families/guardians, and providers (if applicable)<br>• Providers would see a particular benefit in licensing checks that often cite missing documentation. | L | |
| **Implement online service eligibility application** | Agency-wide | • Eligibility applications received in paper and scanned into FileBound scanning system (avg. 750/year)<br>• Applicants/families/guardians cannot access information or status<br>• Online centralized application with smart prompts could generate efficiencies for staff and improved access for residents for multiple agencies, and serve as short-term solution until ImpaCT able to expand support | L | |

H **Major impact** (>$5m or addresses retirement cliff risk)

M **Medium impact** ($1-5m)

L **Low impact** (<$1m)

375

# DDS | Identified opportunities (3 of 3)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Automate DDS payment/payment tracking system** | Agency Management Services | • Monthly payments are manually entered into accounts in CORE<br>• Automated payment and payment tracking system would reduce or eliminate manual process work for agency staff while allowing provider business owners to monitor and track as well as report on payments from state | L |
| **Digitize cross-agency contact information maintenance** | Agency-wide | • Case Managers review contact information annually<br>• Identity information could be managed across agencies/platforms and kept better up to date | L |
| **Automate Affirmative Action reporting** | Agency Management Services | • Creation of the Affirmative Action Plan requires extensive analysis of conditions in the employment market on annual basis<br>• Automation of Affirmative Action reporting across agencies could benefit agency staff and increase capacity within EEO offices to proactively work towards achieving goals | L |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

# Office of Early Childhood

# Office of Early Childhood | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Early Childhood Education Program** | 240.7   114.8   0.5   **356.0** | Program/ personnel/ grants | $8.7m | 141 | • Facilitating access to child care and early education via community funding<br>• Providing joint education to parents and young children in new/at-risk families<br>• Licensing and monitoring child day care programs, youth camps, etc. |
| **Total** | **$240.7**m state   **$114.8**m federal   **$0.5**m other | | **$8.7m** | **141** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: FY2020-2021 Biennial Budget Program Addendum

OEC | Social Services and Education are most at risk of service disruption
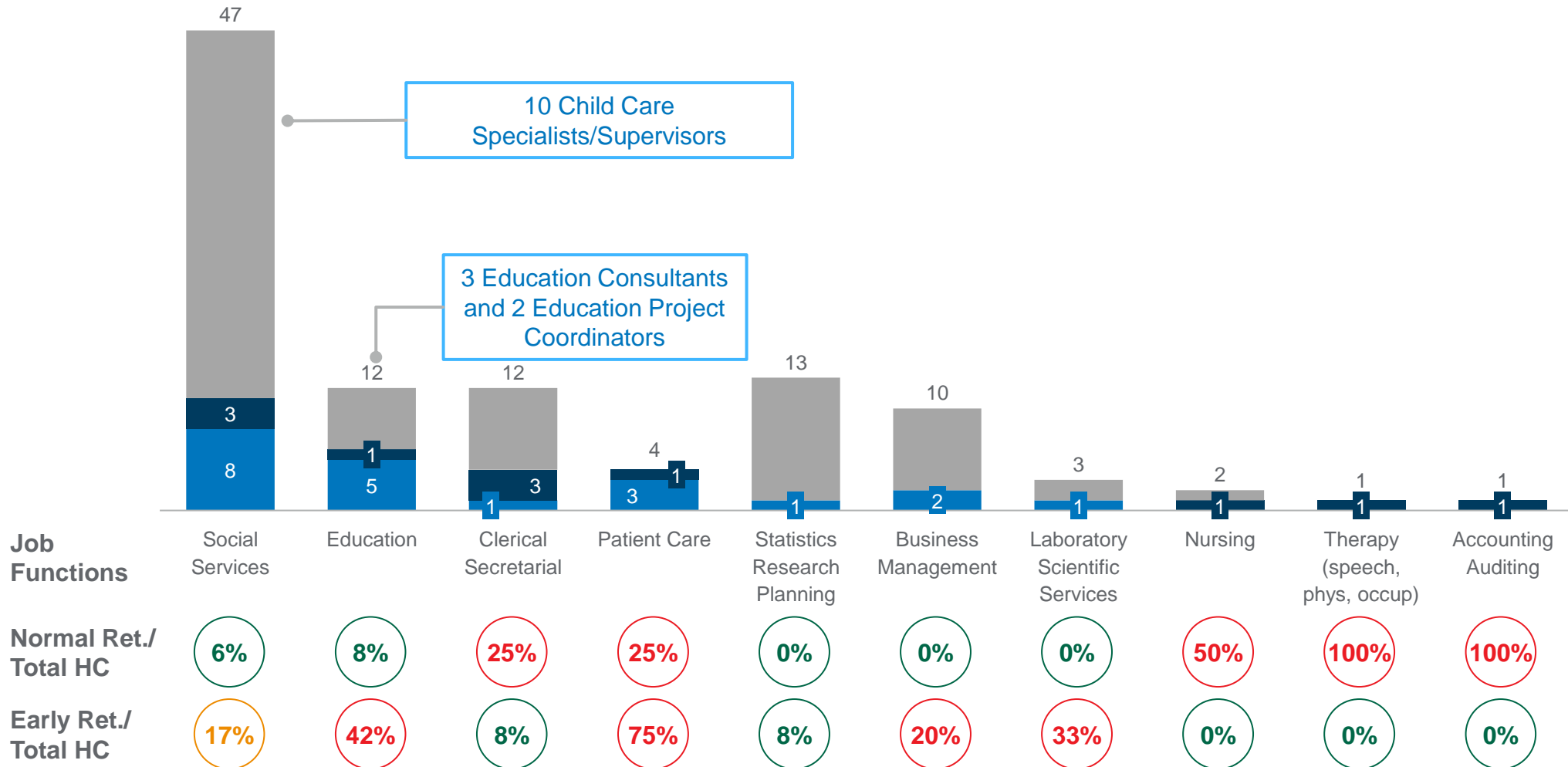
# OEC | 2022 retirement surge likely to lead to significant loss of institutional knowledge; coincides with anticipated increase in federal funding

**OEC risks losing significant institutional knowledge due to retirements of senior staff such as:**
- CCDF administrator (already retired, currently working 12 hours a week)
- Birth to Three program director
- Licensing division head
- Grants and contracting specialist

**OEC is administratively lean, amplifying impact of individual retirements**
- OEC utilizes staff from other HHS agencies such as DMHAS, as well as outside vendor United Way
- Grants and contracting specialist is currently responsible for ~900 contracts

**Anticipated 2021 increase in federal funding likely to increase workload across OEC**
- Total federal dollars for early childhood funding received by Connecticut could double
- Early childhood activities remain a key political focus

# OEC | Opportunities to adopt common platforms and pursue further digitization

| Drivers | | Observations | Challenges | Opportunities |
|---|---|---|---|---|
| **Establish common agency platforms** | | • Functions such as grant-making/administration, eligibility determination, program monitoring/evaluation, and background checks are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Utilize ImpaCT for eligibility determination<br>• Centralize program monitoring and evaluation for HHS agencies |
| **Digitize/ automate manual processes** | | • OEC has successfully digitized/automated a number of manual processes, with additional initiatives in progress | • Initial investment likely required<br>• Technical complexity | • Add live fingerprint scans for background checks |

# OEC | Identified opportunities (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | **H** | Potential savings of $20-50m state-wide; OEC-specific savings depend on extent of centralization, further analysis pending |
| **Implement statewide background check system for hiring** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | **M** | |
| **Further realign early childhood activities into common agency** | Multiple HHS agencies | • Close collaboration between OEC and other human services agencies<br>• Further realignment of various functions could simplify and improve resident experiences, streamline provider interfaces, improve policy coordination, and generate administrative efficiencies | **M** | |
| **Utilize ImpaCT for eligibility determination** | All HHS agencies | • DSS ImpaCT platform already partially supports eligibility determination for OEC and could be scaled up to support additional programs | **M** | OEC-specific savings depend on extent of utilization – expansion not feasible before 2022 due to technical and governance complexity |
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | **M** | OEC-specific savings depend on extent of centralization |
| **Transition to quality-rating-based site regulatory system for childcare** | All | • Currently, 100% of programs visited at least once a year.<br>• Shifting to 25% of programs being visited every 3 years, 15% being visited every two years, and 60% being visited every year and reassigning staff accordingly could result in ~10% licensing staff savings | **M** | |

| | | |
|---|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) | |
| **M** | **Medium impact** ($1-5m) | |
| **L** | **Low impact** (<$1m) | |

Source: OEC and OPM input; CT STARS data; FY2020-2021 Biennial Budget Program Addendum; BCG analysis

# OEC | Identified opportunities (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Utilize Citizen One Stop for resident call support** | All | • Receiving resident calls estimated to result in ~30% reduction in call volume to United Way and simplify system for residents<br>• CCDF funds could be applied elsewhere as needed | L |
| **Utilize mobile inspections** | All | • Replace current paper forms and reduce travel time for licensors<br>• Potential for real-estate cost reduction due to licensers no longer needing office space to process paperwork | L |
| **Automate grant reporting activities** | All | • Majority of OEC budget is from federal grants – meeting requirements requires significant effort<br>• Providers often produce multiple reports for different programs<br>• OEC using Preschool Development Grant to develop program reporting software and automate data reports | L |
| **Add live fingerprint scans for background checks** | Multiple HHS agencies | • Reduce need to mail cards, re-process unusable submissions, etc.<br>• Could be incorporated into state-wide background check system | L |
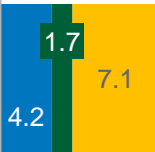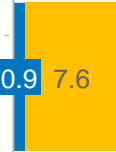
H **Major impact** (>$5m or addresses retirement cliff risk)

M **Medium impact** ($1-5m)

L **Low impact** (<$1m)

# Department of Economic & Community Development

# Department of Economic and Community Development | Agency profile

| Program or department | Budget ($M) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Economic and Community Development** | 8.6   0.5     42.6 | | $2.4M | 35 | • The agency's economic development strategy aims to maximize economic opportunities through the creation and retention of jobs, workforce development, business expansion, recruitment and retention, export assistance and foreign investment and the development and implementation of comprehensive long-term economic development strategies. |
| **Arts & Historic Preservation** | 1.7   7.1   4.2 | | $1.4M | 24 | • Office of the Arts (COA) is the lead agency for support of the creative economy across the state<br>• Providing a broad range of funding, arts education, and technical assistance programs to support arts organizations, artists, schools and creative industries<br>• Administers a broad range of federal and state programs that identify, register and protect the buildings, sites, structures, districts and objects that comprise Connecticut's cultural heritage |
| **Tourism & Brand** | 0.9   7.6 | | $0.8M | 14 | • Responsible for branding and marketing CT for tourism and business development |
| **Administration** | 3.3 | | $2.8M | 34 | • Provide direct and indirect support and/or managerial oversight to the operations of the department, including accounts payable/receivable, loan management, HR, communications, fiscal support, portfolio management, management information systems facilities management, compliance and monitoring services, audit functions, legal and legislative services |
| **Total** | **$17.1**M state   **$2.2M** federal   **$44.4M** other | | **$7.4M** | **107** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point; Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DECD | ECD Agents and Clerical Secretarial workers are most at risk of service disruption



**50 Total Eligible**
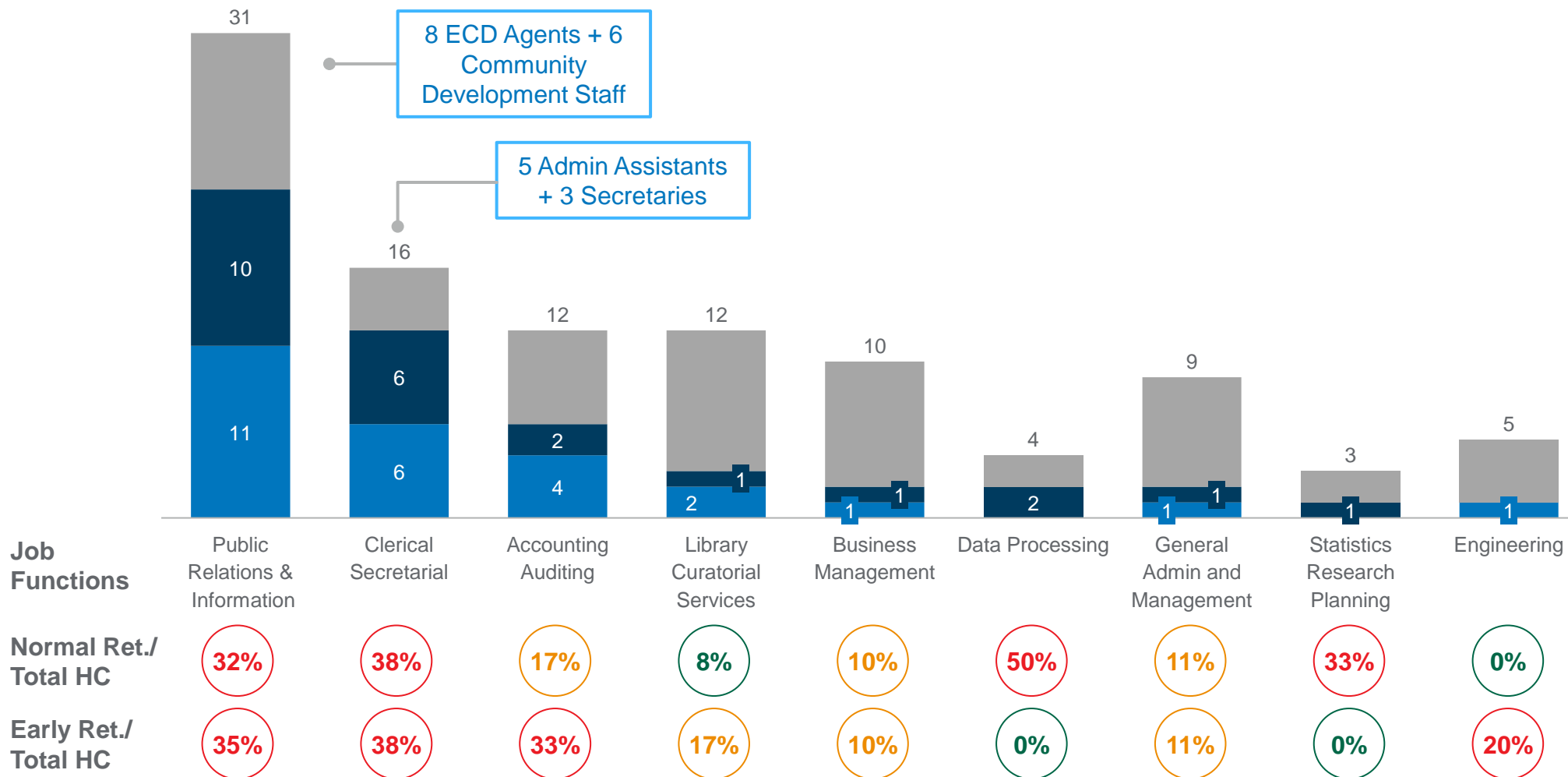
8 ECD Agents + 6 Community Development Staff

5 Admin Assistants + 3 Secretaries

| Job Functions | Public Relations & Information | Clerical Secretarial | Accounting Auditing | Library Curatorial Services | Business Management | Data Processing | General Admin and Management | Statistics Research Planning | Engineering |
|---|---|---|---|---|---|---|---|---|---|
| Total | 31 | 16 | 12 | 12 | 10 | 4 | 9 | 3 | 5 |
| Ineligible (grey) | | | | | | | | | |
| Normal Eligible | 10 | 6 | 2 | 1 | 1 | 2 | 1 | 1 | |
| Early Eligible | 11 | 6 | 4 | 2 | 1 | | 1 | | 1 |
| Normal Ret./ Total HC | 32% | 38% | 17% | 8% | 10% | 50% | 11% | 33% | 0% |
| Early Ret./ Total HC | 35% | 38% | 33% | 17% | 10% | 0% | 11% | 0% | 20% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

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Ineligible ■ Normal Eligible ■ Early Eligible

# Department of Economic & Community Dev.| Operational opportunities

| Program or department | Budget | FTE | ID | Hypotheses | | FTE impact | Budget impact |
|---|---|---|---|---|---|---|---|
| **Economic & Community Development Program** | $51.8m | 35 | | Ending Film & Digital Media Production Credits | • In 2018, DECD awarded tax credits totaling $128.8mm with income and sales tax return estimates of $0.23 per dollar of credit[1] | • TBC | • $157M in FY20 credits |
| **Administration** | $3.3m | 34 | | Digitize processes | • Implementing digitization techniques (cloud storage, OCR, RPAs, self-guided dashboards, blockchain monitoring) to automate processes<br>• Integrate with DRS and DOL data to automate tracking of recipients and success/compliance (i.e., jobs created, minimum salaries, etc.) | • 5-10 FTEs | • < $1m |
| **Economic & Community Development Program** | $51.8m | 35 | | Centralize grant making | • Consolidate onto a single platform to increase efficiencies and mitigate overlap | • 10% = 5 FTEs | • < $1M |
| **Economic & Community Development Program** | $51.8m | 35 | | Outsource activities to non-profits (Advance CT) | • Mitigate backfilling needs (48% eligible for retirement) by outsourcing activities to non-profits, notably AdvanceCT<br>• ~50% of grants awarded to 8 recipients, 90% of grants awarded to 9% 719 of recipients | • TBC | • TBC |
| **Economic & Community Development Program** | $51.8m | 35 | | Tax incentives provided post-job creation | • Rather than providing job upfront tax incentives, move to reimbursements of state income taxes paid post-creation | • N/A | • TBC |
| **Tourism and Brand** | $8.6m | 14 | | Right-size staff given usage of outside vendors | • 14 FTEs on Tourism and Brand program while utilizing 2 agencies, all with flat increase in perception of State | • 3-4 FTEs | • < $1m |
| **Total** | | | | | | **20+ FTEs** | **$2m+** |

1. https://www.thehour.com/business/article/Nearly-400M-in-the-hole-Connecticut-to-continue-12568313.php

# DECD | 48% of employees eligible for retirement, creating need to streamline

| Program | Budget (m) | Cost/job created | State net revenue and ROI | Other outcomes |
|---|---|---|---|---|
| CT Aerospace Reinvestment Act (UTX/RTN) | $400m authorized $335m earned 2015-19 | N/A (not measured)[4] | N/A (not measured)[4] | • New HQ built<br>• New labs, infrastructure, R&D |
| Special Act (LMT) | $220m awarded $5.7m in 2019 | 1,126 new jobs **$27,000/job** | $6.4m in 2019 **112% ROI** | |
| Stranded Tax Credit/ Sales and Use Tax Offset | $50m authorized $6mm awarded[2] | N/A | $27.4 over 10 years[3] **55% ROI** | |
| Urban & Industrial Site Reinvestment Tax Credit | $950m authorized $450m awarded since 2010 | ~34,000 new jobs **$13,000/job** | $284m since 2010 **63% ROI** | • Broad array of industries benefitted |
| Film, TV and Digital Media Tax Credits | $730m since 2010 $157m awarded in 2019 | 3,500 jobs per year **$45,000/job** | ($680m) since 2010 **(193%) ROI** | • Stimulated investment in education |
| Insurance Reinvestment Fund Tax Credit | $170m credits issued since 2011 | N/A (not focus) | $20m since 2011 **12% ROI** | • Broad array of industries benefited |
| Property Tax Abatements (Enterprise Zones) | $3m in 2019 | N/A (not focus) | ~$10m per year **333% ROI** | • Investments in underdeveloped areas |
| Direct financial assistance | $146m provided in 2019 $1.4bn portfolio | 6,000 jobs/year **$24,000/job** | $132m since 2010 **9% ROI** | • $6bn non-DECD funds (4.2x leverage) |

## Potential opportunities to improve outcomes

- Outsource programs/initiatives to non-profits (AdvanceCT) to avoid need to back-fill retirees on-balance sheet (48% eligible)

- Implement data sharing with DRS and DOL to automate grant recipient performance and compliance monitoring

- Ensure Abatement program does not present double-dipping with federal Opportunity Zones

- Validate value of Film, TV and Digital Media Tax Credit program, and potentially modify Insurance Reinvestment Act

1. Includes income and sales taxes  2. Program authorized to award $50m, but only 1 application approved  3. Projected—does not have sufficient data  4. 17,000 total jobs in CT with $1.9b total payroll

# State Department of Education

# Department of Education | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| Basic School Program | 2,037.2 \| 2.4 \| 2,039.6 | Grant | $1.5m | 39 | • Supports local education agencies through grant programs (e.g., education cost sharing grant and nonpublic health services grant) |
| Equal Education Opportunity | 599.2 \| 305.3 \| 904.5 | Grant | $3.4m | 80 | • Distributes grants to local agencies for education enhancement programs (e.g., nutrition programs, young parents program, and bilingual education) |
| Special Education | 132.7 \| 141.1 \| 273.7 | Grant | $132.1m | 24 | • Provides state training and maintains oversight activities<br>• Distributes grants to support local education services |
| CT Tech High School System | 12.1 \| 154.5 \| 169.6 | Personnel & Program | $131.8m | 1,569 | • Manages and operates state school system that provides thirty-three career technical education programs |
| Vocational Training and Job Preparation | 3.0 \| 14.9 \| 35.6 \| 50.5 | Grant | 0.1m | 9 | • Manages the School to Career program under CTEC |
| Teacher Preparation, Professional & Curriculum Dev | 28.3 \| 3.3 \| 31.6 | Program | $1.1m | 24 | • Streamlines education certifications for in-state and out-of-state candidates<br>• Recruits, evaluates, and mentors CT instructors |
| Agency Management Services | 2.8 \| 17.5 \| 20.3 | Program | $10.8m | 248 | • Provides operational services and administrative services for Office of Early Childhood and Office of Higher Education |
| Total | $2988.3m state  $498.6m federal  $3.0m other | | $280.7m | 1,993 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE. Note: Budget and FTE figures are FY 2020 Baseline figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

CSDE
CONNECTICUT STATE DEPARTMENT OF EDUCATION

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# SDE | Initial view is THS instructors, education consultants and building maintenance/custodian workers are most at risk of service loss



273 THS Instructors + 12 Substitute Instructors + 7 Asst. Principals/Principals/Deans + 7 Psychologists

52 Education Consultants

28 Custodians + 27 Building Maintenance

567 Total Eligible

| | Unassigned Unknown | Education | Labor Trades Laundry | Clerical Secretarial | Business Management | Police-Protective Services | Food Processing Service | Data Processing | Nursing | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 1,485 | 174 | 142 | 91 | 44 | 44 | 33 | 23 | 31 | 14 | 12 |
| Early Eligible | 153 | 35 | 35 | 21 | 12 | 6 | 9 | 8 | 4 | 2 | 3 |
| Normal Eligible | 157 | 33 | 33 | 24 | 7 | 8 | 2 | 1 | 4 | 7 | 3 |
| **Normal Ret./ Total HC** | 11% | 19% | 23% | 26% | 16% | 18% | 6% | 4% | 13% | 50% | 25% |
| **Early Ret./ Total HC** | 10% | 20% | 25% | 23% | 27% | 14% | 27% | 35% | 13% | 14% | 25% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database, BCG analysis

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Ineligible   Normal Eligible   Early Eligible

# Grants are the bulk of SDE's budget, but most staff and retirements are in CTEC

| SDE area | Function | Cost ($m) | FTE | FTE retirement eligible |
|---|---|---|---|---|
| CTEC | Administrative | 30 | 126 | 12 (10%) |
| | General education | 110 | 1,025 | 277 (25%) |
| | Special education | 10 | 74 | |
| | Other support[1] | 25 | 360 | 118 (33%) |
| SDE central | Grants[2] | 3,219 | 143 | |
| | Other programs[3] | 83 | 33 | 161[6] (38%) |
| | Administration[4] | 20 | 248 | |
| **Total** | | **$3,497m[5]** | **2,009[5]** | **568 (28%)** |

1. Includes functions such as guidance counselors, nurses, social workers 2. Basic School Program , Equal Education Opportunity and Special Education 3. Non-CTEC vocational training, teacher preparation  4. Agency management services  5. Number does not tie to programmatic budget (difference of $7m and 16 FTE) due to use of CTEC actuals 6.  Includes professions 'Education', 'Clerical', 'Business management', 'Data processing', 'Accounting' and 'Other'
Note: Includes federal and state funding
Source: Connecticut 2020-2021 Biennial Budget Program Addendum, STARS, CTEC system

# SDE Primary Risks

CTEC instructors are state employees; limited opportunity to decrease CTEC staffing and share non-vocational instructors with municipalities

CTEC central office is lean; limited capacity to centralize CTEC administrative services for each school

SDE manages back office support for other departments (e.g., OHE and OEC); limited capacity for current administrators

Grant distribution and reporting is highly time consuming due to a lack of streamlined process; limited opportunity to decrease reporting due to policy requirements

CTEC management is highly time consuming keeping central admin from primary SDE responsibilities (e.g., grant disbursement and management); make CTEC and independent department (currently underway)

# Greatest opportunity from matching benchmark class sizes and centralizing administrative functions

| Drivers | Observations | Potential opportunity | Challenges |
|---|---|---|---|
| High school instructors | • Student/teacher ratios currently at 11 students per instructor, lower than CT average<br>• With retirement surge, student/teacher ratios will reach 12.4 (more in line with CT districts) | • Allow CTEC instructor retirements without replacing educators<br>• Manage capacity issues resulting from retirements by sharing staff across CTEC schools and sharing non-vocational staff (e.g., English) with municipalities | • Limited ability to reduce teacher numbers and maintain program viability<br>• CTEC employees are state employees, making coordination with municipalities difficult |
| Administrative costs | • Administrators represents 11% of CTEC school staffing, compared to <5% of similarly sized districts in CT | • Centralize administrative services as a district rather than in individual schools | • Central office already lean; will require organization re-structure to increase central office capacity |
| Program rationalization (*covered previously*) | • Most programs at scale (>100 students total or >20 students at an individual site) | • At a school level, rationalize classes with student enrollment <20<br>• At a program level, rationalize programs with student enrollment <100<br>• Limited opportunity (<$1m in savings) | • Program consolidation creates political complexities regarding access to education |

# SDE | Opportunities identified for Education (1 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact | |
|---|---|---|---|---|
| **Accept CTEC instructor retirements** | CTEC | • Existing student teacher ratios greater than CT districts; allow CTEC instructor retirements without replacing educators | **H** | $10-15m in savings; addresses retirement risk of CTEC instructors |
| **Centralize CTEC administrative services** | CTEC | • Centralize administrative services as a district rather than in individual schools to save on cost of back office support functions | **H** | $5-10m in savings; addresses retirement risk of CTEC support staff |
| **Streamline "purple sheet" document review process** | Agency Management | • Administrative staff process large numbers of documents; high retirement rate expected | **M** | |
| **Continue automation of certification processes** | Agency Management | • Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill | **M** | |
| **Standardize contracts and streamline online grant approval process** | Agency Management | • Performed by administrative staff; high retirement rate expected | **L** | |
| **Rationalize programs** | CTEC | • Rationalize programs with <100 students and classes with <20 students | **L** | <$1m in savings |
| **Auto-refill CTEC positions** | CTEC | • Acquire OPM approval for auto-refilling specific CTEC positions (e.g., coaches, nurses, kitchen staff) | **L** | |
| **Decrease telework paperwork** | Cross-agency | • Decrease the telework paperwork consists of multiple pages that are required to be filed in individual personnel files. | **L** | |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Automate Teacher Negotiation Act (TNA) supervision** | Agency Management | • Increases capacity of Educational Consultants, potentially reducing need for backfill | L |
| **Digitize HR forms and integrate with CORE** | Agency Management | • Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill | L |
| **Streamline awards scoring and program monitoring** | Agency Management | • Increases capacity of Educational Consultants, potentially reducing need for backfill | L |
| **Automate Alliance District data monitoring** | Agency Management | • Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill capacity | L |

H **Major impact** (>$5m or addresses retirement cliff risk)

M **Medium impact** ($1-5m)

L **Low impact** (<$1m)

# CTEC is well positioned to accept instructor retirements; after retirements student/teacher ratios would be more in line with peers

## Student/teacher ratios for Connecticut districts

| District | Students per Teacher |
|---|---|
| Hartford | 16.3 |
| Stratford | 16.0 |
| Ridgefield | 14.3 |
| Stamford | 13.1 |
| New Haven | 12.7 |
| **CTEC (after retirements)** | **12.4** |
| Manchester | 11.5 |
| **CTEC (current)** | **11.3** |
| Norwalk | 11.2 |

Assumes all eligible teachers retire; to be refined based on survey

☐ Students per Teacher

## To accept instructor retirements without rehiring CTEC should consider sharing instructors

| Opportunity | Considerations |
|---|---|
| Share instructors with municipalities in same geography | Financial arrangements with municipalities would be complex; CTEC teachers are state employees |
| Share instructors among similar programs | Program offerings vary by location; have faced challenges with inducing teachers to travel to nearby schools |

Note: Savings calculated by using personnel cost only. $((0.05)*(1585)) - 126 = 46$; 46*average personnel cost ($90k); 889 *90k = $12m
Source: 1) http://edsight.ct.gov/SASPortal/main.do 2) FY20ExpensesSchoolProgramEnrolStaff110420 provided by Maura Kjam

# CTEC annual salary for instructors is largely in line with other CT districts

### New hire – Bachelor's degree



| | | | |
|---|---|---|---|
| $44k | $44k | $49k | $50k |
| **CTEC** | New Haven | Stamford | Norwalk |

### New hire – Master's degree



| | | | |
|---|---|---|---|
| $83k | $86k | $94k | $98k |
| **CTEC** | New Haven | Stamford | Norwalk |

### Six years experience – Master's degree



| | | | |
|---|---|---|---|
| $88k | $88k | $105k | $106k |
| **CTEC** | New Haven | Stamford | Norwalk |

# CTEC spends more on overhead than other CT districts due to decentralization

## FTE breakdown by Connecticut school district



| | CTEC | New Haven | Stamford | Norwalk |
|---|---|---|---|---|
| Administrative | 11% | 4% | 4% | 3% |
| General Education | 62% | 56% | 48% | 53% |
| Special Education | 5% | 13% | 18% | 14% |
| Other Support | 22% | 27% | 30% | 30% |
| **Total** | 100% | 100% | 100% | 100% |
| Enrollment | 11.6k | 21.2k | 16.1k | 11.5k |
| Schools/Programs | 20 | 60 | 25 | 21 |

**Legend:** Administrative | General Education | Special Education | Other Support

Other CT districts centralize back office support functions at a district level

Opportunity for CTEC to treat state school system as a single district; creates opportunity to centralize back office support functions (e.g. rationalize business officers and legal services)

Savings from reducing administrative personnel to 5% in line with other Connecticut districts could be **$5-10m**

Note: Savings calculated by using personnel cost only. ((0.05)*(1585)) – 126 = 46; 46*average personnel cost ($90k) = $4.1m
Source: 1) http://edsight.ct.gov/SASPortal/main.do 2) FY20ExpensesSchoolProgramEnrolStaff110420 provided by Maura Kjar

# Backup | State provides vocational education to 11,000 students

| CTEC Overview 2020 | |
| --- | --- |
| Schools | 20 |
| Programs offered | 30 |
| Students enrolled | 11,606 |
| Staff (FT + PT) | 1,585 |
| Total Operating Expense | $19.0m |
| Total Personnel Expense | $122.3m |

Oliver Wolcott Technical HS
617

Harvard H. Ellis Technical HS
720

Al Prince Technical HS
778

Howell Cheney Tech HS
675

CT Aero Tech School

Windham Technical HS
478

Bristol Tech Education Center
70

E.C. Goodwin Technical HS
667

W.F. Kaynor Technical HS
799

H.C. Wilcox Technical HS
785

Vinal Technical HS
402

Norwich Technical HS
677

Henry Abbott Technical HS
716

Eli Whitney Technical HS
622

Ella T. Grasso Southeastern Technical HS
582

Emmett O'Brien Technical HS
709

Platt Technical HS
818

Bullard Havens Technical HS
833

J.M. Wright Technical HS
451

Stratford School for Aviation Maintenance Technicians

Enrollment by School

# CTEC | 10 programs with less than 20 students, $0.9m in total costs

| Programs | Bristol | Bullard | Cheney | Grasso | EC Goodwin | Eli Whitney | Ellis | H Abbott | JM Wright | Kaynor | Norwich | O'Brien | Platt | Prince | Vinal | Wilcox | Windham | Wolcott | Aviation | Grand Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Architectural Technologies | | 51 | | | | | 70 | | | | | | 45 | | | | 14 | | | 180 |
| Auto Collision Repair/Refinish | | | | 62 | | | 56 | | | 65 | | | 58 | 62 | 15 | 47 | | 54 | | 419 |
| Automotive Technology | 34 | 66 | 67 | 50 | 54 | 56 | 71 | 56 | 53 | 56 | 64 | 61 | 49 | 58 | 38 | 64 | 59 | 63 | | 1019 |
| Aviation Maint Technician | | | | | | | | | | | | | | | | | | | 129 | 129 |
| Bio Science & Environment Tech | | | | 53 | | | | | | | | | | 52 | | | | | | 105 |
| Bio-Technology | | | | | | | | | | | 61 | | | | | | | | | 61 |
| Carpentry | | 74 | 63 | | 66 | 57 | 69 | 64 | 61 | 64 | 56 | 69 | 67 | 58 | 38 | 66 | 46 | 38 | | 956 |
| Criminal Justice & Protect Srv | | 35 | | | | | | | | | | | | 56 | | | | | | 91 |
| Culinary Arts | 16 | 76 | 53 | 43 | 71 | 55 | 55 | 57 | 38 | 87 | 52 | 63 | 73 | 67 | 9 | 69 | 62 | 58 | | 1004 |
| Diesel & Heavy Equip. Repair | | | 65 | | | | | | | | | | | | 14 | | | | | 79 |
| Digital Media | | | 51 | | | | | | 60 | | | | | | | | | | | 111 |
| Electrical | | 66 | 59 | 63 | 60 | 63 | 72 | 69 | 60 | 68 | 68 | 88 | 69 | 39 | 46 | 60 | 60 | 60 | | 1070 |
| Electronics | | | | | 5 | | 53 | | | 54 | | | 24 | | | 43 | | 43 | | 222 |
| Graphics Technology | | 49 | | | | 52 | | 69 | | | 42 | | | 62 | | 50 | | 38 | | 362 |
| Hairdressing & Barbering | | 72 | | 64 | 70 | 62 | 67 | 65 | | 69 | 46 | 65 | 63 | 67 | 39 | 66 | | 52 | | 867 |
| Health Technology | | 69 | | | 66 | | | 74 | 65 | 76 | 67 | 74 | | 34 | | 71 | 60 | 56 | | 712 |
| Hospitality & Cust Service Mgt | | | | 5 | | | | | 33 | | | | | | | | | | | 38 |
| HVAC | 33 | | 69 | | 68 | | | 64 | | | 66 | 59 | 66 | | 53 | 64 | 56 | | | 598 |
| Information Systems Technology | | 69 | 62 | 67 | 48 | 22 | | | 37 | 66 | | 63 | 66 | 57 | 38 | 65 | 58 | | | 718 |
| Library/Media Services | | | | 21 | | | | | | | | | | | | | | | | 21 |
| Manufacturing Technology | 30 | | 67 | | 76 | 53 | 69 | 68 | | 81 | | 85 | 75 | 46 | 45 | 64 | 63 | 62 | | 884 |
| Masonry | | 82 | | | | | 68 | | | | | | | 63 | | | | | | 213 |
| Mechatronics | 14 | | | | 29 | | | | | | | 57 | | | | | | | | 100 |
| Plant Operation & Maintenance | | 56 | 54 | 56 | 56 | 65 | | 67 | | 47 | | 64 | 42 | | | | | 37 | | 544 |
| Plumbing | | 68 | | 63 | 64 | 62 | 70 | 63 | 44 | 66 | 64 | 18 | 64 | 68 | | 56 | | 56 | | 826 |
| Pre-Elec Eng/Appl Electronics | | | | | | | | | | | 55 | | | | | | | | | 55 |
| Sound Production | | | | | | | | | | | | | | 45 | | | | | | 45 |
| Veterinary Science | | | | | | | | | | | | | | | 11 | | | | | 11 |
| Welding & Metal Fabrication | 21 | | 65 | 35 | | | | | | | | | | | | | | | | 121 |
| Grand Total | 148 | 833 | 675 | 582 | 667 | 622 | 720 | 716 | 451 | 799 | 677 | 709 | 818 | 778 | 402 | 785 | 478 | 617 | 129 | 11606 |

# Limited opportunity to rationalize small programs into larger neighbors

Example: combining school offerings with <20 students in close proximity

| Schools | Potential program integrations | Estimated savings (OE + PE, $k) |
|---|---|:---:|
| Vinal | Move auto collision repair from Vinal to Wilcox | $146 |
| | Move culinary arts from Vinal to Wilcox | $145 |
| Bristol | Move culinary arts from Bristol to Goodwin | $179 |
| Windham | Move architectural technologies from Windham to Ellis | $165 |
| Goodwin | Move electronics from Goodwin to Wilcox | $62 |
| Bristol | Move Mechatronics from Bristol to Goodwin | TBC |
| O'Brien | Move Plumbing from O'Brien to Platt | $110 |

> **Savings from consolidating low-enrollment programs likely less than $1m**

# Backup | Most programs at scale; 'long tail' does not drive significant cost

Students enrolled/program



**Programs under 100 students cost $0.9m and serve <5% of student enrolment**

| Program | Students |
|---|---|
| Electrical | 1,070 |
| Automotive Technology | 1,019 |
| Culinary Arts | 1,004 |
| Carpentry | 956 |
| Manufacturing Technology | 884 |
| Hairdressing & Barbering | 867 |
| Plumbing | 826 |
| Information Systems Technology | 718 |
| Health Technology | 712 |
| HVAC | 598 |
| Plant Operation & Maintenance | 544 |
| Auto Collision Repair/Refinish | 419 |
| Graphics Technology | 362 |
| Electronics | 222 |
| Masonry | 213 |
| Architectural Technologies | 180 |
| Aviation Maint Technician | 129 |
| Welding & Metal Fabrication | 121 |
| Digital Media | 111 |
| Bio Science & Environment Tech | 105 |
| Mechatronics | 100 |
| Criminal Justice & Protect Srv | 91 |
| Diesel & Heavy Equip. Repair | 79 |
| Bio-Technology | 61 |
| Pre-Elec Eng/Appl Electronics | 55 |
| Sound Production | 45 |
| Hospitality & Cust Service Mgt | 38 |
| Library/Media Services | 21 |
| Veterinary Science | 11 |

# Most programs at scale

| Program | Enrollment | Operating Expense ($k) | Personnel Expense ($k) | Total Program Cost |
|---|---|---|---|---|
| Veterinary Science | 11 | TBC | TBC | TBC |
| Library/Media Services | 21 | $0.5 | $95.2 | $95.8 |
| Hospitality & Cust Service Mgt | 38 | $2.2 | $234.7 | $236.9 |
| Sound Production | 45 | $3.2 | $170.8 | $174.0 |
| Pre-Elec Eng/Appl Electronics | 55 | $3.5 | $182.3 | $185.8 |
| Bio-Technology | 61 | $5.7 | $93.9 | $99.6 |
| Diesel & Heavy Equip. Repair | 79 | $17.2 | TBC | $17.2 |
| Criminal Justice & Protect Srv | 91 | $33.5 | $155.9 | $189.4 |
| Mechatronics | 100 | TBC | TBC | TBC |
| Bio Science & Environment Tech | 105 | $6.0 | $245.0 | $251.0 |
| Digital Media | 111 | $18.8 | $159.3 | $178.0 |
| Welding & Metal Fabrication | 121 | $35.7 | $216.1 | $251.7 |
| Aviation Maint Technician | 129 | $60.5 | $444.5 | $504.9 |
| Architectural Technologies | 180 | $21.2 | $633.4 | $654.4 |
| Masonry | 213 | $16.9 | $534.3 | $551.2 |
| Electronics | 222 | $36.8 | $916.3 | $953.1 |
| Graphics Technology | 362 | $50.0 | $1,196.4 | $1,246.4 |
| Auto Collision Repair/Refinish | 419 | $48.2 | $1,340.3 | $1,388.5 |
| Plant Operation & Maintenance | 544 | $6,323.1 | $3,904.5 | $10,228.0 |
| HVAC | 598 | $101.0 | $1,466.8 | $1,567.8 |
| Health Technology | 712 | $130.5 | $2,136.6 | $2,267.0 |
| Information Systems Technology | 718 | $82.9 | $1,641.3 | $1,724.2 |
| Plumbing | 826 | $109.2 | $1,875.6 | $1,984.8 |
| Hairdressing & Barbering | 867 | $115.5 | $2,287.0 | $2,402.5 |
| Manufacturing Technology | 884 | $91.7 | $2,273.6 | $2,365.3 |
| Carpentry | 956 | $232.4 | $2,499.3 | $2,731.7 |
| Culinary Arts | 1004 | $154.9 | $3,220.3 | $3,375.2 |
| Automotive Technology | 1019 | $121.6 | $2,812.6 | $2,934.2 |
| Electrical | 1070 | $163.2 | $2,543.5 | $2,706.7 |
| Total | 11,606 | $8,067.2 | $34,113.1 | $ 42,180.2 |

**Programs under 100 students cost $0.9m and serve <5% of student enrolment**

Source: FY20ExpensesSchoolProgramEnrolStaff110420 sent by Maura Kjar.
Note: Program cost is sum of operating and personnel expense. Estimated savings is sum of total program costs for low enrollment programs (<100 student enrollment).

# Department of Emergency Services and Public Protection

# Department of Emergency Services and Public Protection | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| Police Services | 4.9 / 148.4 / 2.4 → 155.8 | Personnel | $123.8m | 1,479 | • Delivers law enforcement services to eighty towns, conducts investigations, and provides safety for CT highways through maintaining orderly flow of traffic |
| Statewide Emergency Telecommunications | 0.1 / 1.2 / 33.2 → 34.5 | Program & Personnel | $33.2m | 27 | • Oversees emergency telecommunications, enhanced 9-1-1 system training and certifies dispatchers |
| Administrative and Management Services | 0.6 / 18.9 → 24.9 | Program | $6.7m | 118 | • Provides coordination of department through victim services, fiscal services and grant administration, IT, human resources, and internal affairs |
| Emergency Management/Homeland Security | 5.4 / 1.1 / 1.7 / 14.7 → 17.5 | Program & Personnel | $0.9m | 46 | • Provides operational all-hazards planning, community preparedness, grants planning and management, and interoperable communications |
| Division of Scientific Services | 3.2 / 10.5 → 13.7 | Program & Personnel | $8.6m | 101 | • Provide investigative leads through the examination of evidence and analysis, and expert testimony to aid in arrests, convictions, and exculpations |
| Fire Prevention and Control | 0.4 / 2.6 → 5.3 | Program | $1.3m | 19 | • Provides training, certification, consulting services, and statewide mutual aid coordination to fire and emergency services |
| Police Officer Standards and Training | 2.3 / 0.3 / 1.4 → 1.7 | Program | $1.3m | 20 | • Establishes standards and provides training and education for police officers to acquire and maintain state certification |
| **Total** | **$184.1m** state   **$24.0m** federal   **$45.2m** other | | **$175.8m** | **1,810** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE. Note: Budget and FTE figures are FY 2020 Baseline figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

DESPP | Initial view is Police-Protective Services and Clerical Secretarial are most at risk of service loss

322 Total Eligible
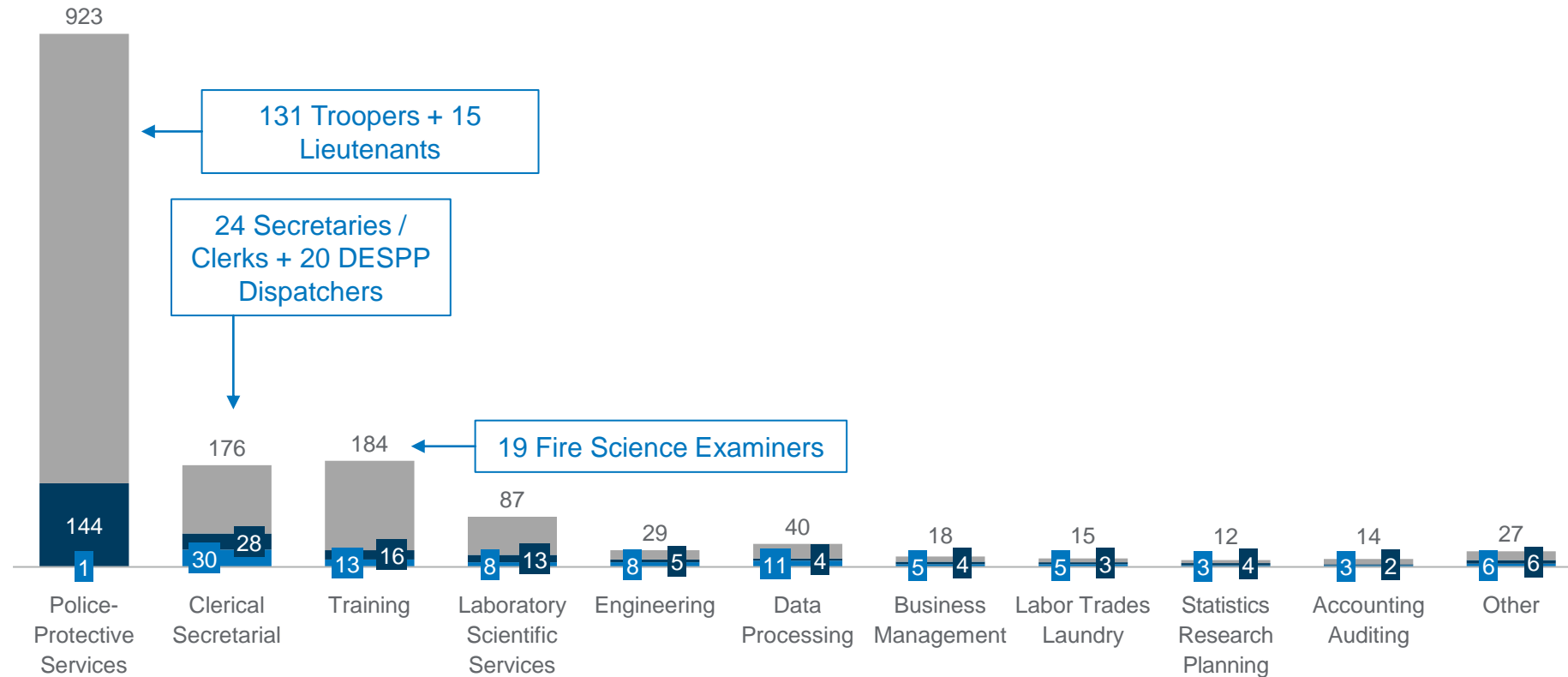
923

131 Troopers + 15 Lieutenants

24 Secretaries / Clerks + 20 DESPP Dispatchers

176

184

19 Fire Science Examiners

87

144

1

30    28

13    16

8    13

29

8    5

40

11    4

18

5    4

15

5    3

12

3    4

14

3    2

27

6    6

| | Police-Protective Services | Clerical Secretarial | Training | Laboratory Scientific Services | Engineering | Data Processing | Business Management | Labor Trades Laundry | Statistics Research Planning | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./Total HC | 16% | 16% | 9% | 15% | 17% | 10% | 22% | 20% | 33% | 14% | 22% |
| Early Ret./Total HC | 0% | 17% | 7% | 9% | 28% | 28% | 28% | 33% | 25% | 21% | 22% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database, BCG analysis

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Ineligible    Normal Eligible    Early Eligible

# DESPP | Opportunities identified for Emergency Services and Public Protection (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Lower CSP trooper target** | State Police | • Decrease non-enforcement activities for state troopers and reach staffing target of 1,100 CSP | H | Currently understaffed; maintaining CSP staffing of 1,100 instead of target goal of 1,200 could result in cost avoidance of $8-14m |
| **Increase cadet graduations** | State Police | • Increase the number of cadets graduating from police academy to maintain trooper staffing levels | H | Need academy classes in order to reach staffing of 1,100 |
| **Reform police responsibilities** | State Police | • Civilianize police roles and responsibilities that can be conducted by non-sworn-in personnel to increase state trooper capacity | H | Enabler for the above; increases utilization of CSP capacity |
| **Divest dilapidated CSP barracks** | State Police | • Consolidate and divest trooper barracks that are in poor condition to save on opex and capex | M | |
| **Decrease CSP overtime** | State Police | • Reduce CSP overtime by increasing trooper numbers and capacity | M | |
| **Co-locate state laboratories** | Forensics | • Co-locate state laboratories from different departments (e.g. DPH and DESPP) to save on opex and capex | M | |
| **Leverage the Deferred Retirement Option Plan** | State Police | • Utilize the Deferred Retirement Option Plan (DROP) to maintan CSP staffing while decreasing retirement costs | M | |

| | |
|---|---|
| H | **Major impact** (>$5m or addresses retirement cliff risk) |
| M | **Medium impact** ($1-5m) |
| L | **Low impact** (<$1m) |

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# DESPP | Opportunities identified for Emergency Services and Public Protection (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Transfer weigh station duties to DMV** | State Police | • Both DMV and CSP work in conjunction to manage weigh stations; make DMV solely responsible for weigh station duties | L |
| **Privatize fingerprinting services** | State Police | • CSP manages fingerprinting services; privatize services to increase trooper capacity | L |
| **Increase electronic payment methods** | Cross-agency | • Increase use of electronic payment methods to streamline back office support and improve customer experience | L |
| **Privatize highway duty jobs** | State Police | • Limited trooper capacity to provide time for private duty road jobs; privatize construction related jobs to increase trooper capacity | L |
| **Privatize MMA/boxing management** | State Police | • Limited trooper capacity to manage MMA/boxing events in the state; privatize management to increase trooper capacity | L |
| **Centralize gasoline usage for state fleet** | Cross-agency | • DESPP and DOT track gasoline usage for fleet; have police vehicles use DOT gasoline to save money on tracking and reporting | L |
| **Streamline payments for gun permits** | State Police | • Gun permits do not accept credit cards for purchases; integrate digital payment systems to improve customer experience and decrease fiscal duties | L |
| **Automate certification applications and renewals** | State Police Standards and Training | • Certification applications and renewals are currently a manual process; automate processes to increase staff capacity and improve customer experience | L |
| **Automate basic training reports** | State Police Standards and Training | • Profile forms entry are currently a manual process; automate to increase staff capacity and standardize reporting among recruits | L |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

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# DESPP | Primary retirement surge risks

State troopers currently perform administrative and non-police duties; limited capacity for troopers to perform enforcement related services

Decrease of troopers over the past years; challenges in increasing trooper level due to increased cadet dropouts, academy class sizes, and academy structure

Police barracks are dated and require large capex investment to renovate or maintain facilities for use

Investment needed to digitization and streamline department functions (e.g., electronic payments)

# Retirements offer the opportunity to define a new target CSP staffing level

| Drivers | Observations | Ideas for discussion | Challenges |
|---|---|---|---|
| **Set target staffing level** | • Currently 923 troopers, down from 1,100 three years ago; CSP staffing target 1,200 (to be confirmed)<br>• Projected to further decline by ~100 due to retirement surge<br>• Police levels lower than in peer states, especially after retirements | • Reach staffing levels based on peer benchmarks; understand where more police are needed to ensure public safety and impact of lower numbers<br>• Review drivers of OT, including non-protective work, and address through operational and labor negotiations where possible | • Existing CSP capacity is limited due to non-enforcement and administrative responsibilities given to CSP (e.g., data entry, boxing regulation)<br>• Currently face high levels of OT (20% of total comp), which could be a sign of under-staffing |
| **Increase cadet graduations from academy** | • Trooper levels require advance planning due to academy structure; 80-100 new troopers after nine-month program | • Increase target academy class size if required to achieve higher staffing level | • Length of training program means personnel levels 'locked in' in advance<br>• Cadet drop-outs increase uncertainty in future trooper numbers |
| **Reduce admin and non-police duties given to CSP** | • CSP enforce state laws (e.g., on freeways) and provide essential policing services in rural areas<br>• Role largely defined by statute but has expanded over time (e.g., sport event enforcement) | • Reduce OT pressure on CSP by potentially civilianizing administrative tasks, e.g., clerical work, weigh stations)<br>• Explore civilianizing non-enforcement police activity, e.g., responding to mental health crises<br>• Explore potentially transferring some responsibilities to counties and municipalities | • Alternative policing is political and requires coordination among response providers (e.g. social workers, mental health workers) |

# Top-down benchmarking suggests that police numbers are low compared to peers

## CT has a low crime rate relative to their peers

| | Crime Rate Per 100k |
|---|---|
| CT | 207 |
| MA | 338 |
| MD | 469 |
| NY | 349 |
| RI | 219 |

## Trooper level is low compared to peers

Average for peer states: 5.05

| | State police per 10k residents | County Officers per 10k residents | Total |
|---|---|---|---|
| CT | 2.7 | 0.7 | 3.4 |
| MA | 2.3 | 2.1 | 4.4 |
| MD | 3.8 | 2.4 | 6.2 |
| NY | 4.8 | 2.6 | 7.4 |
| RI | 2.2 | | 2.2 |

## Troopers / 100 highway mi is low compared to peers

| | Troopers per 100 highway mi | With Staffing Goal | Total |
|---|---|---|---|
| CT | 3.9 | 1.7 | 5.6 |
| MA | 7.8 | | |
| MD | 11.1 | | |
| NY | 5.5 | | |
| RI | 3.8 | | |

- Matching peer benchmarks would require ~1200 troopers
- Department is able to address trooper capacity challenges by achieving a CSP target of 1,100

**Legend:**
- Crime Rate Per 100k
- State police per 10k residents
- County Officers per 10k residents
- State Police if staffing goal is reached (1,200)
- Troopers per 100 highway mi
- With Staffing Goal (1,200)

# Drawing on other alternative workforces for some responses could potentially reduce pressure on state police and help manage staff levels

| State Police responsibilities | Potential alternative worker | Rationale | Current share of police time based on Rice study[1] |
|---|---|---|---|
| **Non-emergency 9-11 calls pertaining to mental health** | Mental health workers | Eliminates crisis intervention training for police | **9%** |
| **Non-emergency 9-11 calls unrelated to mental health** | Social workers | Targeted response based on civilian need (e.g. homelessness, drug abuse) | |
| **Reporting on non-injury, non-DUI accidents** | Private company (e.g. On Scene Services) | Routine task; does not require sworn in personnel | **30%** |
| **Patrolling rural regions** | Private organizations or neighborhood watch groups | Sworn officers may not be required for non-violent calls in rural areas | |
| **Managing highway weight stations** | DMV | DMV currently supports DESPP in this function and they have the tools necessary | **15%** |
| **Code enforcement (e.g. cite handicapped parking violators)** | Civilian police service officer | Routine task; does not require sworn in personnel | |
| **Investigation support (e.g. online searches for case info)** | Civilian police service officer | Does not require sworn in personnel | |
| **Missing persons (e.g. phone banks and command centers)** | Civilian police service officer | Does not require sworn in personnel | **4%** |
| **Sex offender registries** | Civilian police service officer | Highly administrative; does not require sworn in personnel | |

Responses to some incidents may require multiple types of staff (e.g. social worker and police)

Opportunity to increase CSP capacity by **25%-30%** through alternative policing models

# Potential to further increase CSP capacity by civilizing administration functions

| Team | Activity which could be civilianized | Description |
|---|---|---|
| **Office of Field Operations** | Traffic Services Unit | Safety inspections, collision analysis and reconstruction service |
| **Office of Administrative Services** ~50 FTE | Research, Development, and Planning Section | Updating and expanding policies and procedures, and automating how the agency collects, analyzes, and disseminates data |
| | Infrastructure Planning and Management Unit, | Key physical infrastructure projects are managed to improve the more than fifty facilities throughout the agency |
| | Fleet Administrative Unit | Oversees the maintenance and continued development of more than 1,900 vehicle assets |
| **Misc.** ~20 FTE | Finger Printing | Oversees finger printing services |
| | Administrative Services | Provides administrative support to agency office for duties including but not limited to analysis, accounting, etc. |

Civilianizing admin functions could free up to **70 troopers** and lead to savings of ~$1m[1]

Savings = FTE count from Office of Administrative Services org chart (+20 to factor misc. administrative services) = 70FTE. (70*87.0k) – (70*75.0k) = $1.5m to $1.7m)

414

# Backup | Police cost more than civilians, civilianization leads to savings

| Category | Job title | Avg. Annual Rate ($k) | Category Avg. Annual Rate ($k)[1] |
|---|---|---|---|
| Police (protective services) | State Police (NP-1) | $87 | $87 |
| | State Police Lts & Captains (NP-9) | $135 | |
| | Protective Services (NP-5) | $77 | |
| Social worker | Clinical social worker | $83 | $88 |
| | Clinical social worker Associate | $94 | |
| Mental health worker | Mental Health Assistant 1 | $54 | $57 |
| | Mental Health Assistant 2 | $64 | |
| | Mental Health Associate | $77 | |
| Administrative | Administrative Clerical (NP-3) | $61 | $75 |
| | Admin and Residual (P-5) | $90 | |
| | Managerial | $107 | |
| | Exempt/Elected/Appointed | 154.3 | |
| | Confidential | 81.2 | |

Note: 1) Annual rate is a weighted average

# Department of Energy and Environmental Protection

# Department of Energy and Environmental Protection | Agency profile

| Program or department | Budget | Type | FTE budget[1] | FTE | Description |
|---|---|---|---|---|---|
| **Environmental Quality** | 21 / 22 / 11 → 54 | Program | $3.9m | 318 | • Regulate air quality, radiation and water resources<br>• Inspect industrial sites to identify health risks<br>• Issue permits, perform engineering evaluations, collect emissions fees to enforce air pollution laws<br>• Emergency response service to protect from spillage of hazardous substances, materials, or wastes |
| **Environmental Conservation** | 13 / 15 / 19 → 46 | Program | $7.5m | 143 | • Training for municipal fire departments to help manage health of state-owned forest lands<br>• Conduct scientific investigations and assessments to protect fish, wildlife and forest habitats<br>• Police enforcement of agency owned lands and facilities<br>• Administer boating certification and safety education |
| **Energy** | 1 / 23 → 23 | Program | $10.3m | 88 | • Review investments in state-wide infrastructure<br>• Oversight on consumer utilization of energy resources and tracking emission reduction targets<br>• Regulate utilities, ensure compliance, audit utility functions, enforce safety, and offer competitive service |
| **Administration** | 21 / 3 / 17 → 40 | Admin | $8.9m | 83 | • Policy direction and executive management of agency<br>• Conduct public hearings on permit applications and enforcement actions and prepare legal conclusions |
| **Total** | | | **$30.6** | **972** | |

Legend: **$55**m state | **$41**m federal | **$70**m other

1. Personal services
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DEEP | Large number of Environmental Protection FTE eligible for retirement
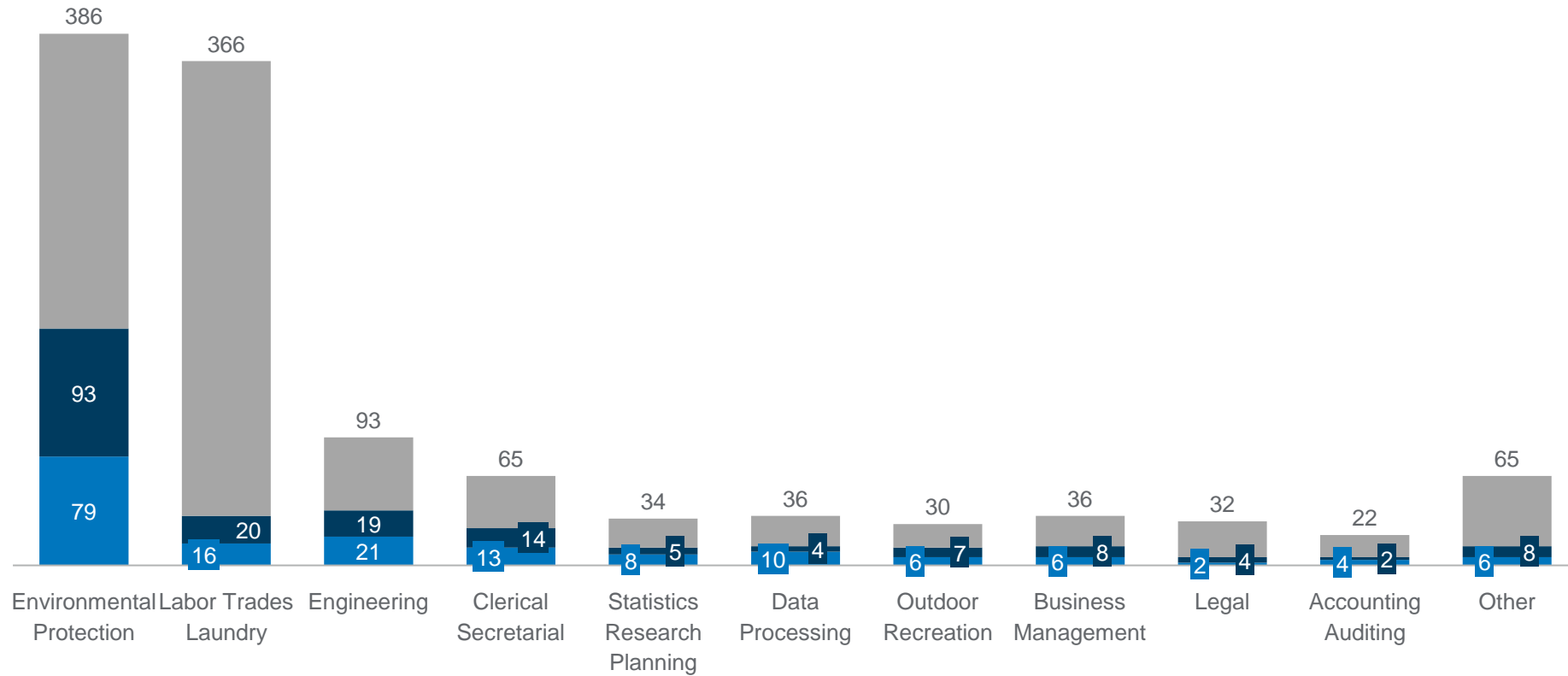


| | Environmental Protection | Labor Trades Laundry | Engineering | Clerical Secretarial | Statistics Research Planning | Data Processing | Outdoor Recreation | Business Management | Legal | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 386 | 366 | 93 | 65 | 34 | 36 | 30 | 36 | 32 | 22 | 65 |
| Normal Ret./Total HC | 24% | 5% | 20% | 22% | 15% | 11% | 23% | 22% | 13% | 9% | 12% |
| Early Ret./Total HC | 20% | 4% | 23% | 22% | 24% | 28% | 20% | 17% | 6% | 18% | 9% |

**353** Total Eligible

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red

Source: CT STARS database, BCG analysis

418

Ineligible   Normal Eligible   Early Eligible

# DEEP | Primary retirement surge risks

### Increasing turnover for younger employees increases need to fill new positions

- High attrition rates for new hires stay <5 years and leave for private sector opportunities offering better incentives
- As a result, succession planning is a major pain-point preventing development of lean process efficiencies

### Highly technical engineering teams' facing retirement risk

- E.g. 46% of the data processing teams' eligible for retirement
- Specialized field engineers supporting environmental protection efforts risking continuity of service

### Gap of resources presents a public safety impact across programs

- Environmental quality branch facing largest retirement risk ~44%
- Concentrations of retirements interrupting service continuity with impact to public for protection against hazardous environmental issues

# Energy and Environmental Protection | Retirement opportunities

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Combine asset maintenance functions** | Environmental Conservation | • Opportunity for increased cross-agency coordination of maintenance of land assets | M | Decreases need for asset maintenance staff, addressing retirement risk for environmental protection |
| **Cross-functional inspection platform** | Cross-agency | • Increase cross-training and consolidate inspections across cluster, including a technology-enabled platform flagging inspection status | M | Reduces duplicative inspections, decreasing number of inspectors and dedicated time needed to activity |
| **Increase use of public/private partnerships** | Environmental Conservation | • Increase adoption of partnerships as well as outsourcing additional services for land asset maintenance | M | |
| **Generalize environmental permitting requirements** | Cross-agency | • Move permits from customized to general and utilization of third-party services by growing legal team to write regulations, compliance, and implement action | M | |
| **Reprioritize DEEP service activities** | Cross-agency | • Prioritize regulatory actions over enforcement for more efficient service continuity | M | |
| **Enhance customer usability for PURA interface** | Energy | • Improve customer interface of PURA systems and others to simplify processes and minimize reliance on service support staff | L | Reduces customer experience reducing reliance on clerical support staff |

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**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

420

# Office of Higher Education

# Office of Higher Education | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| Coordination of Higher Education | 33.7 | Personnel | $3.4m | 33 | • Support policy formulation, development and control of the budget, personnel, payroll, federal grant and cooperative agreements and records management |
| Scholarships & Fellowships | 3.4 | Grant | $0m | 0 | • Maintains thirty-four sites throughout the state<br>• Prepare specifications for contracts with outside vendors for minor repair projects; |
| **Total** | **$37.1**m state   **$0**m federal   **$0**m other | | **$3.4m** | **33** | |

# Higher Education | Opportunities identified for Higher Education

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Streamline online grant approval process** | Agency Management | • Performed by administrative staff; high retirement rate expected | L |
| **Improve access database** | Agency Management | • Existing database does not provide functions required by administrative staff; improve database to increase staff capacity | L |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

# Department of Housing

# Department of Housing | Agency profile

| Program or department | Budget ($M) | | | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|---|---|
| **Housing/Community Development Program** | 99.6 | 156.2 | 0.4 256.2 | Grants / programs | $1.3M | 44 | • Aim to reduce homelessness of individuals and families and promote independent living by increasing housing stability; finance the creation and preservation of quality, affordable housing to meet the needs of all individuals and families<br>• Finance community development projects to strengthen communities statewide; and develop and implement strategic and policy planning related to housing and community development.<br>• Rental Assistance Program (RAP) and Section 8 Federal Housing Choice Voucher programs direct renal subsidies to property owners on behalf of renters |
| **Department of Housing** | 0.2  1.0<br>0.8 | | | Program | $0.6M | 8 | • To establish policies and issue directives and guidance on administration and housing procedural matters<br>• To communicate housing information to the public; and to enable efficient implementation of housing programs and policies through the delivery of essential support services in management, policy and planning |
| **Total** | $100.4M state  $156.4M federal  $0.4M other | | | | **$1.9M** | **52** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

DOH | Development Agents and Specialists, Program Specialists & Accounting / Auditing are most at risk of service loss
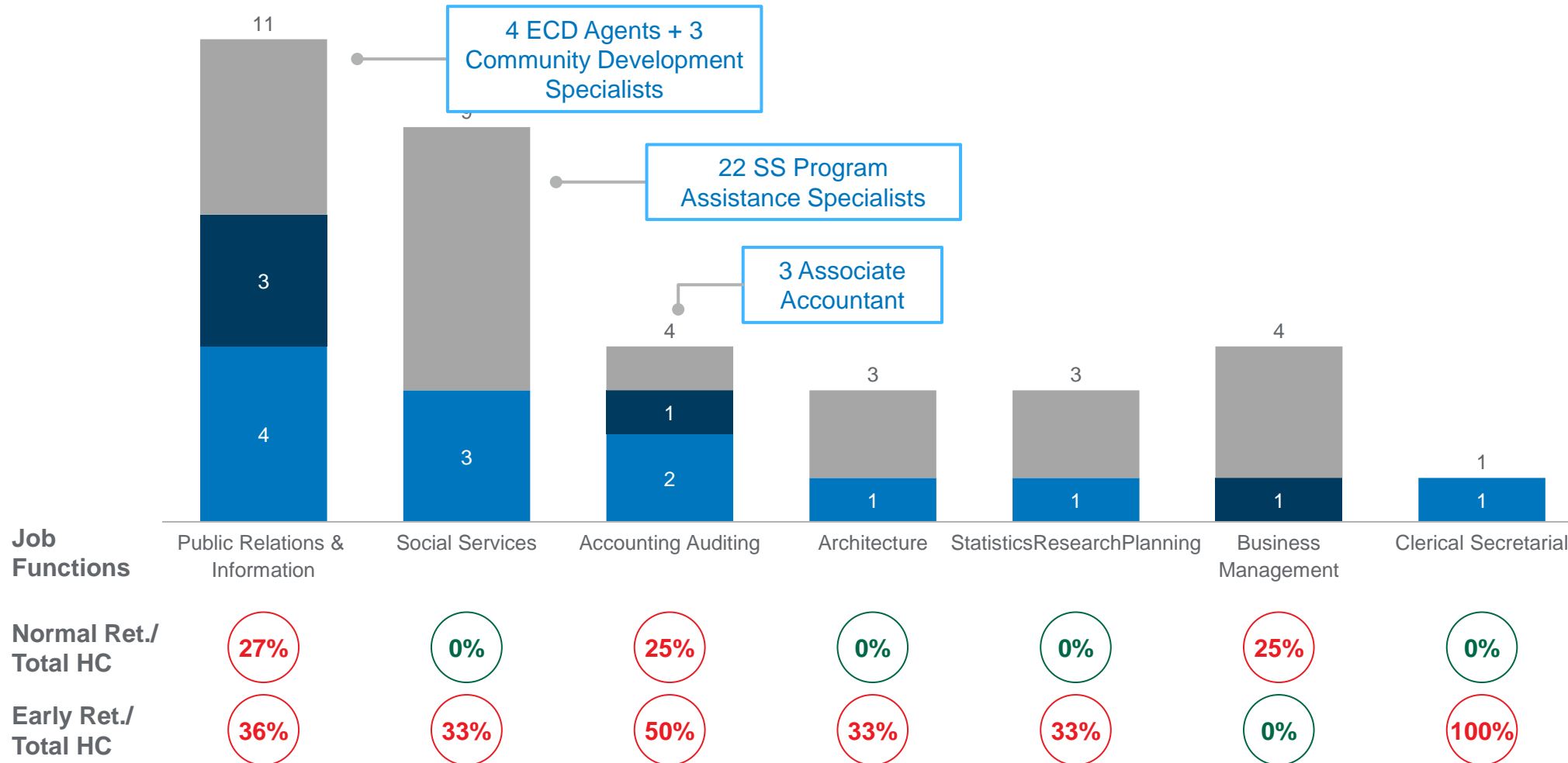
# DOH | Primary retirement surge risks

**Economic and Community Development Agents represent largest risk from retirement surge**

- DOH leadership believes staff is already strained, so additional losses for development personnel likely to exacerbate constraints on daily operations

**Clerical and secretarial staff retirements could result in significant backlogs given prevalence of manual processes**

- Digitizing documents, e-Signatures, robotic process automation, etc. can help mitigate impact

# Department of Housing | Operational opportunities

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Centralize grant making and implement performance KPIs** | Housing/Community Development Program | • Consolidate onto a single platform to increase efficiencies and mitigate overlapping programs/services<br>• Incorporate additional metrics/KPIs (e.g., share of HHs cost-burdened, housing units created, affordable units created, etc.) to monitor performance and ROI of grants based on agency's mission<br>• Integrate back-end data with DECD, DRS, DOL and social services agencies' data to automate tracking of eligibility, success and compliance – unique IT architecture of HUD requires careful initial development | **M** | <$1m in potential savings from attrition of 5-10 FTEs (savings may overlap with those from digitization efforts) |
| **Digitize processes** | Housing/Community Dev. Program | • Implementing digitization (cloud storage, OCR, RPAs, self-guided dashboards, blockchain monitoring) to automate processes | **L** | <$1m in est. potential savings from attrition of 5-10 FTEs |
| **Outsource additional responsibilities to non-profits, CHFA** | Agency-wide | • Coordinate with non-profits, community advocates and quasi-public organizations to shift tasks away from DOH<br>• While CHFA may be capacity-constrained, State should incentivize additional outsourcing of compliance technology to CHFA where possible | **L** | <$1m in est. potential savings |
| | **Total** | | | • **~5-10+ FTEs**<br>• **$1-5m+** |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

428

# Insurance Department

# Insurance Department | Agency profile

| Program or department | Budget | Type | FTE budget[1] | FTE | Description |
|---|---|---|---|---|---|
| **Agency Management Services** | 19 | Admin | $8.5m | 96 | • Develop and oversee agency policy and management<br>• Administrative and operational duties<br>• Service program areas include business, legal, personnel, and communications/public relations units |
| **Examinations** | 11 | Program | $6.1m | 55 | • Analyze, license, and monitor domiciled insurers<br>• Review applications of insurers that desire to be admitted or licensed to do business in CT<br>• On-site financial examinations of insurance entities<br>• Produces a managed care report card licenses utilization review companies<br>• Ensure fair and non-discriminatory insurance rates<br>• Special units to review and enforce regulations include Property and Casualty, Consumer Affairs, Market Conduct, Fraud and Investigations, Licensing, and Captive Financial Analysis and Examination |
| **Total** | $0m state    $0m federal    $30m other[2] | | **$14.6m** | **151** | |

1. Personal services
2. "Other" meaning the insurance fund, both banking and insurance are funded by industry
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# ID | Large number of Insurance Programs FTE eligible for retirement



**74** Total Eligible
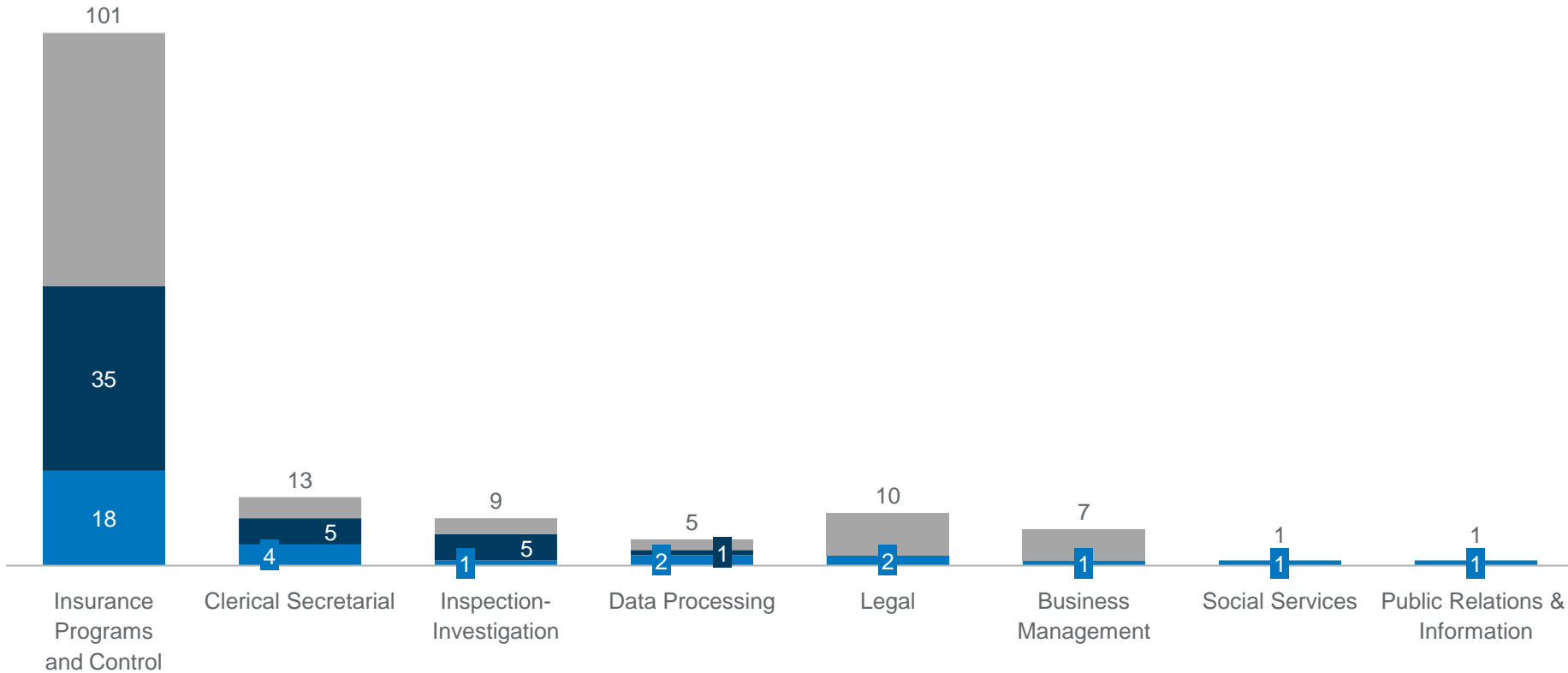
| | Insurance Programs and Control | Clerical Secretarial | Inspection-Investigation | Data Processing | Legal | Business Management | Social Services | Public Relations & Information |
|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 35% | 38% | 56% | 20% | 0% | 0% | 0% | 0% |
| **Early Ret./ Total HC** | 18% | 31% | 11% | 40% | 20% | 14% | 100% | 100% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

Ineligible    Normal Eligible    Early Eligible

431

# ID | Primary retirement surge risks

**Retirement of insurance program staff leads to loss of institutional knowledge for complex insurance processing activities**
- Requires insurance program processing staff, potentially having to utilize external regulators weakening quality control and cost

**Highly trained social services/PR teams face significant retirement risk**
- E.g., 100% of both teams are eligible for retirement

**Technical data processing teams face retirement risk and are challenging to replace**
- E.g., 60% of the data processing teams' eligible for retirement
- Regulation of insurance industry demands highly technical staff to process complicated filings

# Insurance Department | Retirement opportunities
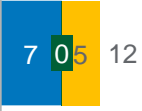
| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Insurance to join e-licensing platform** | Examinations | • Opportunity to join established CT e-licensing platform to streamline licensing services | M | Streamlines licensing process, decreasing number of regulators needed to support |
| **Recognize other state's insurance licenses** | Examinations | • Increase acceptance of out of state licenses to minimize insurer applications to do business in Connecticut | M | Decreases number of audits required for multi-state banks, decreasing number of auditors needed |
| **Prioritize insurance regulatory activity based on likelihood of noncompliance** | Examinations | • Targeted regulatory risk assessment approach; de-regulate business climate exp. recognizing out of state licenses | M | Decreases regulatory processes, freeing up time of at-risk staff like auditors to focus on high-priority activities |

H **Major impact** (>$5m or addresses retirement cliff risk)
M **Medium impact** ($1-5m)
L **Low impact** (<$1m)

433

# Department of Labor

# Department of Labor | Agency profile

| Program or department | Budget | Type | FTE budget[1] | FTE | Description |
|---|---|---|---|---|---|
| **Agency Management Services** | 8 / 9 / 17 | Admin | $2.4m | 66 | • Management of activities and policy<br>• Includes various units; communications, employee and organizational development, HR, facilities/business management, IT, and performance/accountability |
| **Job Readiness and Employment Services** | 54 / 18 / 72 | Program | $263k | 152 | • Provide job placement and financial support services<br>• American Job Centers to provide career support<br>• Programs to preserve jobs, help people with disabilities, migrant and seasonal farm works, and alien labor hiring |
| **Unemployment Insurance** | 44 | Program | $44m | 258 | • Program providing unemployment insurance<br>• Administer two federally-funded UI benefits including disaster and trade adjustment assistance<br>• Tax Division, Employer Status, Tax Accounting, Delinquent Accounts, Audit, and Fraud Units |
| **Regulation** | 7 / 0 / 5 / 12 | Program | $6.2m | 93 | • Regulation of wage and workplace standards, occupational safety and health, maintaining the collective bargaining relationship, and workforce job training and skill development<br>• Routine audits, investigates complaints, and enforces laws |
| **Labor Market Information** | 2 / 2 / 0 | Capital/ science | $95k | 16 | • Analyze data on workforce issues and trends<br>• Lead producer of information and statistics on economy, workforce, occupations, and careers |
| **Total** | $69m state  <$1m federal  $78m other | | $52.9m | 585 | |

1. Personal services
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DoL | Large number of employment security FTE eligible for retirement
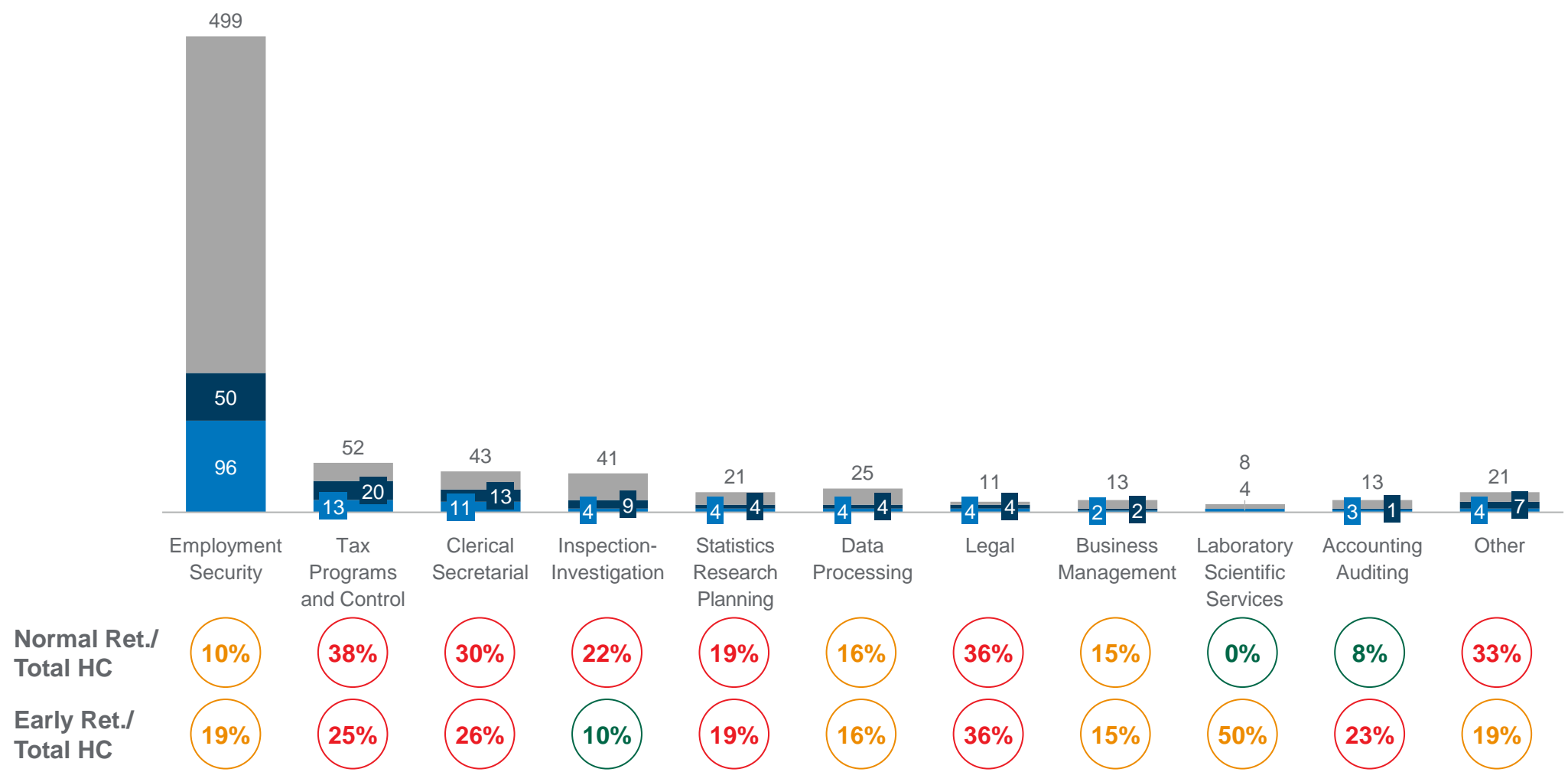


| | Employment Security | Tax Programs and Control | Clerical Secretarial | Inspection-Investigation | Statistics Research Planning | Data Processing | Legal | Business Management | Laboratory Scientific Services | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 10% | 38% | 30% | 22% | 19% | 16% | 36% | 15% | 0% | 8% | 33% |
| **Early Ret./ Total HC** | 19% | 25% | 26% | 10% | 19% | 16% | 36% | 15% | 50% | 23% | 19% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

Legend: Ineligible · Normal Eligible · Early Eligible

# DoL | Primary retirement surge risks

**Increasing backlogs delaying distribution of customer UI benefits due to historic demands and requirements of new policy**
- Delayed resolutions and distribution of unemployment insurance
- COVID-19 further straining effort shifting critical resource infrastructure

**Challenge continuing IT modernization amidst urgent priorities**
- UI Modernization efforts halted as critical IT personnel shifted
- Industry dramatically changing in terms of technological needs, potential to fall behind and lose attractiveness as regulators

**Highly manual tax and clerical processing teams face retirement risk**
- E.g., 63% of tax programs teams; 61% of clerical/secretarial teams at risk for retirement
- Highly manual clerical processes need digital solutions to avoid service continuity break

**Organizational downsizing mixed with high managerial retention creating instability**
- Decreased personnel by 40% mixed with additional managerial risk reporting unfair pay and burn out
- High retention risk that others leave the department frustrated de-stabilizing organizational functioning

# DoL | Retirement opportunities

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Complete Unemployment Insurance (UI) modernization** | Unemployment Insurance | • DOL priority efficiency project to modernize initiatives of the UI system, increasing accessibility of tax and benefits system | **H** | Decreasing UI processing time, decreasing number of employment security staff needed |
| **Automate licensing reviews** | Cross-agency | • Decrease FTE headcount through automation of licensing reviews across regulatory cluster | **M** | Streamlines licensing process, decreasing number of regulators needed to support |
| **Prioritize labor regulatory activity based on likelihood of noncompliance** | Cross-agency | • Targeted regulatory risk assessment approach; de-regulate business climate exp. recognizing out of state licenses | **M** | Decreases regulatory processes, freeing up time of at-risk staff like auditors to focus on high-priority activities |
| **Integrate labor and social service client information** | Job Readiness and Employment Services | • Better integrate Social Service Agencies and DOL through consolidated client information system and similar data fields | **L** | More efficient customer facing system will decrease processing time, decreasing time burden on employment security staff |
| **Consolidate workforce registry systems** | Job Readiness and Employment Services | • Combine workforce development services into a single platform readily accessible to any citizen utilizing government service | **L** | Single digital platform will streamline processes, cutting down time inefficiencies for at risk employment security personnel |
| **Invest in employment data system improvement** | Labor Market Information | • Establish single database of employment information tracking statistics and trends across programs as a data integration hub | **L** | |
| **Refine targeting of workforce training programs** | Job Readiness and Employment Services | • Identify overlap in training services across programs to realize cost reduction opportunities (Skill-Up CT, ETC, etc.) | **L** | |

**H** **Major impact** (>$5m or addresses retirement cliff risk)
**M** **Medium impact** ($1-5m)
**L** **Low impact** (<$1m)

438

# Department of Mental Health and Addiction Services

# Department of Mental Health and Addiction Services | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Community Support Services** | 212.3 / 39.8 / **253.0** / 1.0 | Program/ personnel/ grants | $15.2m | 296 | • Providing employment and interpersonal support to individuals with mental health/addiction<br>• Assisting courts in diagnosing individuals |
| **Inpatient Services** | 151.6 / 0.9 **152.5** | Program/ personnel/ grants | $103.1m | 2057 | • Operating mental health treatment facilities<br>• Performing court-ordered evaluations of adults with forensic involvement |
| **Outpatient Services** | 133.8 / 6.0 / **142.5** / 2.6 | Program/ personnel/ grants | $44.0m | 816 | • Providing outpatient treatment services via medication, therapy visits, behavioral health homes, etc.<br>• Providing specific services to people with deafness/ABI |
| **Residential, Crisis, and Respite Services** | 88.7 / 7.8 / **101.2** / 4.7 | Program/ personnel/ grants | $10.8m | 105 | • Providing treatment and ongoing living support services<br>• Providing rapid crisis response services to prevent hospitalizations |
| **Advocacy, Education, Research and Prevention** | 13.9 / 9.3 / 3.6 **26.8** | Program/ personnel/ grants | $2.9m | 69 | • Providing education/training to providers and community<br>• Collaborating with and funding advocacy groups to ensure continued effective services to individuals |
| **Agency Management Services** | 22.1 / 0.6 **22.7** | Personnel | $17.9m | 304 | • Planning statewide program implementation<br>• Providing central support functions (e.g. HR, IT)<br>• Evaluating grantees and programs |
| **Total** | **$617.8**m state   **$68.1**m federal   **$12.8**m other | | **$194.0m** | **3647** | |

# DMHAS | Patient Care and Nursing are most at risk of service disruption
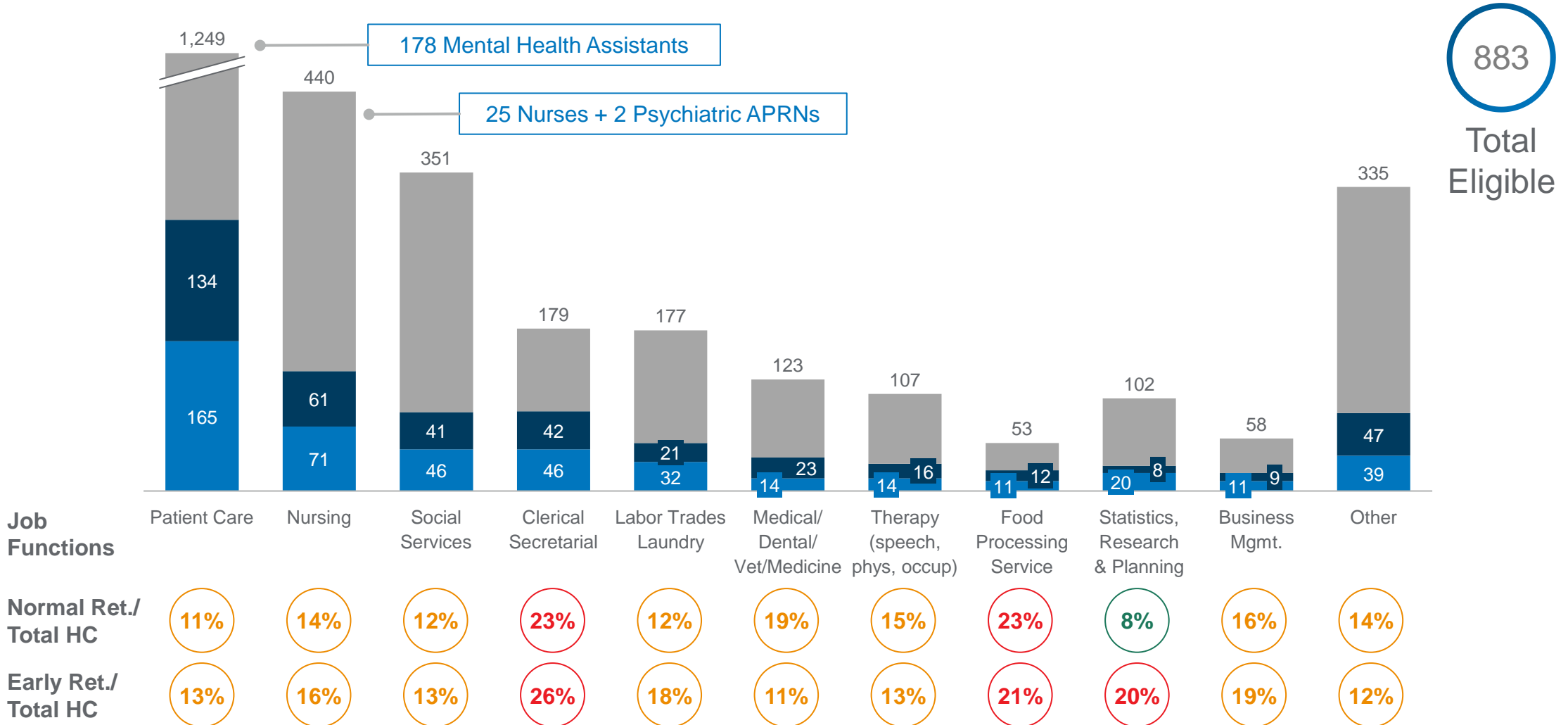


883 Total Eligible

| Job Functions | Patient Care | Nursing | Social Services | Clerical Secretarial | Labor Trades Laundry | Medical/ Dental/ Vet/Medicine | Therapy (speech, phys, occup) | Food Processing Service | Statistics, Research & Planning | Business Mgmt. | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Normal Ret./ Total HC** | 11% | 14% | 12% | 23% | 12% | 19% | 15% | 23% | 8% | 16% | 14% |
| **Early Ret./ Total HC** | 13% | 16% | 13% | 26% | 18% | 11% | 13% | 21% | 20% | 19% | 12% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

Legend: Ineligible — Normal Eligible — Early Eligible

# DMHAS | High retirement eligibility of nurses and mental health assistants creates risk to service continuity; additional potential for operational disruption

**Significant number of nurses and mental health assistants eligible for retirement**
- Failure to backfill could result in significant service disruption to residents, as well as increased overtime expenditure
- Backfill challenges anticipated due to advanced training required and high intensity of the work (see below)
- Large-scale hiring initiative from non-profit providers could disrupt provider operations
- Potential backfill alternatives include expanding non-profit operation of LMHAs

**Clerical and secretarial retirements could disrupt day-to-day operations**
- Clerical and secretarial positions often accrue responsibilities beyond standard job description over time
- Potential backfill alternatives include further centralization of common functions (e.g. grant-making, eligibility determination)

**Intense nature of resident-facing positions may complicate backfill efforts**
- Positions involve high stress and liability
- Private-sector compensation higher for nurses and other clinical positions

# DMHAS | Opportunities to evaluate sourcing, implement an EHR, control overtime, and pursue common platforms and digitization

| Drivers | Observations | Challenges | Opportunities |
|---|---|---|---|
| **Evaluate sourcing for services** | • State-operated LMHAs serve ~14k clients a year<br>• Non-profit providers operate LMHAs at lower cost while maintaining service quality | • Conversion to non-profit operation could disrupt resident experience<br>• Potential union resistance<br>• CT need to remain provider of last resort | • Expand non-profit operation of LMHAs |
| **Implement an Electronic Health Record (EHR)** | • Chart management, medication administration, inventory control, and more are not standardized across DMHAS-operated facilities<br>• DMHAS has initiated conversations with DAS re. implementing an EHR | • Significant initial investment required<br>• High level of technological, operational, and administrative complexity involved in implementation | • Implement an EHR |
| **Control overtime costs** | • DMHAS' overtime expenditure (as share of total employee pay) is higher than peer states | • Likely union resistance to overtime adjustments | • Reduce overtime expenditure using DDS efforts as potential roadmap |
| **Establish common agency platforms** | • Functions such as grant-making/administration, eligibility determination, program monitoring/evaluation and background checks are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Utilize ImpaCT for eligibility determination<br>• Centralize program monitoring and evaluation for HHS agencies |
| **Digitize/automate manual processes** | • Several frequent processes at DMHAS require substantial manual effort and could be digitized/automated | • Initial investment likely required<br>• Technical complexity<br>• Potential updates needed to existing data sharing agreements | • Automate facility shift staffing<br>• Centralize/automate Affirmative Action reporting<br>• Digitize cross-agency data-sharing |

# DMHAS | Identified opportunities (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Expand non-profit operation of LMHAs** | Agency-wide | • State-operated LMHAs serve ~14k clients per year<br>• Non-profit providers operate LMHAs at substantially lower costs while maintaining similar service quality<br>• Potential challenges include disruption to residents, union resistance, need for state to remain "provider of last resort", and revenue loss | H | Potential annual savings of $50-75m+ and reduced need to backfill retired positions, depending on degree of privatization |
| **Implement Electronic Health Record (EHR)** | Inpatient Services | • Electronic health record would streamline chart management, medication administration, inventory control, and activities at DMHAS facilities and reduce central IT workload<br>• Increased staff efficiency would result in improved patient outcomes<br>• Improved intake, billing, and reporting processes would reduce lost revenue | H | Potential annual savings of $15-20m+ and 50-60k+ employee hours, reducing need to backfill retiring facility workers |
| **Central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | H | Potential savings of $20-50m state-wide; DMHAS-specific savings depend on extent of centralization, further analysis pending |
| **Reduce overtime** | Agency-wide | • DMHAS accounts for ~22% of statewide overtime spend<br>• Share as % of total pay is higher than peer states<br>• Optimizing shift schedule could reduce cost while maintaining coverage<br>• DDS efforts can serve as roadmap | M | Potential savings of $4-5m+ |
| **Utilize ImpaCT for eligibility determination** | All HHS agencies | • ImpaCT platform supports eligibility determination for DSS and OEC and could be scaled up to support additional programs | M | DMHAS-specific savings depend on extent of utilization – expansion not feasible before 2022 due to technical and governance complexity |

H **Major impact** (>$5m or addresses retirement cliff risk)

M **Medium impact** ($1-5m)

L **Low impact** (<$1m)

444

# DMHAS | Identified opportunities (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | **M** DMHAS-specific savings depend on extent of centralization |
| **Implement statewide background check system for hiring** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | **M** |
| **Automate DMHAS shift staffing via KRONOS** | Inpatient Services | • Implementing KRONOS would increase facility worker capacity by reducing manual effort currently required to organize staffing<br>• Lean HR resources limit ability to implement KRONOS<br>• Would require seed money and/or resource allocation | **L** |
| **Centralize and automate Affirmative Action reporting** | Agency Management Services | • Affirmative Action reporting currently requires year-round staff and generates thousands of hard-copy pages<br>• Centralization and automation would reduce manual effort | **L** |
| **Digitize data-sharing across agencies** | Agency-wide | • Cross-agency data sharing is a major component of Behavioral Health Homes, Targeted Case Management; Medicaid initiatives of CHESS, 500 Familiar Faces, and the 1115 waiver<br>• DMHAS works with two Administrative Services Organizations: Advanced Behavioral Health and Beacon Health Options | **L** |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

445

# Military Department

# Military Department | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| Facilities Management | 3.1 \| 21.3 \| 0.4 \| 24.8 | Personnel | $1.1m | 95 | • Support policy formulation, development and control of budget, personnel, payroll, federal grant, and cooperative agreements and record management |
| Management Services | 0.5 \| 1.8 \| 2.3 | Program | $1.7m | 24 | • Maintains thirty-four sites throughout the state<br>• Prepares specifications for contracts with outside vendors for minor repair projects |
| Operation of Militia Units | 0.3 \| 0.6 \| 1.0 | Program | $0.01m | 2 | • Responds to emergency situations and responds to state civil emergencies or natural disasters |
| **Total** | **$5.5**m state \| **$22.1**m federal \| **$0.6**m other | | **$2.8m** | **121** | |

# Military Department | Initial view is Labor Trades Laundry and Business Management & Environmental Protection are most at risk of service loss

**26** Total Eligible
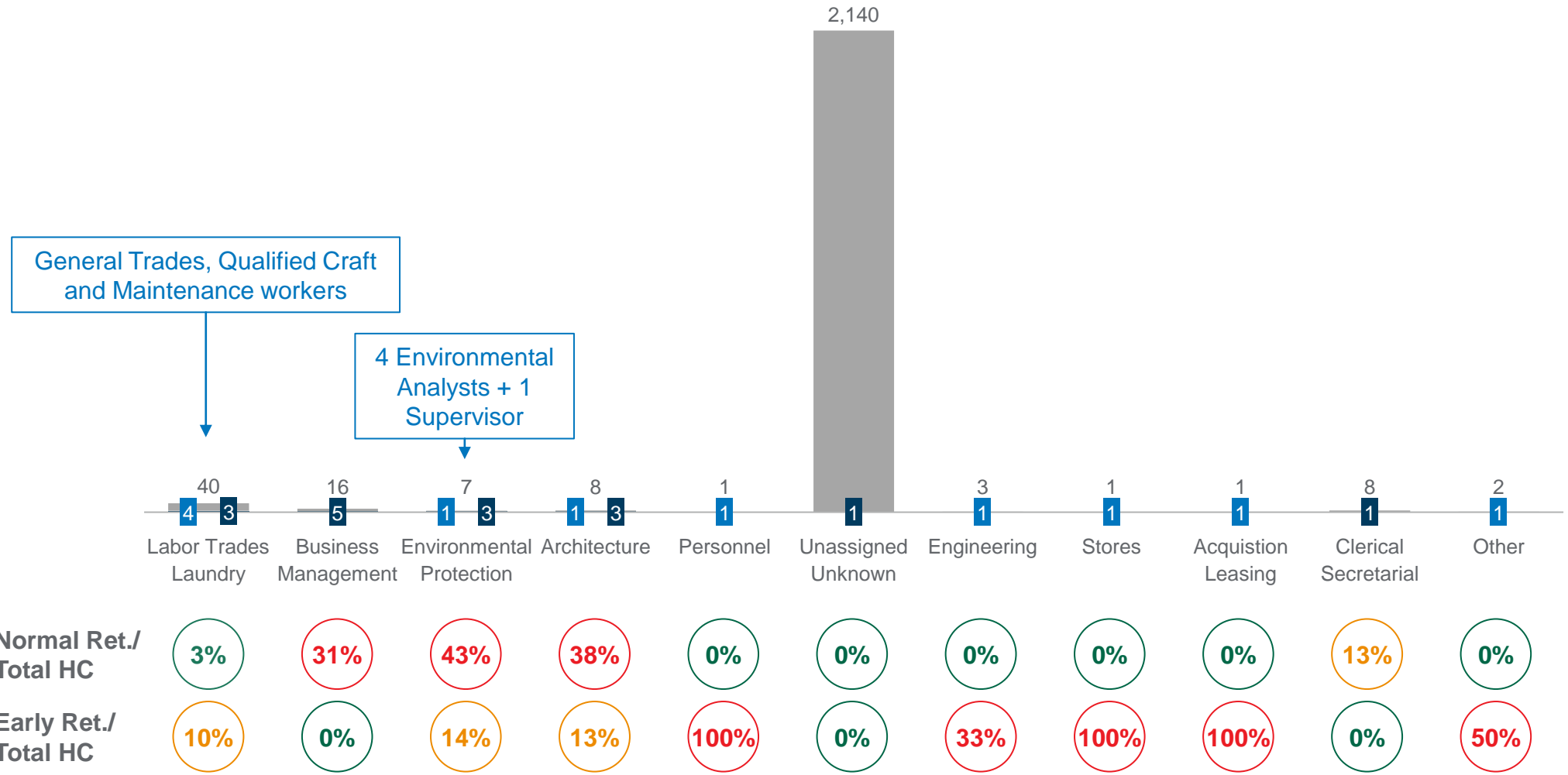
General Trades, Qualified Craft and Maintenance workers

4 Environmental Analysts + 1 Supervisor



|  | Labor Trades Laundry | Business Management | Environmental Protection | Architecture | Personnel | Unassigned Unknown | Engineering | Stores | Acquistion Leasing | Clerical Secretarial | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 40 | 16 | 7 | 8 | 1 | 2,140 | 3 | 1 | 1 | 8 | 2 |
| **Normal Ret./ Total HC** | 3% | 31% | 43% | 38% | 0% | 0% | 0% | 0% | 0% | 13% | 0% |
| **Early Ret./ Total HC** | 10% | 0% | 14% | 13% | 100% | 0% | 33% | 100% | 100% | 0% | 50% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database, BCG analysis

448

Ineligible    Normal Eligible    Early Eligible

# Military Department | Opportunities identified for Military

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Consolidate National Guard facilities** | Facilities Management | • Consolidate facilities used by National Guards with other state departments (e.g. state police) | M |
| **Centralize facility management** | Facilities Management | • State facilities are managed by respective departments; centralize and privatize facilities management to increase state staff capacity | L |
| **Consolidate military and veteran services** | Management Services | • Reorganize state provided programs and services for military and veterans under one agency | L |
| **Rationalize state vehicles and equipment** | Management Services | • Decrease state's vehicle fleet and increase use of GSA, MTOE, and CTA equipment | L |
| **Centralize consumable purchases** | Cross-agency | • Centralize consumable purchases (e.g. office supplies) to save on costs | L |
| **Centralize HR/LR** | Management Services | • Centralize HR/LR to standardize processes and increase department staff capacity | L |
| **Firefighter conversion** | Operation of Militia Units | • ANG Firefighter conversion to Title 5. Federal initiative; convert federally reimbursed state employees to federal T5 employees | L |

H **Major impact** (>$5m or addresses retirement cliff risk)

M **Medium impact** ($1-5m)

L **Low impact** (<$1m)

449

# Department of Motor Vehicles

# Department of Motor Vehicles | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Customer Service** | 32.4   0.0   **32.4** | Program / personnel | $28.4m | 473 | • Delivery of in-person customer services including issuance of vehicle registrations, driving tests, operator licenses, titles, vessel registrations for DEEP, etc.<br>• Collects sales & use taxes on vehicles bought out of CT<br>• DMV's Copy Records - Telephone Center |
| **Support Services** | **19.7** | Program / personnel / grants | $10.9m | 108 | • Providing fiscal and logistical support to all operations<br>• Support mail and in-person transactions<br>• Enhance effectiveness through IT accessibility/sharing<br>• Provide maintenance and upkeep of buildings / grounds |
| **Regulation of Motor Vehicles & Their Use** | 11.4   0.5   2.5   **14.4** | Program / personnel | $8.1m | 139 | • Establishes standards, audits license credentials & files while maintaining driver violation records<br>• Manages registration renewals received via mail / web<br>• Works with Handicapped Driver Training program<br>• Inspects and licenses commercial driver schools, motor vehicle dealers, repairers and junkyards |
| **Auto Emissions Inspections** | 0.0   6.4   **7.3**   0.9 | Program / Personnel | $0.9m | 79 | • Monitor vehicle emission inspection operations in compliance with state and federal standards |
| **Management Services** | **3.6** | Program / personnel | $3.3m | 37 | • Provides executive oversight and formulates policy<br>• Upkeep of both interior and grounds of DMV HQ and state-owned branch offices<br>• Houses Corporate and PR, Affirmative Action & Legal |
| **Total** | **$67.9**m STF   **$2.5**m federal   **$6.9**m other | | **$51.7m** | **836**[3] | |

1. Personal services  2. Incl. STF, Private, Emissions Enterprise Fund and Federal Fund FTEs  3. Incl. 24 FTE from Federal Funds
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

# DMV | Initial view is vehicle examiners, processing technicians and inspectors are most at-risk workers

**63 Vehicle Examiners + 12 Processing Technicians**

**20 License Agents + 9 Inspectors + 8 Division Managers**

**16 Motor Vehicle Analysts**

**228** Total Eligible

| Job Functions | Clerical Secretarial | Inspection-Investigation | Business Management | Data Processing | Statistics Research Planning | Legal | Accounting Auditing | Labor Trades Laundry | Social Services | Stores | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 408 | 169 | 77 | 40 | 20 | 15 | 19 | 19 | 3 | 1 | 9 |
| Ineligible | | | | | | | | | | | |
| Normal Eligible | 43 | 35 | 8 | 2 | 2 | 1 | 2 | 3 | | 1 | 0 |
| Early Eligible | 55 | 24 | 22 | 10 | 6 | 7 | 3 | 2 | 1 | 1 | 1 |
| **Normal Ret./Total HC** | 11% | 21% | 10% | 25% | 30% | 47% | 16% | 11% | 0% | 100% | 11% |
| **Early Ret./Total HC** | 13% | 14% | 29% | 5% | 10% | 7% | 11% | 16% | 33% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

452

Ineligible  Normal Eligible  Early Eligible

# DMV | Primary retirement surge risks

**Significant share of customer-facing workforce eligible for retirement**
- Potential to cause reversal in recent wait-time declines as residents return to branches with backlog of transactions while REAL ID deadline simultaneously nears

**Back-office workers also at risk of high retirements, producing building backlogs**
- In addition to disgruntled residents, backlogs also have potential for real-world consequences and significant PR backlash

**Significant lack of IT resources has led agency to being a digital laggard today, while further retirements present further risks and loss of experience – urgent need to begin addressing today**
- While attrition represents opportunity to bring in new talent, approved DMV job classifications are not necessarily relevant for future agency needsation with DOT

**Backlogs could result in significant delays to cash inflows at time when STF is expected to become insolvent within 2-3 years**
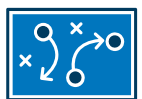
**Managerial level losses represent further risk to already strained project management capabilities**
- Managers often involved in everything from high level strategic decisions to proofreading letters to residents

# DMV must overcome several structural challenges before it can begin its transformation towards a best-in-class motor vehicle agency

|  | Talent management | Labor constraints | Legislative constraints | Organizational structure |
|---|---|---|---|---|
| **Current obstacles** | • Existing workforce lacks capabilities to handle modernized/digital efforts (i.e., no IT architects)<br><br>• Ability to fill new roles hindered by outdated job classifications, complex hiring process and non-competitive pay | • Hurdles to staff taking on new roles not explicitly allowed for in labor contracts (e.g., holding check-in tablets)<br><br>• Lack of performance management system may result in productivity limits | • Restrictions on what transactions can be handles by partners<br><br>• Resistance to use of self-service tools (e.g., kiosks)<br><br>• Statutes mandate significant scope of responsibilities (e.g., mandating tax lists for all towns, not completing transactions if property taxes are owed, etc.) | • Current sense that command-and-control model results in siloed work force and sub-optimal cross-trained employees |
| **Recommendations** | • Update job classifications for future-ready DMV, enabling agencies to hire new job types that broadly fit into approved programs | • Grade-up job titles to provide managers with more flexibility on deployment of workforce to meet evolving needs<br><br>• Negotiate as needed to implement performance management program | • Work with legislators to update and codify DMV responsibilities<br><br>• Enable agency to onboard new partners and expand variety of permitted transactions | • Evaluate benefits of moving to matrix org structure |

# Opportunity to DMV to digitize transactions and back-office processes

| Drivers | Observations | Challenges | Potential opportunity |
|---------|--------------|------------|----------------------|
| **DMV center operations** | • Limited performance data available for DMV sites<br>• Limited productivity incentives | • Resistance to implementation of performance management<br>• Labor skills and restrictions impede necessary changes | • Track and incentivize retail employee productivity<br>• Modernize job classes<br>• Further triage customers in-line |
| **Transaction channel** | • CT offers residents fewer services online than other states | • May require statutory changes to allow partners to handle additional activities<br>• Insufficient internal project management capabilities | • Increase transactions completed online or through partners<br>• Decrease yearly hours by 70k+<br>**Potential \$10-15m savings combined with above** |
| **Back-office processes** | • Current DMV system highly manual<br>• Operating across two IT systems | • Partially addressed by current DMV IT modernization project, but long timelines and insufficient resources<br>• Necessary IT jobs not approved | • Target 25% digital intake<br>• Use OCR/NLU and upload docs to single storage location<br>• Pull data from other agencies<br>**Potential savings of \$2-4m** |
| **Optimize Existing Fees** | • Other states indexing fees to CPI to offset gas tax declines | • Requires legislative action<br>• May require rebates for low-income residents | • Legislate periodic fee-increases indexed to CPI<br>**Potential revenue uplift of \$2-8m** |
| **New revenue sources** | • CT does not require safety inspections<br>• 28 of 50 states now have EV/hybrid vehicle fees[1] | • Requires political capital – eased by implementation in other environmentally friendly states (e.g., CA, HI, OR, WA) | • Require safety inspections, performed by dealerships<br>• Assess fee for fuel-efficient vehicles to offset gas tax[2]<br>**Potential revenue of \$2-5m** |

1. National Conference of State Legislatures, EV Club of Connecticut

# Department of Motor Vehicles | Operational opportunities (I/II)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **DMV Center Operations** | Agency-wide | • Modernize and expand job classes permitted within DMV to refresh workforce based on future DMV needs (i.e., similar jobs required to those in place at DRS, DOT)<br>• Work to broaden job classification work to ensure existing workforce can continue servicing residents with new tools and technology | **H** | *See below* |
| **Shift transaction channel mix online and to third-party partners** | Customer services | • Accelerate shift of transactions from in-store to online and do-it-yourself with user-friendly web interface, fees/incentives/convenience for doing online, optimizing web-design, installing kiosks on state-owned properties, etc.<br>• Further develop pre-visit documentation upload capabilities and optimize appointment scheduling along with upfront payment collection<br>• Seek statutory approval to shift more transactions to third-party partners<br>• Develop more project management capabilities to manage digitization initiatives and ensure projects are properly executed | **H** | $10-15m in potential annual savings combined with above opportunity<br><br>- Inc. est. potential savings of $5-15m from ~100 FTEs reductions by bringing FTEs/capita in-line with benchmark state DMVs |
| **Automate / digitize documentation & repetitive processes** | Agency-wide | • Implement chatbots/voicebots to answer questions and reduce call-volume – seek software cost-sharing with other resident-facing agencies<br>• Use Robotic Process Automation and Optical Character Recognition to accelerate tasks, move all documentation into digital/cloud storage, and increase FTE capacity (target 25% minimum digital intake) | **M** | $2-4m in potential annual savings by reducing FTE hours |

**H** **Major impact** (>$5m or addresses retirement cliff risk)
**M** **Medium impact** ($1-5m)
**L** **Low impact** (<$1m)

# Department of Motor Vehicles | Operational opportunities (II/II)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Index fees to inflation** | Agency-wide | • Several states now index fees to inflation by statute (CA, NC) | **M** | $2-8m+ per year from indexing fees to inflation |
| **New revenue sources** | Agency-wide | • Require safety inspections, performed by dealerships<br>• Assess fee for fuel-efficient vehicles to offset gas tax (28 of 50 states now implement EV fees of $50-250)<br>• Monetize opt-in resident database | **M** | $2-5m+ in potential revenue per year from safety inspections and EV fees today, with upside if EV adoption meets DEEP targets |
| | **Total** | | | • **100+ FTEs**<br>• **$20-$40m+** |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

# Office of Policy and Management

# Office of Policy and Management | Agency profile

| Program or department | Budget ($M) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Intergovernmental Policy** | 301.6 / 50.0 → 351.6 | Grants / program | $1.2M | 14 | • To initiate and support state policy development with regard to municipalities and regional councils of governments (COGs)<br>• Administer state tax relief programs and formula grant programs that benefit municipalities, firms & individuals<br>• Certify assessors and revaluation companies and their personnel; collect, analyze, and publish municipal data; and coordinate statewide planning to insure the effective use of state resources |
| **Policy Development, Coordination and Implementation** | 13.6 / 4.5 / 0.1 → 18.2 | | $7.5M | 91 | • 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 |
| **Office of the Secretary and Administrative Support** | 2.3 / 0.0 → 2.3 | | $2.2M | 27 | • As chief financial and policy advisor to the Governor, Secretary assists and advises the Governor on policy and financial issues and advocates for implementation<br>• Attain OPM's objectives by directing and coordinating its programs and providing operational support services<br>• Directs development and implementation of CT's biennial operating and capital budget<br>• Responsible for long-range planning and use of state-owned or leased property |
| **Total** | $316.9M state   $4.5M federal   $50.7M other[3] | | $10.9M | 132 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE  3. Includes ~$50M from Mashantucket Pequot and Mohegan Fund
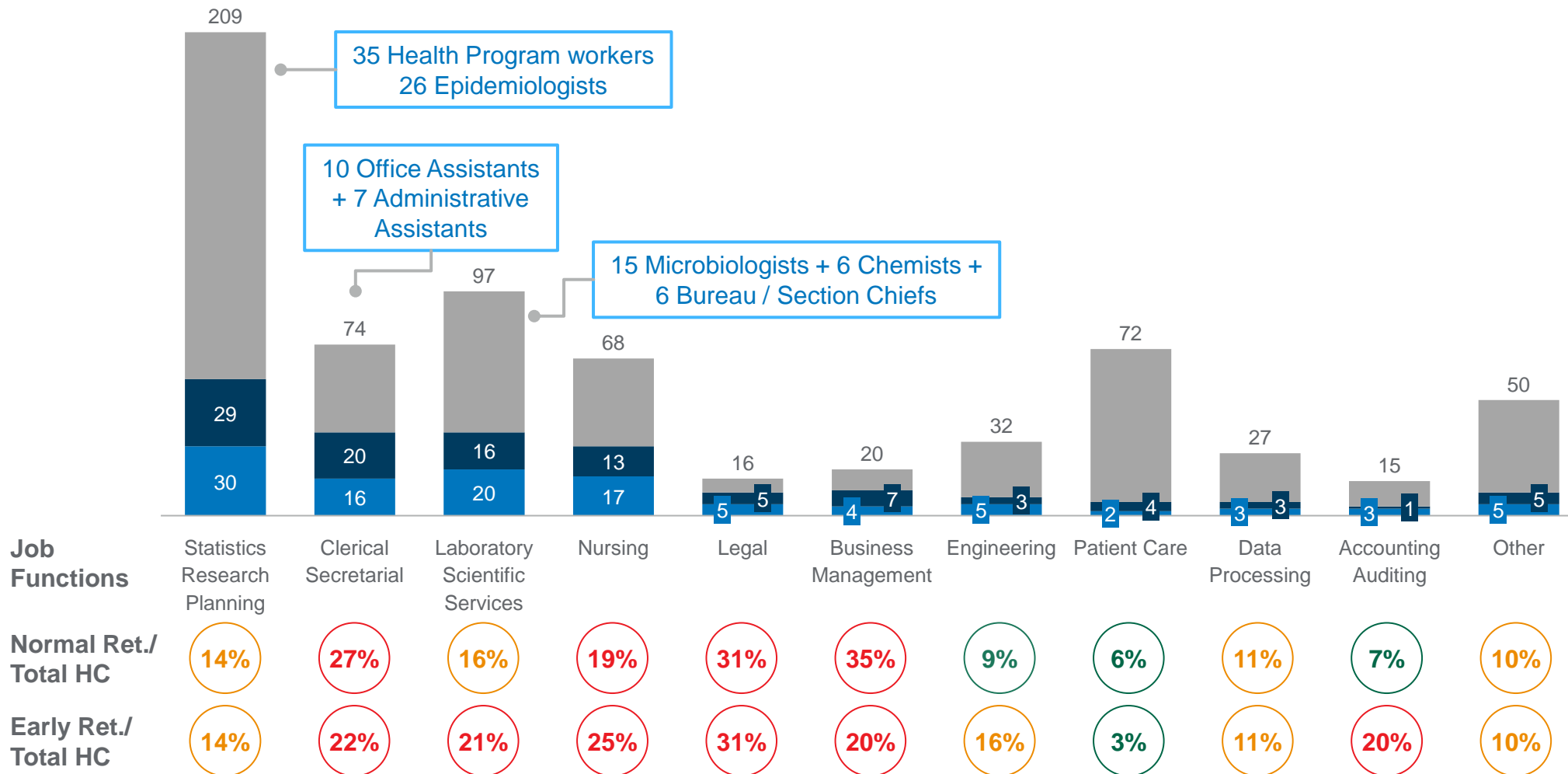Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point;  Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

# OPM | Initial view is labor relations staff, budget specialists and senior leadership are most at risk of service loss

17 Labor Relations FTEs[1] + 3 HR FTEs

4 Principal Budget Specialists + 1 Exec. Budget Officer + 2 Asst. Exec. Budget Officers

1 Sr. Policy Advisor + 1 Policy Dev. Coordinators + OPM Chief Admin Officer

55 Total Eligible

| Job Functions | Personnel | Budget Program and Control | Business Management | Statistics Research Planning | Clerical Secretarial | Accounting Auditing | Acquistion Leasing | Environmental Protection | Training | General Admin and Management | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 53 | 18 | 16 | 8 | 12 | 4 | 1 | 3 | 1 | 8 | 21 |
| Ineligible | 33 | 9 | 8 | 4 | 8 | 3 | 0 | 2 | 0 | 4 | 19 |
| Normal Eligible | 8 | 4 | 3 | 2 | 4 | | 1 | 1 | 1 | 2 | |
| Early Eligible | 12 | 5 | 5 | 2 | | 1 | | | | 2 | 2 |
| Normal Ret./ Total HC | 15% | 22% | 19% | 25% | 33% | 0% | 100% | 33% | 100% | 25% | 0% |
| Early Ret./ Total HC | 23% | 28% | 31% | 25% | 0% | 25% | 0% | 0% | 0% | 25% | 10% |

1. Includes 12 Agency Labor Relations Specialists

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility; Source: CT STARS database as of 1/5/2021     460

Legend: Ineligible · Normal Eligible · Early Eligible

# Department of Public Health

# Department of Public Health | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Public Health Initiatives** | 16.7 \| 90.6 \| 86.5 **193.7** | Program/ grants/ personnel | $3.9m | 215 | • Monitoring for various diseases (e.g., TB)<br>• Subsidizing immunization development and distribution<br>• Subsidizing education programs |
| **Operational and Support Services** | 19.2 \| 10.0 \| 0.5 **29.6** | Personnel | $5.0m | 110 | • Administering DPH grants<br>• Managing central functions and planning (e.g. HR, IT)<br>• Interfacing with local health departments |
| **Healthcare Quality and Safety** | 5.7 \| 11.4 \| 1.3 **18.3** | Program/ personnel | $10.9m | 186 | • Regulating, licensing health care professionals, providers, facilities<br>• Planning, administering emergency medical services |
| **Laboratory Services** | 5.4 \| 10.1 \| 0.8 **16.3** | Program/ personnel | $4.8m | 110 | • Testing for infectious diseases, toxins, pathogens, etc.<br>• Monitoring public implications of test results and data<br>• Monitoring nuclear industry |
| **Regulatory Services** | 9.7 \| 6.0 \| 0.1 **15.8** | Program/ personnel | $5.9m | 114 | • Environmental testing and monitoring (e.g. lead, drinking water)<br>• Training, licensing, and/or certifying inspectors |
| **Health Statistics and Surveillance** | 1.8 \| 4.3 **6.1** | Program/ personnel | $1.5m | 46 | • Collecting, analyzing, disseminating public health data<br>• Maintaining vital records (e.g. births, deaths)<br>• Administering health surveys |
| **Commissioner's Programs** | 2.7 \| 1.7 \| 0.0 **4.3** | Personnel | $2.6m | 37 | • Coordinating programs across agency<br>• Presiding over public-health-related legal hearings<br>• Monitoring at-risk populations to ensure program equity |
| **Total** | **$58.6**m state \| **$136.6**m federal \| **$89.0**m other | | **$34.6m** | **818** | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: FY2020-2021 Biennial Budget Program Addendum

# DPH | Statistics Research Planning and Clerical Secretarial are most at risk of service disruption



**35 Health Program workers**
**26 Epidemiologists**

**10 Office Assistants + 7 Administrative Assistants**

**15 Microbiologists + 6 Chemists + 6 Bureau / Section Chiefs**

**216** Total Eligible

| Job Functions | Statistics Research Planning | Clerical Secretarial | Laboratory Scientific Services | Nursing | Legal | Business Management | Engineering | Patient Care | Data Processing | Accounting Auditing | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 209 | 74 | 97 | 68 | 16 | 20 | 32 | 72 | 27 | 15 | 50 |
| Normal Eligible | 29 | 20 | 16 | 13 | 5 | 7 | 3 | 4 | 3 | 1 | 5 |
| Early Eligible | 30 | 16 | 20 | 17 | 5 | 4 | 5 | 2 | 3 | 3 | 5 |
| Normal Ret./ Total HC | 14% | 27% | 16% | 19% | 31% | 35% | 9% | 6% | 11% | 7% | 10% |
| Early Ret./ Total HC | 14% | 22% | 21% | 25% | 31% | 20% | 16% | 3% | 11% | 20% | 10% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

463

Ineligible   Normal Eligible   Early Eligible

# DPH | COVID may exacerbate impact of 2022 retirement surge and complicate backfill efforts

**Intense working environment due to COVID may accelerate/increase retirements and complicate backfill efforts**
- Strain on DPH staff has increased dramatically
- Job openings likely to be less appealing to candidates in current climate
- Compensation is not competitive relative to private sector for many positions, e.g. clinical

**Clerical and secretarial retirements could disrupt day-to-day operations**
- Clerical and secretarial positions often accrue responsibilities beyond standard job description over time
- Responsibilities for DPH clerical/secretarial staff often more similar to executive assistants or paralegals
- Potential backfill alternatives include further centralization of common functions (e.g. grant-making, eligibility determination)

**Staff lack of familiarity with new systems may complicate efforts to backfill internally**
- Heavy reliance on outdated operational procedures, Cobalt, faxing, etc. may make assuming new roles challenging for certain staff

# DPH | Opportunities to streamline service provision and adopt common platforms across HHS agencies

| Drivers | Observations | Challenges | Opportunities |
|---|---|---|---|
| Streamline service provision | • There is significant overlap between services offered by DPH and DCF / DSS<br>• Multiple programs across agencies offer similar service types | • Need for some degree of specialization based on different needs of resident groups<br>• Potential political sensitivity<br>• Different funding sources could complicate consolidation efforts | • Consolidate administration of WIC, Healthy Choices for Women and Children with DCF Save Haven Act for Newborns<br>• Coordinate administration of Children and Youth with Special Health Care Needs (CYSHCN) and Medical Home Initiative in DCF's Medical Health and Wellbeing Services<br>• Streamline adolescent pregnancy prevention programs in collaboration with DSS |
| Establish common agency platforms | • Functions such as grant-making/administration, eligibility determination, program monitoring/evaluation, and background checks are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Utilize ImpaCT for eligibility determination<br>• Centralize program monitoring and evaluation for HHS agencies |

# DPH | Identified opportunities (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | **H** | Potential savings of $20-50m state-wide; DPH-specific savings depend on extent of centralization, further analysis pending |
| **Utilize ImpaCT for DPH eligibility determination** | All HHS agencies | • ImpaCT platform supports eligibility determination for DSS and OEC and could be scaled up to support additional programs | **M** | DPH-specific savings depend on extent of utilization – expansion not feasible before 2022 due to technical and governance complexity |
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | **M** | DPH-specific savings depend on extent of centralization |
| **Implement statewide background check system for hiring** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | **M** | |
| **Coordinate administration of Children and Youth with Special Health Care Needs (CYSHCN) and Medical Home Initiative in DCF's Medical Health and Wellbeing Services** | Public Health Initiatives | • Housing CYSHCN in DCF's Medical Health and Wellbeing Services could improve coordination and resident outcomes while reducing administrative and program costs overall | **L** | |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

466

# DPH | Identified opportunities (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Consolidate administration of DCF's Save Haven Act for Newborns with DPH support programs for at-risk pregnant women and new mothers** | Public Health Initiatives | • DPH administers multiple support programs for at-risk pregnant women and new mothers:<br>  - Special Supplemental Nutrition Program for Women, Infants and Children (WIC) provides food, healthcare referrals, nutrition education, and breastfeeding support for low-income pregnant, breastfeeding, and postpartum women, infants, and children up to age five at nutritional risk<br>  - Healthy Choices for Women and Children provides visits, need assessments, education, and service referrals for pregnant/postpartum women residing in Waterbury who use or are at risk of using substances<br>• Consolidating administration of these programs with that of DCF's Save Haven Act for Newborns could improve coordination and resident outcomes while reducing administrative costs | L |
| **De-duplicate educational programming in PREP and Teen Pregnancy Prevention Initiative and jointly administer within DSS** | Public Health Initiatives | • Both DPH's Personal Responsibility Education Program (PREP) and DSS' Teen Pregnancy Prevention Initiative are intended to prevent adolescent pregnancy and contain educational components<br>• De-duplicating the educational components and jointly administering the programs within DSS could improve policy coordination, simplify resident experiences, and reduce administrative costs | L |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

467

# Department of Revenue Services

# Department of Revenue Services | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Audit & Compliance** | 25.4 | Program / personnel | $24.9m | 255 | • Conducts examinations for ~40 state taxes<br>• Audits residents and out-of-state taxpayers to determine extent of CT tax obligations<br>• Directs agency, interagency and interstate compliance programs that include reciprocal agreements with the federal government, various other states, several CT agencies and private organizations |
| **Management** | 20.4 / 2.7 → 23.1 | Program / personnel | $17.1m | 168 | • Sets department policy and direction while providing support services, legal and research assistance within the agency and to legislators, Gov.'s office & the public<br>• Includes Appellate and Criminal Investigation divisions for reviewing protests and criminal enforcement<br>• Shared services including HR, payroll, and IT |
| **Operations** | 14.6 | Program / personnel | $10.6m | 183 | • Collecting, processing & depositing state tax revenues<br>• Develops and maintains fraud prevention programs, reviewing accuracy of tax returns entered into agency's integrated tax admin system<br>• Promotes voluntary tax compliance and taxpayer education and assistance, including fielding calls<br>• Manages 4 walk-in centers for live assistance |
| **Collection & Enforcement** | 3.2 | Personnel / program | $3.1m | 61 | • Ensure collection of overdue state taxes by contacting residents prior to escalating cases and referring for enforcement |
| **Total** | $63.5m state  $0m federal  $2.7m other | | $55.7m | 667 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: Connecticut 2020-2021 Biennial Budget Program Addendum

# DRS | Revenue and Tax Examiners, IT personnel and Revenue Agents are most at risk of service loss
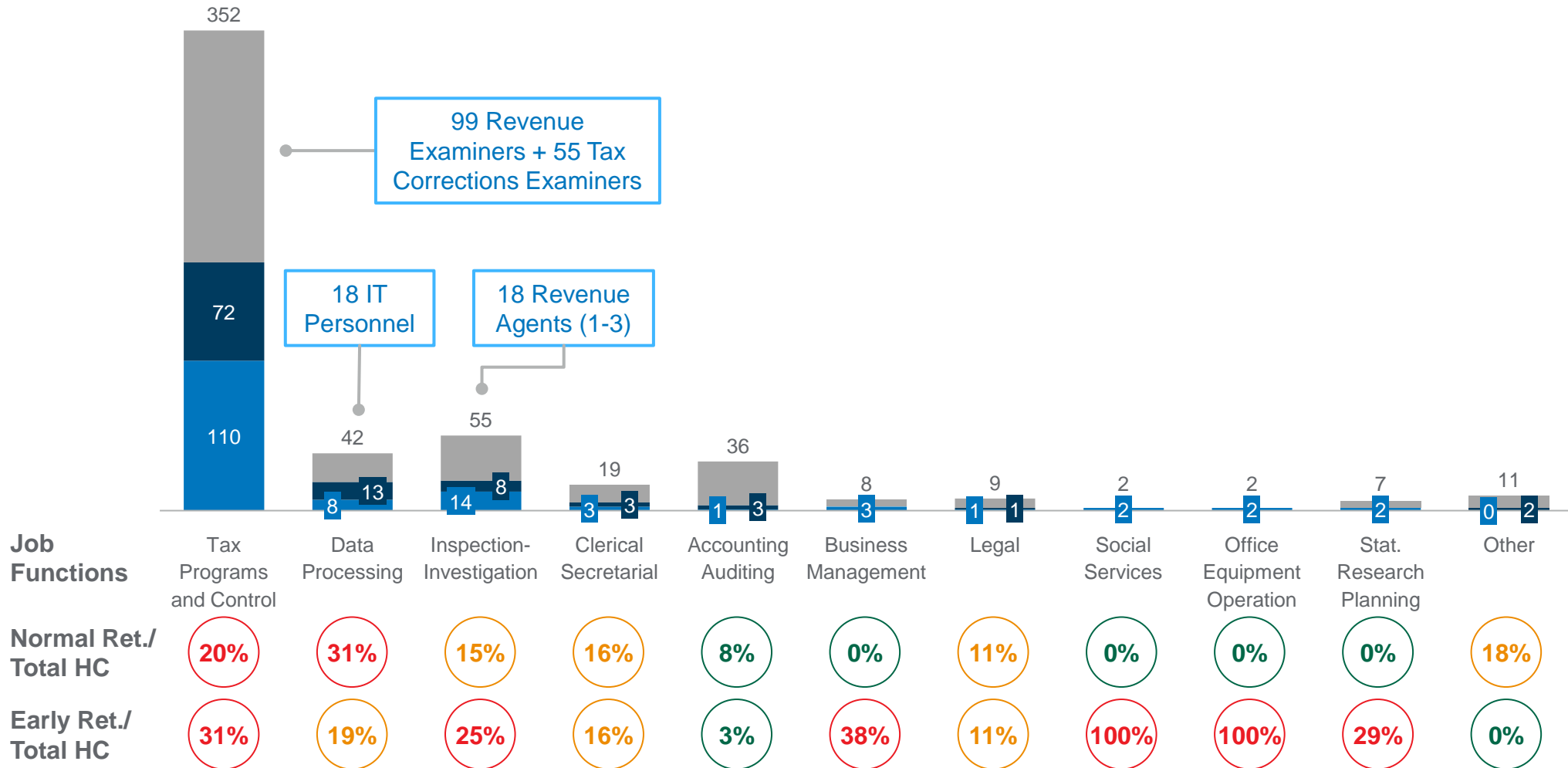
352

99 Revenue Examiners + 55 Tax Corrections Examiners

72

18 IT Personnel

18 Revenue Agents (1-3)

110

42

55

19

36

8

9

2

2

7

11

248 Total Eligible

| Job Functions | Tax Programs and Control | Data Processing | Inspection-Investigation | Clerical Secretarial | Accounting Auditing | Business Management | Legal | Social Services | Office Equipment Operation | Stat. Research Planning | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Early Eligible | 110 | 8 | 14 | 3 | 1 | | 1 | | | | 0 |
| Normal Eligible | 72 | 13 | 8 | 3 | 3 | 3 | 1 | 2 | 2 | 2 | 2 |
| Normal Ret./ Total HC | 20% | 31% | 15% | 16% | 8% | 0% | 11% | 0% | 0% | 0% | 18% |
| Early Ret./ Total HC | 31% | 19% | 25% | 16% | 3% | 38% | 11% | 100% | 100% | 29% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

470

Ineligible   Normal Eligible   Early Eligible

# DRS | Primary retirement surge risks

**Revenue and tax examiners represent largest risk from retirement surge**
- DRS already implementing cross-training to ensure workers can cover gaps in each position
- Expectation of being able to reduce Tax Examiner FTEs by 25% from not backfilling retirees

**Most experienced auditors difficult to replace given complex filings require years of experience to successfully navigate**
- Agency documenting processes, conducting succession planning workshops, etc.

**COVID-induced closure of walk-in centers did not result in additional filing issues or calls for assistance**
- Opportunity to reduce live tax prep assistance personnel and call-center representatives through use of online tutorials/webinars, chatbots, voicebots, etc.

**IT modernization initiative already underway with significant progress expected before retirement surge, but loss of IT personnel presents risk to continuity and progress**

# Biggest recurring DRS opportunities are completing modernization program and optimizing tax compliance

| Drivers | | Observations | Challenges | Potential opportunity |
|---|---|---|---|---|
| | Increase tax compliance | • Estimated CT tax gap of $1bn+<br>• Gap driven by 40-50% of filers | • Requires significant resources (e.g., personnel, time, capital)<br>• Requires assessment of internal capabilities vs. best practices | • Invest in data-driven analytics to identify fraud & underpayments<br>• Disincentivize underreporting<br>Potential uplift of $100-200m+ |
| | Complete filing / IT digitization program | • DRS in midst of multi-year IT modernization program | • IT modernization programs often encounter significant hurdles and roadblocks<br>• Requires strong project management | • Accelerate re-design of do-it-yourself tax portal<br>• Incentivize e-Filing and electronic payments/refunds<br>Potential uplift of $95m p.a. |
| | Block DMV transactions | • Several states prohibit residents from completing DMV transactions if DQ taxes exist<br>• Similar process in place for municipal property tax payments | • Must avoid unnecessary burden<br>• Requires data integration, but DMV already a digital laggard<br>• Likely to encounter pushback for scope-expansion | • Block residents from scheduling/completing DMV transactions if taxes are owed<br>• Provide temporary license/IDs to mitigate impact<br>Potential uplift of $150m (recurring benefits likely to reduce over time) |
| | Block vendor payments | • Many vendors statewide owe the State back-taxes | • May encounter political and business community pushback | • Pay vendors once debt is cured<br>Potential uplift of $50m+ (recurring benefits likely to reduce over time) |
| | Uncollectable debt | • DRS has $700m in debt considered uncollectable | • Uncertain capital market appetite for long-term delinquent state tax debts | • Securitize and market debt in tranches<br>Potential non-recurring uplift of $100m+ |
| | Tax corrections examiners attrition | • 46% of revenue and tax corrections examiners eligible for retirement<br>• Cross-training and succession planning plans in place | • May encounter labor pushback | • Avoid backfilling 25% of examiners as digital filings reduce upfront errors<br>• Cross-train revenue & tax examiners<br>Potential savings of $2-6m |

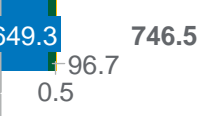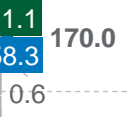# Department of Revenue Services | Operational opportunities (I/II)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Increase tax compliance** | Agency-wide | • Re-design of state tax filing processes to increase overall tax compliance<br>• Systematically engage stakeholders (e.g., preparers, accountants, etc.) to streamline filing process and reduce unintended fraud<br>• Increase usage of data analytics and AI to identify advertent and inadvertent fraud while targeting highest expected value filings for further audits, and targeting suspicious tax preparers<br>• Automation of audits for simple filings<br>• Ensure proper mechanisms in place to incentivize residents to cure prior delinquencies/taxes owed (e.g., blocked DMV transactions such as in MA, NY, RI; increased fines and shame lists; blocked business licenses)<br>• Optimized communication with filers to drive awareness of back taxes owed | **H** | $100-200m+ in potential annual savings based on preliminary analysis, industry benchmarks, and CT's estimated $1.1bn+ tax gap (inc. 40-50% of filers)<br><br>‑ Savings may require ramp-up period before full-run rate achieved |
| **Digitize filing and payments** | Agency-wide | • Continue progress and accelerate (where possible) re-design of do-it-yourself tax portal for residents and businesses<br>• Incentivize e-Filing and electronic payments/refunds | **H** | $95m+ per year in estimated revenue uplift upon full implementation |
| **Blocked DMV transactions** | Collection and Enforcement | • Inhibit delinquent tax payers from completing DMV transactions until back-payments are cured –utilize temporary transactions vs. complete blocks (e.g., done already in several states, include NY, ME, CA) | **H** | $150m+ potential opportunity, though uplift may decline over time with behavioral changes |
| **Vendor payments** | Collection and Enforcement | • Blocking payments to various state vendors/contractors who also have outstanding tax payments owed to DRS | **H** | $50-60m (upside of $90-100m) |
| **Cross-train Revenue and Tax Examiners to reduce FTE needs** | Audit and Compliance | • Cross-training for multiple jobs enables remaining employees to fulfill duties of either position<br>• Expand knowledge sharing initiative to auditors to ensure complex audit capabilities are capably handled by remaining staff post-retirement surge | **H** | ~$4-6m in potential savings from 50-70 FTEs (25% of Revenue and Tax Examiners)<br>‑ 24 FTEs and $2m in Tax Corrections Examiners only |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

# Department of Revenue Services | Operational opportunities (II/II)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Sell "uncollectable" debt** | Collection and enforcement | • State has $700m in outstanding payments currently considered "uncollectable", which can be securitized and sold as receivables | **H** | TBC non-recurring uplift based on capital markets environment |
| **Increase shared services and centralized functions** | Management | • Elimination of redundant support functions (e.g., hearings, call center, etc.)<br>• Leverage DRS's best-in-state technologies/practices across additional agencies to reduce expenses through cost-sharing (e.g., collections, scanning technology, chatbots, etc.)<br>• Merge DOL and DRS data and filings | **M** | 5-15% savings shared services = $2M+ |
| **Close four walk-in centers** | Operations | • Enhanced online support functionality to reduce need for in-person interactions (i.e., webinars, chatbots, live virtual help sessions) | **M** | $1-5m potential opex and (indirect) lease savings plus ~10 FTEs (50+ across centers) |
| **"Skunk works" team** | Agency-wide | • Create a team of skilled personnel with experience in data analytics and strategy to develop forecasting models, develop new algorithms to reduce workforce processes and increase revenue generation, model cost-benefit analyses on new ideas, etc. | **M** | $1-5m in potential upside to be refined with additional analysis |
| **Single-line audits for sales and business tax** | Audit and compliance | • DRS can conduct single-line audits on individuals but not on businesses, leading to delays in initiating audits for fear of missing bigger value issues | **L** | TBC |
| **Consolidate print & mail operations** | Operations | • Multiple agencies have their own print & mail centers (DRS largest); merge or outsource | **L** | <$1m in potential savings |
| **Transferring non-related activities to other agencies** | | • Transfer responsibility for plastic bottle and bag fees to DEEP<br>• Transfer licensing of tax preparers to DCP | **L** | Minimal (<2 FTEs across various activities) |
| | **Total** | | | • **60-80 FTEs**<br>• **$350-400m+** |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

474

# Department of Social Services

# Department of Social Services | Agency profile

| Program or department | Budget ($m) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Health Services** | 2,679.3 / 732.3 / 4,253.8 → 7,665.5 / 0.1 | Program/ personnel | $14.8m | 173 | • Administering health coverage (Medicaid, Medicare, waivers)<br>• Supporting providers to enhance care capabilities (e.g. via Electronic Health Records, tele-/after-hours care)<br>• Providing informational services to individuals |
| **Support and Safety Services** | 649.3 → 746.5 / 96.7 / 0.5 | Program/ personnel/ grants | $8.7m | 125 | • Monitoring client outcomes to identify service gaps<br>• Investigating reported elder abuse<br>• Providing shelter/support services for victims of domestic violence<br>• Providing in-home support for adults with disabilities<br>• Providing additional specific services (heat assistance, estate, teenage pregnancy initiative, etc.) |
| **Income Support Services** | 194.4 → 195.6 / 1.2 | Program/ personnel/ grants | $9.7m | 142 | • Providing cash grants to families, elders, people with disabilities in need<br>• Administering state Child Support program |
| **Administrative and Field Services** | 11.1 / 158.3 → 170.0 / 0.6 | Personnel | $96.9m | 1563 | • Providing central support functions (e.g. HR, IT)<br>• Administering and monitoring agency programs |
| **Food and Nutritional Services** | 8.9 / 3.7 → 12.6 | Program/ personnel/ grants | $1.3m | 20 | • Distributing commodity foods<br>• Providing administrative funds for shelters, pantries, etc.<br>• Coordinating and administering federal food support programs (e.g. CSFP, SNAP) |
| **Total** | $2.7b state (DSS)   $4.4b federal   $1.1m other<br>$732.3m state (other agencies) | | $131.4m | 2023 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source: FY2020-2021 Biennial Budget Program Addendum

# DSS | Social Services and Clerical Secretarial functions are most at risk of service disruption
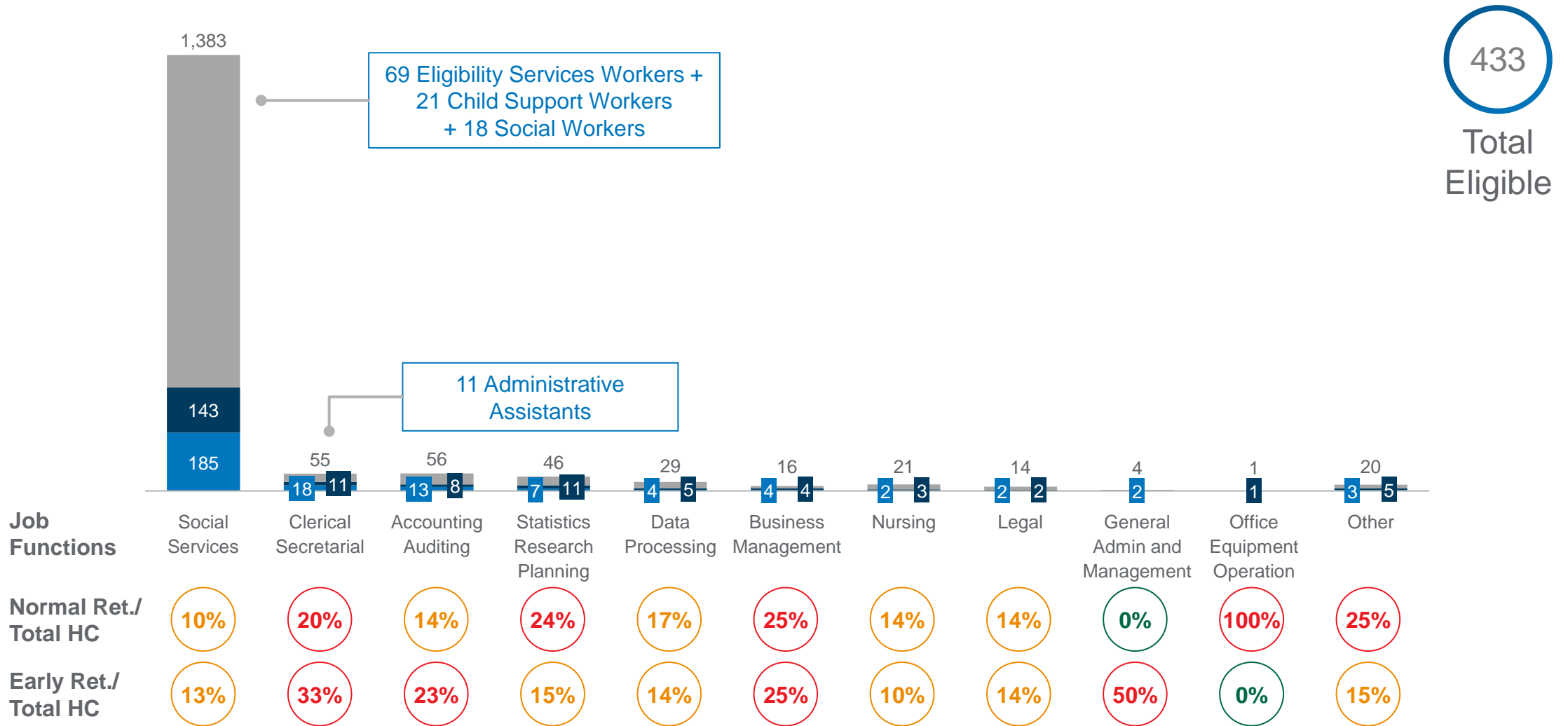


**433 Total Eligible**

1,383

69 Eligibility Services Workers +
21 Child Support Workers
+ 18 Social Workers

11 Administrative Assistants

| Job Functions | Social Services | Clerical Secretarial | Accounting Auditing | Statistics Research Planning | Data Processing | Business Management | Nursing | Legal | General Admin and Management | Office Equipment Operation | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Normal Ret./ Total HC | 10% | 20% | 14% | 24% | 17% | 25% | 14% | 14% | 0% | 100% | 25% |
| Early Ret./ Total HC | 13% | 33% | 23% | 15% | 14% | 25% | 10% | 14% | 50% | 0% | 15% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

477

Ineligible    Normal Eligible    Early Eligible

# DSS | Risk of institutional knowledge loss due to widespread 2022 retirement eligibility among leadership; day-to-day ops may also be disrupted

**Majority of DSS leadership is eligible for retirement, creating risk for significant loss of institutional knowledge**
- Logical successors not always present
- Ambitious reform efforts for HUSKY program likely to require substantial leadership

**Clerical and secretarial retirements could disrupt day-to-day operations**
- DSS traditionally lean on clerks and secretaries – eligibility workers take on extra work as a result
- Clerical and secretarial positions often accrue responsibilities beyond standard job description over time
- Potential backfill alternatives include further centralization of common functions (e.g. grant-making, eligibility determination)

**Intense nature of resident-facing positions (social workers and others) may complicate backfill efforts**
- Positions involve high stress and liability

# DSS | Opportunities to adopt common platforms, streamline service provision, and pursue further digitization

| Drivers | Observations | Challenges | Opportunities |
|---|---|---|---|
| **Establish common agency platforms** | • Functions such as grant-making/administration, eligibility determination, program monitoring/evaluation, and background checks are often manual and duplicated across HHS agencies | • Creating common platforms requires rigorous data sharing agreements between agencies<br>• Technical and governance complexity<br>• Need for agency-specific insight in certain processes | • Establish central grant hub for HHS agencies<br>• Centralize program monitoring and evaluation for HHS agencies |
| **Streamline service provision** | • There is significant overlap in services provided between DSS and other agency programs | • Different funding sources could complicate consolidation efforts<br>• Potential political sensitivity | • Further realign early childhood activities into a common agency |
| **Digitize/ automate manual processes** | • A number of frequent processes at DSS are heavily manual and require significant administrative effort | • Technical and governance complexity<br>• Initial investment likely required<br>• Personal interactions important to many DSS services, e.g. eligibility | • Streamline Affirmative Action data processing<br>• Convert case visit documentation system to Salesforce platform<br>• Further automate call centers and eligibility processes |

# DSS | Identified opportunities (1 of 2)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Central grant hub** | All HHS agencies | • Grant-making processes and administration are often manual, duplicated across agencies, and not standardized – e.g. DCF pays providers by specific number of children and days while OEC can pay for use of building itself<br>• Central hub would improve rigor, generate savings through automation, and free up staff to engage closely with partners and seek additional funding | **H** | Potential savings of $20-50m state-wide; DSS-specific savings depend on extent of centralization, further analysis pending |
| **Centralize program monitoring and evaluation** | All HHS agencies | • Program monitoring currently conducted by individual agencies<br>• Centralization could improve impartiality and sharpen focus on low-performing programs | **M** | DSS-specific savings depend on extent of centralization |
| **Implement statewide background check system for DSS hires** | All HHS agencies | • A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies | **M** | |
| **Reduce incorrect reports of abuse to DSS** | Support and Safety Services | • Improving community training and resources and screening processes to reduce time/resources deployed to investigate "false alarms" for elder abuse, domestic violence, etc. would increase staff capacity and reduce administrative costs | **L** | |
| **Reduce overtime** | Agency-wide | • Optimizing shift schedule could reduce cost while maintaining coverage<br>• DDS efforts can serve as roadmap | **L** | |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

480

# DSS | Identified opportunities (2 of 2)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Consolidate administration of federally-funded nutritional assistance programs** | Food and Nutritional Services | • Consolidating administration of SNAP, CSFP, and TEFAP could improve policy coordination and ultimate outcomes, simplify resident experiences, and reduce administrative costs | L |
| **De-duplicate educational programming in PREP and Teen Pregnancy Prevention Initiative and jointly administer within DSS** | Support and Safety Services | • Both DPH's Personal Responsibility Education Program (PREP) and DSS' Teen Pregnancy Prevention Initiative are intended to prevent adolescent pregnancy and contain educational components<br>• De-duplicating the educational components and jointly administering the programs within DSS could improve policy coordination, simplify resident experiences, and reduce administrative costs | L |
| **Streamline Affirmative Action data download from CoreCT** | Administrative and Field Services | • Current data extracts are not consistently compatible with state requirements and Tableau usage, generating additional manual effort | L |
| **Convert case visit documentation system to Salesforce** | Agency-wide | • *Pending further input* | L |
| **Further automate DSS call centers** | Agency-wide | • *Pending further input* | L |
| **Further automate eligibility document approval process** | Agency-wide | • *Pending further input* | L |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

# Teachers' Retirement Board

# Teachers' Retirement Board | Agency profile

| Program or department | Budget ($M) | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|
| **Funding of System** | 1,240.3 | Grants / programs | $0 | 0 | • Administers retirement and health benefit plans for career public school teachers and eligible dependents<br>• Pensions funded by member contributions, state contributions and investment income<br>• FY ending June 30, 2018 saw pension benefits of $1.9 billion vs. $325 million in active member contributions |
| **Management Services** | 2.1 | Program | $1.6M | 27 | • Delegates daily management and administration of the retirement system to the administrator<br>• Activities include accounting for receivables and payables, account reconciliation, application procession for various types of benefits, determination and initiation of eligibility, etc.<br>• As of June 30, 2018, there were 50,692 active members, 37,260 retired members, 301 disabled members and 16,442 inactive members |
| **Total** | $1,242.4M state  $0.0M federal  $0.0M other | | $1.6M | 27 | |

1. Personal services 2. Incl. General Fund and Federal Fund FTE
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point
Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

# Teachers' Retirement Board | Operational opportunities

| Program or department | Budget | FTE | ID | Hypotheses | | FTE impact | | Budget impact | |
|---|---|---|---|---|---|---|---|---|---|
| **Funding of System** | N/A | 0 | | Increase cost-sharing from municipalities | • State is responsible for pension obligations for teachers hired by municipalities | • | N/A | • | TBC |
| **Funding of System** | N/A | 0 | | Incentivize retirees to remain on Municipal Retiree Health Insurance | • State reimbursed $110 per month for retirees who remain on municipalities' health plans | • | N/A | • | TBC |
| **Agency-wide** | $1.6m | 27 | | Consolidate operations | • Consolidate operations with State treasurer or State Comptroller's Office given substantial overlap | • | TBC | • | TBC |
| **Agency-wide** | $1.6m | 27 | | IT integration with CORE-CT | • Risk from having one IT employee writing code for a bespoke platform | • | 1 | • | Low |
| **Total** | | | | | | | **Low** | | **TBC** |

# Department of Transportation

# Department of Transportation | Agency profile

| Program or department | Budget ($m) | | | Type | FTE budget[1] | FTE[2] | Description |
|---|---|---|---|---|---|---|---|
| **Public Transportation** | 465.5 | 257.1 | 143.9  866.5 | Program / personnel / grants | $6.9m | 108 | • Responsible for service (NHL operated by Metro-North and NYMTA, SHLE by Amtrak), bus & ADA services<br>• Oversight for taxi and livery operations |
| **Highway & Bridge Eng., ROW, Construction** | 28.6 | 475.0 | 78.5  582.1 | Program / personnel | $28.1m | 995 | • Assuring integrity, safety & protection of capital investment made in highway system<br>• Conduct studies on problem areas, asset management<br>• Oversees all aspects of construction contracts |
| **Highway & Bridge Maintenance** | 108.6 | 2.5  111.6  0.6 | | Program / personnel | $84.2m | 1,714 | • Maintain & repair highways and necessary equipment and policy development<br>• Drainage maintenance and reshaping of waterways |
| **Management** | 43.2 | | | Program / personnel | $36.8m | 430 | • Leadership and shared services (HR, IT, purchasing) |
| **Snow & Ice** | 38.7 | | | Program | $22.9m | N/A | • Application of salt, plowing across roads/lots/sidewalks<br>• Equipment maintenance & repair for storms<br>• Contractors include weather advisory & add'l trucks |
| **Transport. Policy & Management** | 7.6 | 29.0  36.7  0.2 | | Program / personnel / grants | $4.5m | 117 | • Develops policies & procedures to meet fed. guidelines<br>• Managing state and federal legislative affairs<br>• Collects and processes traffic/safety data<br>• Involved in grant planning and compliance |
| **Transport Administration** | 24.1 | | 0.0  24.1 | Program / Personnel | $2.2m | 35 | • Oversees private operators of service plazas<br>• DOT building maintenance and repairs<br>• Pay-As-You-Go funding for non-bondable projects |
| **Ferries / Ports** | 0.6 | | | Program / personnel | $0.2m | 2 | • Marketing & coordinating development of CT's ports and maritime economy (coordinates with DECD) |
| **Total** | **$717.7** STF | **$778.6**m federal | **$235.7**m other | | **$185.2m** | **3,412** | |

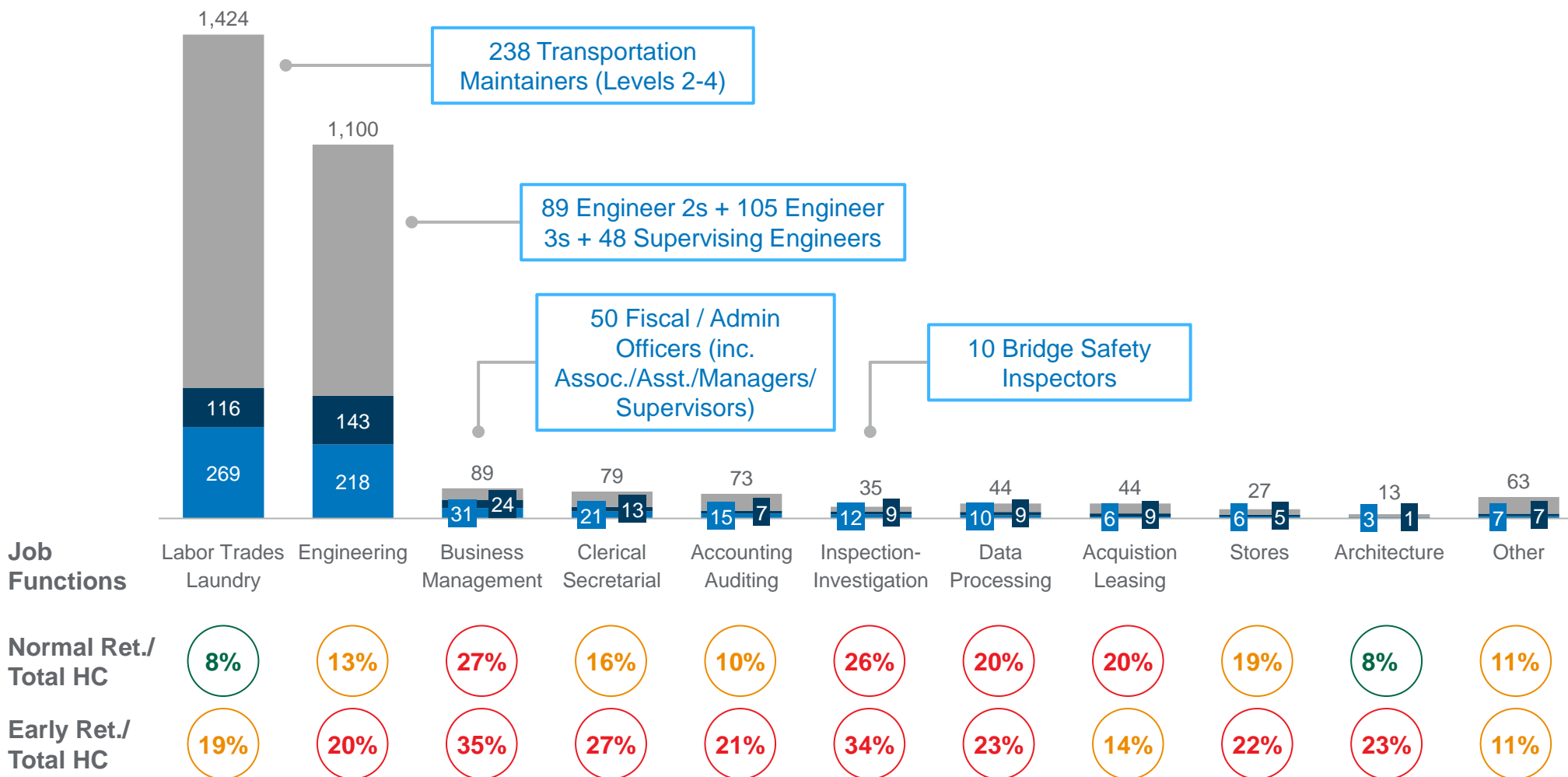1. Personal services  2. Incl. STF, Private, Special Non-Appropriated and Federal Fund FTEs
Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point. Figures exclude capital budget;
Source:  Connecticut 2020-2021 Biennial Budget Program Addendum

DOT | Transportation Engineers, Fiscal/Admin Officers and Bridge Safety Inspectors are most at risk of service loss

941 Total Eligible

238 Transportation Maintainers (Levels 2-4)

89 Engineer 2s + 105 Engineer 3s + 48 Supervising Engineers

50 Fiscal / Admin Officers (inc. Assoc./Asst./Managers/ Supervisors)

10 Bridge Safety Inspectors

| Job Functions | Labor Trades Laundry | Engineering | Business Management | Clerical Secretarial | Accounting Auditing | Inspection-Investigation | Data Processing | Acquistion Leasing | Stores | Architecture | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 1,424 | 1,100 | 89 | 79 | 73 | 35 | 44 | 44 | 27 | 13 | 63 |
| Normal Eligible | 116 | 143 | 24 | 13 | 7 | 9 | 9 | 9 | 5 | 1 | 7 |
| Early Eligible | 269 | 218 | 31 | 21 | 15 | 12 | 10 | 6 | 6 | 3 | 7 |
| Normal Ret./Total HC | 8% | 13% | 27% | 16% | 10% | 26% | 20% | 20% | 19% | 8% | 11% |
| Early Ret./Total HC | 19% | 20% | 35% | 27% | 21% | 34% | 23% | 14% | 22% | 23% | 11% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red. Excludes employees eligible for retirement under hazardous duty eligibility.
Source: CT STARS database as of 1/5/2021

Ineligible    Normal Eligible    Early Eligible

487

# DOT | Primary retirement surge risks

**Retirement of high-skilled and difficult to attract/retain engineers**
- E.g., Engineer 3s, Principal and Supervising Engineers
- Requires job-specific degrees and years of experience, difficult to compete with private sector

**Significant number of transportation maintainers eligible for retirement, creating risk to improving or even maintaining the condition of CT roads that remain below targets**
- Backfilling alternatives include outsourcing & creating new job classifications with reduced requirements

**Deploying new tools, technologies and materials requires investment as well as skillsets not currently in place within DOT**
- Requires adapting job classifications to modernized needs
- E.g., drones for bridge inspections and surveying, durable roads, road sensors, etc.

**Significant risk of lost institutional knowledge throughout the organizational structure, including management (57% eligible) and clerical workers (44%)**

**Limited ability to outsource work based on existing labor rules**
- I.e., arduous process required in order to outsource work currently done only in-house

# Biggest DoT opportunities are modernizing tools and right-sizing capacity

| Drivers | | Observations | Challenges | Potential opportunity |
|---|---|---|---|---|
| | Transit capacity | • Commuter rail ridership remains 70-90% < pre-COVID, while bus remains down 25% | • Likely to encounter political pushback (softened with resident input & by similar peer actions) | • Reduce service on low-rider lines<br>• Use shuttles for high-subsidy rail |
| | Organization structure | • Transportation maintainers and engineers among top 10 jobs eligible for retirement<br>• Appetite for implementing regional-based outsourcing | • Requires full buy-in from agency leadership<br>• Potential labor resistance<br>• Statutory and labor hurdles to outsourcing work (4e-16) | • Re-classify and update job titles<br>• Outsource more existing work<br>• Right-size job mix, spans/layers |
| | Rail, bus and material contracting | • Low recovery rates vs. comps<br>• High light rail operating costs adj. for passenger miles<br>• Bus operations not coordinated across operators and systems<br>• Budget not performance based | • Fixed-route bus litigation, ARSA contract negotiation loss hinder appetite for re-bidding<br>• Sec. 13b-80 (bus certificates)<br>• Best value provider may face "outsider" arguments | • Re-bid transit operation contracts<br>• Pass legislation to allow competitive bids for bus services<br>• Benchmark procurement of materials to best-in-class |
| | New inspection, maintenance and bridge tools | • Many bridge inspectors and maintainers retirement-eligible<br>• States expanding usage of drones for DOT use-cases<br>• Drawbridges staffed 24/7/365 | • Requires investment in new capabilities (i.e., OPM approval) and new jobs that meet future needs (i.e., AVs, UAS)<br>• Capital to automate drawbridges | • Build a leaner, tech-driven agency to avoid full back-filling<br>• Invest in drones and sensors<br>• Use more durable materials[2,3] |
| | Revenues (existing and new) | • Broad range of opportunities new & existing revenue sources<br>• Better monetize rest areas | • Political backlash likely on fares and rest area privatization & may require FHA clearance<br>• 13b-14b hinders studies of fees | • Monetize ROW (e.g., solar)<br>• Encourage retained revenue<br>• Require minimum recovery rates<br>• Outsource rest area mgmt. |

1. Based on 5-20% of Maintainer personnel  2. Center for Intelligent Infrastructure  3. "Potholes are the latest problem to be felled by sensors & algorithms" Economist

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# Department of Transportation | Operational opportunities (I/III)

| Opportunity | Program impacted | Detail | Retirement or efficiency impact |
|---|---|---|---|
| **Reduce rail and bus service levels** | Public Transport | • Reduce New Haven Line service by 37% capacity<br>• Reduce SLE operations with fewer runs and/or cars, or consider replacing stops with shuttle bus services<br>• Consolidate, eliminate and amend express bus service levels<br>• Soften pushback and optimize planning via direct resident input | **H** $45m+: $35m potential annual savings from ~37% service level reduction on New Haven Line, $5m+ potential savings from 50% SLE service level cut (vs. budgeted operations) and $3m+ from express bus service efficiencies. |
| **Organizational structure review** | Agency-wide | • Re-classify and update job titles, including more flexibility to meet needs of modernized agency and align jobs-skills matching (e.g., not requiring CDL for all Maintainer 1s, creating TSE Admin title)<br>• Outsource more existing work (i.e., KPI-based contracts covering regions)<br>• Right-size job mix, spans/layers<br>• Partner with DOC/non-profits to expand opportunities for inmate population for low-skill work (e.g., ROW clearance) to reduce recidivism (e.g., CA) | **H** $5-35m+: 5-20% outsourcing of Maintainer jobs, regional outsourcing, etc. (~980 Maintainers + ~800 Maintainer Managers/Supervisors)<br><br>- Additional analysis needed to refine savings estimates, including current in-house/outsource maintenance spend mix |
| **Bid out public transit service operations** | Public Transport | • Modify statute 13b-80 to clarify bus operators do not require a certificate<br>• Package several rail lines and bid out in competitive process given low operating ratio on Shore Line East and high Amtrak costs<br>• Open re-negotiations on Metro-North and Amtrak deals to reduce operational costs and drive contractor efficiencies<br>• Consider divesting physical assets / rolling stock if outsourcing operations | **H** $10-25m+: 5-10% estimated reduction in $250m+ annual train subsidies; potential savings by leveraging TASI vs. Amtrak costs on Hartford Line for re-negotiations or competitive RFP:<br>- SLE + Harford subsidy = $60M p.a.<br>- Bus subsidy = $125M p.a. at MTN% ratio |
| **Replace rail service with more cost-effective shuttles** | Public Transport | • Replace commuter rail services with low farebox recovery rates with more cost-effective bus/shuttle services | **H** $10-15m+ in operating subsidy savings assuming full service levels maintained |
| **Inspection and maintenance tools, advanced materials** | Agency-wide | • Roll-out usage of Ultra High-Performance Concrete and explore additional more durable materials (e.g., self-healing concrete)<br>• Build a leaner, tech-driven agency to avoid full back-filling<br>• Expand usage of drones (beyond DESPP, e.g., inspection and surveyance) and sensors (early detection of roads to fix while in good/fair status) | **H** $5-10m+ potential savings from using drones to conduct bridge inspections and advanced (more durable) materials to reduce maintenance needs |

**H** **Major impact** (>$5m or addresses retirement cliff risk)

**M** **Medium impact** ($1-5m)

**L** **Low impact** (<$1m)

# Department of Transportation | Operational opportunities (II/III)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Monetization opportunities** | Agency-wide | • Optimize advertising and sponsorship across transit, including naming rights (e.g., onboard, at stations / on platforms, mobile apps, etc.)<br>• Monetize ROW, rest areas and real estate (e.g., solar PVs, cell towers, sponsorships, etc.) and audit of existing agreements for full collections<br>• Enable agency to convert Blue Sign advertising to recurring revenue leases<br>• Encourage retained revenue activities (i.e., scrap metal programs)<br>• Evaluate minimum fare recovery rates set by statute<br>• Outsource rest area mgmt.<br>• Repeal Sec. 13b-14b to allow DOT to study cost-benefit analysis of new fees | **H** | $5m+ p.a. from solar panel installations operated by private contractors, $5-10m in potential advertising optimization, $1-5m from wireless leasing program, <$1-2m from fully outsourcing rest areas (30 FTEs) |
| **Remote drawbridge operations** | Agency-wide | • Move to remote operation of drawbridges vs. current model of 24/7/365 in-person staffing | **M** | $3m+ in potential annual savings for 25 FTEs (required upfront investment to be refined by DOT) |
| **Mainstream ADA paratransit and increase use of third-party TNC services** | Paratransit | • Better outreach and education to direct certain segments to free bus services<br>• Increase use of third-party TNCs to provide select trips<br>• Unify state paratransit systems<br>• Evaluate ways to ensure better quality of service does not lead to abuse of ridership by those who do not require paratransit services | **M** | ~$1-2m savings per year<br>- MBTA saw average per trip cost fall from $46 to $13, offset by substantial increase in volume of trips. Capping subsidies produced net 6% savings |
| **Reduce restraints on PPP opportunities and maximize federal funding** | Highway & Bridge Maint. | • Amend Statute Sec. 13b-14b to allow DOT to study the cost-benefit of usage-based fees, which may be partially funded by federal grants (e.g., Surface Transportation System Funding Alternatives [STSFA])<br>• Amend statutes to allow usage of lease operations for availability payments<br>• Optimize federal funding with dedicated staff focused on identifying grants and exploring all viable options for eligibility (e.g., TIF, CPAQ, TIFIA, etc.) | **M** | Several million dollars received by various states for RUC studies (e.g., WA, DE, OR, NH), though current legislative restrictions have prohibited DOT from studying potential benefits |

| | |
|---|---|
| **H** | **Major impact** (>$5m or addresses retirement cliff risk) |
| **M** | **Medium impact** ($1-5m) |
| **L** | **Low impact** (<$1m) |

491

# Department of Transportation | Operational opportunities (III/III)

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Transit District consolidation** | Agency-wide | • Shared reservation and dispatching systems: more efficient trip planning and improved purchasing power with vendors<br>• Strategic partnerships – leveraging economies of scale, improve ability to attract and retain transit managers, avoid duplicative CapEx | L | $0.8m in potential annual savings |
| **MPO Consolidation** | Agency-wide | • Consolidation to either 3 or a single MPO allow for possible integration of the COG Coordination and STIP units into one cohesive unit<br>• Intermodal team would be potentially freed from their current support services to the MPO studies and could be redirected toward supporting true intermodal planning needs within the Department.<br>• Aligns well with anticipated retirements in both units in 2022 and would better allow us to repurpose position refills into other identified planning needs | L | $0.7m in expense savings per year |
| **Reduce staff fleet size by 15%** | Admin / Management | • Cut DOT fleet by at least 15% (19 vehicles)<br>• Post-pandemic, evaluate opportunity to further reduce light-duty fleet once teleworking policy stabilizes for long-term usage analysis | L | <$1m per year in annual savings |
| **Offload Welcome Center** | | • Welcome Center is underutilized and not core to DOT mission | L | < $1m potential salary savings |
| | **Total** | | | • **195-225+ FTEs**<br>• **$95-$145m+** |

Legend:

| | |
|---|---|
| H | **Major impact** (>$5m or addresses retirement cliff risk) |
| M | **Medium impact** ($1-5m) |
| L | **Low impact** (<$1m) |

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# Department of Veterans Affairs

# Department of Veterans Affairs | Agency profile

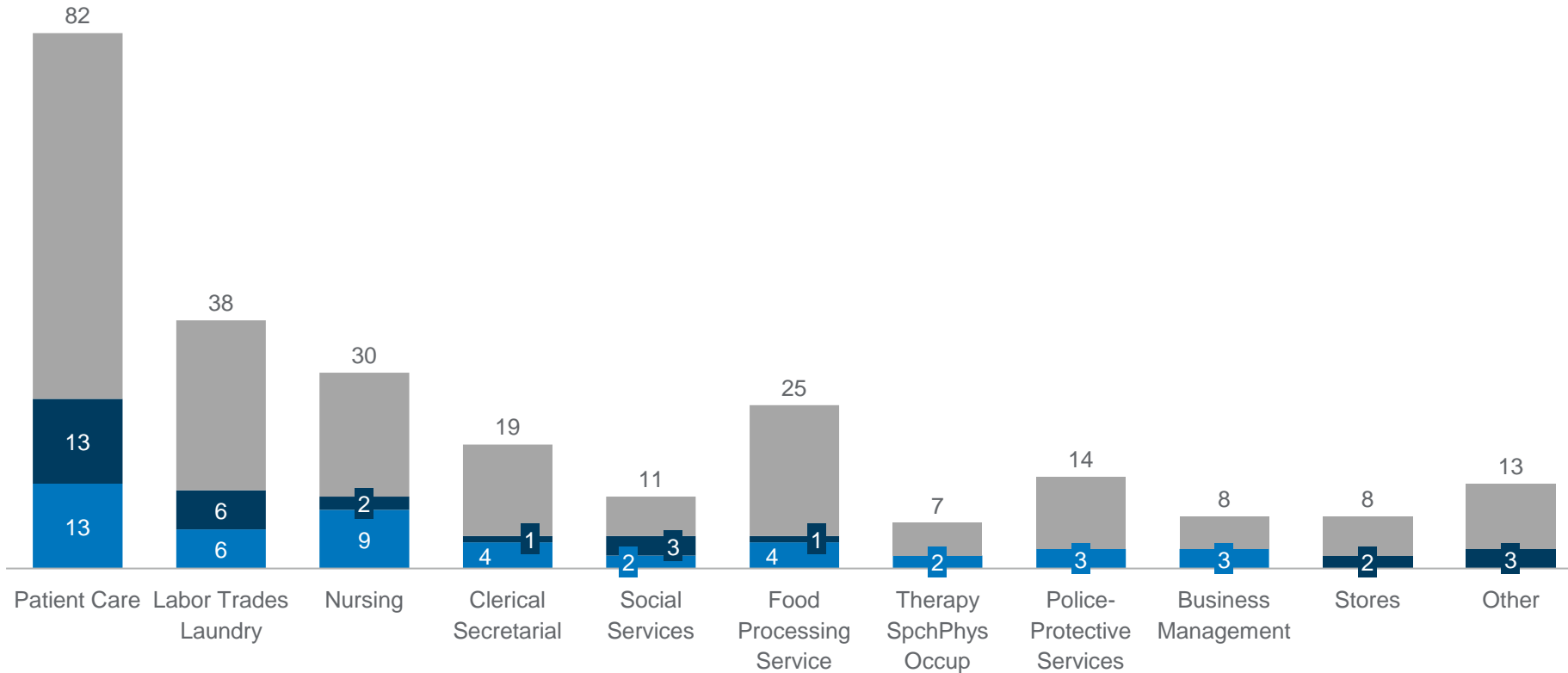| Program or department | Budget | Type | FTE budget[1] | FTE | Description |
|---|---|---|---|---|---|
| **Office of Advocacy & Assistance** | 1 | Program | $935k | 18 | • Operate five regional offices to provide advice and representation to the state's veterans<br>• Publish informational brochures explaining complex federal and state laws that govern health care<br>• Cemetery and Memorial Service unit |
| **Office of the Commissioner** | 10 / 1 / 1 — 12 | Admin | $7.2m | 123 | • Develop agency policy and provide admin support<br>• Planning services and ensures regulatory compliance and development of new initiatives to better help<br>• Outreach to Veterans and community agencies |
| **Veterans Health Care Services** | 11 / 1 — 12 | Program | $10.6m | 162 | • Operate a Healthcare Center offering healthcare, social, and rehabilitative services<br>• Chronic Disease Hospital with long term nursing facility including 125 beds<br>• 24-hour healthcare to veteran patients with chronic conditions and a special care unit |
| **Residential and Rehabilitative Services** | 1 / 2 — 3 | Program | $1.1m | 14 | • Run Veterans Residential Services Facility<br>• Temporary housing, medical care, recreational services, education and vocational training, and employment search assistance<br>• Social Work Department, Vocational Program, and Patriot's Landing Program tackling homelessness |
| **Total** | $23m state  $1m federal  $4m other | | $28m | 317 | |

1. Personal services

Note: Budget and FTE figures are FY 2020 Recommended figures and vary slightly from agency headcount at any point

Source: Connecticut 2020-2021 Biennial Budget Program Addendum

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DVA | Large number of medical staff eligible for retirement

79 Total Eligible

| | Patient Care | Labor Trades Laundry | Nursing | Clerical Secretarial | Social Services | Food Processing Service | Therapy SpchPhys Occup | Police-Protective Services | Business Management | Stores | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 82 | 38 | 30 | 19 | 11 | 25 | 7 | 14 | 8 | 8 | 13 |
| Normal Eligible | 13 | 6 | 2 | 1 | 3 | 1 | | | | 2 | 3 |
| Early Eligible | 13 | 6 | 9 | 4 | 2 | 4 | 2 | 3 | 3 | | |
| Normal Ret./Total HC | 16% | 16% | 7% | 5% | 27% | 4% | 0% | 0% | 0% | 25% | 23% |
| Early Ret./Total HC | 16% | 16% | 30% | 21% | 18% | 16% | 29% | 21% | 38% | 0% | 0% |

Note: Color coding is based on % only, <10% green, 10-19% amber, >20% red
Source: CT STARS database, BCG analysis

495

Ineligible   Normal Eligible   Early Eligible

# DVA | Primary retirement surge risks

### Retirement of skilled healthcare workers leads to loss of institutional knowledge
- 50% of personnel dedicated to a skilled healthcare facility position eligible for retirement
- Positions are tough to re-fill due to level of expertise threatening service continuity for veterans

### Difficult-to-recruit social services capabilities facing retirement risk
- E.g., 50% of the social services staff eligible for retirement
- Potential loss of service continuity

### COVID-19 creates persistent challenges for care delivery and potential employee burnout
- Loss of medical professional such as nurses presents unique risk
- Potential to increase reliance on supplemental pool staff with chance of contracting virus, cascading damages of overtime and expenses

### Lack of technology support to achieve operational objectives
- Risk of clerical staff retiring
- Do not have an electronic payment platform necessary to sustain continuity with lack of manual processing support

# Department of Veterans Affairs | Retirement opportunities

| Opportunity | Program impacted | Detail | | Retirement or efficiency impact |
|---|---|---|---|---|
| **Contract out convalescent care operations** | Cross-agency | • Engage a nursing provider to operate veterans convalescent care operations, following model in other states | H | Potential savings of $4-5m based on benchmarks from other states, but would incur meaningful transition cost |
| **Implementation of digital health services** | Cross-agency | • Improve registrations and claims filings to improve service to veterans and cut down time and resources needed to process submissions | M | Decreases number of manual filing processes required for veterans' access to benefits, decreasing number of clerical staff needed |
| **Increase census of nursing homes** | Veterans Health Care Services | • Ensure right staffing and types of care to best aid veteran patients and improve overall service quality | L | |

| | |
|---|---|
| H | **Major impact** (>$5m or addresses retirement cliff risk) |
| M | **Medium impact** ($1-5m) |
| L | **Low impact** (<$1m) |

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# Appendix
# Full list of recommendations by agency

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **ADS** | ☐ Consolidate ILP, HIS and CHSP within ADS | Consolidating/jointly administering programs could improve policy coordination, simplify resident experiences, and reduce costs |
| **Cross-agency** | ☐ Develop common grant platform | Digitize and streamline grant-making processes across agencies via a common platform in order to reduce administrative costs, increase agency employee capacity, and simplify provider interfaces |
| | ☐ Streamline human service programs/functions | Consolidate or jointly administer programs housed in separate agencies that are providing similar services and/or directed towards common resident groups to simplify resident experience and reduce administrative costs |
| | ☐ Improve manager value proposition and retention | Make becoming a manager in state workforce more attractive in order to better compete with private sector and encourage upward mobility |
| | ☐ Manage overtime/absences | Reduce 1.5x overtime expenses by optimizing staffing and scheduling as well as reducing avoidable absenteeism |
| | ☐ Manage workers comp expense | Reduce workers' compensation expenses by bringing benefits in-line with peer states, mitigating fraud, increasing safety and incentivizing return-to-work programs |
| | ☐ Consolidate employment support administration | Consolidating the administration, procurement and oversight functions for employment supports and reducing overhead on contracted services |
| **DAS** | ☐ Digitize performance management | HR documents, records, and workflows to be automated via People-Doc (HR software) subscription |
| | ☐ Digitize account/lien notices | Relevant documentation is sent via certified mail or fax due to email security concerns, resulting in only ~20% of potential liens being processed |
| | ☐ Digitize invoice processing and Purchasing Card receipts | Invoice and P-card receipt processing currently requires heavy manual entry from associates, accountants, and supervisors |
| | ☐ Automate Probate Application processing | Probate Applications are received by mail and processed by Technicians–required to be processed within 30 days of mailing date |
| | ☐ Automate Workers' Compensation calculations and audits | Remove manual processes in calculating WC payments |
| | ☐ Streamline payroll review of completeness | Majority of payroll process already digitized–exception is chasing down employees who haven't submitted timesheets |
| | ☐ Automate check processing | Checks currently received via mail and entered in multiple systems, often being "touched" 4 or more times |

# Identified opportunities by agency (2 of 10)

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **DAS/cross agency** | ☐ Common payment platform | Digitize document management via a common platform across agencies and standardize payment processes state-wide (e.g., acceptance of credit cards) |
| | ☐ Common document management platform | Collection of initiatives to roll out common document management/signature collection software across agencies |
| | ☐ Automate Affirmative Action reporting | Automating data pull from personnel systems to accelerate the creation of agency-level AA reports |
| | ☐ Centralize business management (incl. AR/AP) | Centralize various business management functions from across agencies into DAS, including AR/AP processing |
| | ☐ Streamline hiring process | Reduce time needed to obtain hiring approvals, identify top clients, interview candidates and onboarding new hires |
| | ☐ Increase office co-location | Share office space between multiple departments to save on office costs |
| | ☐ Consolidate specialized assets | Manage non-office real estate (e.g., barracks, garages, laboratories) in a cross-government |
| | ☐ Contract facility maintenance | Share facility maintenance operations across all state buildings |
| **DCF** | ☐ Reduce incorrect reports of abuse | Improving community training and resources to equip reporters (e.g. teachers) to better identify potentially abusive situations could reduce time/resources deployed to investigate "false alarms" and increase case worker capacity |
| | ☐ Automate cross-agency referral system | Cross-agency systems would help case workers better understand opportunities for referrals and streamline process, creating additional capacity |
| **DCP** | ☐ Expand common professional credentialing platform | Expand credentialing and enforcement resourcing to take on more activity. Credentialing duplication across the state which would be better housed at DCP |
| | ☐ De-credential low-risk professions | Identify creative ways to minimize industry resistance for de-credentialing initiatives |
| | ☐ Strategically target inspection activity | Target inspections based on likelihood of non-compliance pushing against legislative barriers |
| **DDS** | ☐ Expand non-profits for group homes | Outsource operation of DDS-run group homes to lower-cost non-profit providers |
| | ☐ Implement state-wide background check system for DDS hiring | A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies |
| | ☐ Implement online portal for Individual Service Plan | 12k+ Plans a year are developed in conjunction with service providers and with input from the individual and guardian, requiring signed approvals |
| | ☐ Implement online service eligibility application | Eligibility applications received in paper and scanned into FileBound scanning system (avg. 750/year) |

| Agency | ✔ Opportunity | Description |
|---|---|---|
| **DDS** | ☐ Automate DDS payment/payment tracking system | Automated payment and payment tracking system would reduce or eliminate manual process work for agency staff while allowing provider business owners to monitor and track as well as report on payments from state |
| | ☐ Digitize cross-agency contact information maintenance | Case Managers review contact information annually |
| **DECD** | ☐ Cut low-ROI film/tax programs | Eliminate tax credit programs with low return on investment |
| | ☐ Expand DECD contracting to AdvanceCT | Mitigate backfilling needs (48% eligible for retirement) by outsourcing activities to non-profits, notably AdvanceCT |
| | ☐ Right-size tourism staff | 14 FTEs on Tourism and Brand program while utilizing 2 external agencies indicates potential to downsize slightly |
| **DEEP** | ☐ Combine asset maintenance functions | Opportunity for increased cross-agency coordination of maintenance of land assets |
| | ☐ Migrate pesticide licensing to ELMS eLicensing system | 8-month projected expected to go live by EoY 2020 for 7k licenses/year |
| | ☐ Enhance and expand e-permitting via EZ File | E-permitting would automate quality control for customers as well, saving effort for both state and customers and improving customer experience by reducing need for re-work on improperly filled-out forms |
| | ☐ Further automate/digitize municipal grant process | 50 projects currently under management; existing contract with DocuSign to streamline signature process |
| | ☐ Cross-functional inspection platform | Increase cross-training and consolidate inspections across cluster, including a technology-enabled platform flagging inspection status |
| | ☐ Increase use of public/private partnerships | Increase adoption of partnerships as well as outsourcing additional services for land asset maintenance |
| | ☐ Generalize environmental permitting requirements | Move permits from customized to general and utilization of third-party services by growing legal team to write regulations, compliance, and implement action |
| | ☐ Reprioritise DEEP service activities | Prioritize regulatory actions over enforcement for more efficient service continuity |
| | ☐ Enhance customer usability for PURA interface | Improve customer interface of PURA systems and others to simplify processes and minimize reliance on service support staff |
| | ☐ Digitize site case management | Implement Release Based approach to site remediation (activities that occur after a spill or other incident) |
| | ☐ DEEP paper record digitization | Digitization of materials in progress—hazardous waste manifests already online, spill reports in progress (1.3M pages) |
| | ☐ Digitization/scanning of incoming DEEP mail | Would need to be compatible with general records digitization initiative to ensure proper sorting of incoming documents |

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **DESPP** | ☐ Lower CSP trooper target, civilianize admin | Decrease non-enforcement activities for state troopers and reach staffing target of 1,100 CSP |
| | ☐ Deferred retirement option plan for state police | Leverage the Deferred Retirement Option Plan (DROP) to maintain CSP staffing while decreasing retirement costs |
| | ☐ Streamline case reporting and review for Div Sci Svcs | Includes redaction and review of case discovery material, sample status queries, paperwork reconciliation, etc. |
| | ☐ Implement grant management system at DEMHS | DEMHS oversees typically oversees 140 subgrants with number recently doubling due to supplemental funding, in addition to other programs |
| | ☐ Digitize DESPP quality control activities | Includes inventory monitoring, reagent quality control, process review required by accreditation, instrument/equipment maintenance |
| | ☐ Digitize officer and instructor certification processes and documents | Includes initial certification for new officers, recertification, cross-state certification |
| | ☐ Automate basic training data entry, maintenance and planning/logistics | Significant manual data entry, with oversight required for 6 satellite academies |
| | ☐ Fully digitize CLESP-related data for accreditation | Data storage inconsistent across agencies—some are digitized, others require hand searches of files |
| | ☐ Transfer weight station duties to DMV | Both DMV and CSP work in conjunction to manage weigh stations; shift weigh station duties to managed solely by DMV |
| | ☐ Privatize fingerprinting services | CSP manages fingerprinting services; privatize services to increase trooper capacity |
| | ☐ Increase electronic payment acceptance for DESPP | Increase use of electronic payment methods to streamline back office support and improve customer experience |
| | ☐ Eliminate MMA/boxing management | Limited trooper capacity to manage MMA/boxing events in the state; privatize management to increase trooper capacity |
| | ☐ Centralize gasoline management for state fleet | DESPP and DOT track gasoline usage for fleet; have trooper vehicles use DOT gasoline to save money on tracking and reporting |
| | ☐ Streamline payments for gun permits | Gun permits do not accept credit cards for purchases; integrate digital payment systems to improve customer experience and decrease fiscal duties |
| | ☐ Automate certification applications and renewals | Certification applications and renewals are currently a manual process; automate processes to increase staff capacity and improve customer experience |
| | ☐ Automate basic training reports | Profile form entries are currently a manual process; automate to increase staff capacity and standardize reporting among recruits |

# Identified opportunities by agency (5 of 10)

| Agency | ✓ Opportunity | Description |
|--------|---------------|-------------|
| **DMHAS** | ☐ Digitize DMHAS patient record | Implement an Electronic Health Record (EHR) to streamline and standardize data capture and operational processes across DMHAS-operated facilities, increasing employee capacity and reducing administrative and operational costs |
| | ☐ Expand non-profits for LMHAs | Outsource operation of DMHAS-run LMHAs to lower-cost non-profit providers |
| | ☐ Implement state-wide background check system for DMHAS hiring | A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies |
| | ☐ Automate DMHAS shift staffing via KRONOS | Implementing KRONOS would increase facility worker capacity by reducing manual effort currently required to organize staffing |
| **DMV** | ☐ Digitize DMV transactions | Enhance ability for customers to pre-upload documents, reducing failed transactions, cutting transaction times and accelerating back-office digitization efforts |
| | ☐ Clear DMV backlog | Completing lodged transactions to realize revenue and meet resident needs |
| | ☐ Automate/digitize DMV documentation | Implement chatbots/voicebots to answer questions and reduce call-volume—seek software cost-sharing with other resident-facing agencies |
| | ☐ Automate Ignition Interlock Device (IID) removal authorization | Automated notice to customer and IID vendor that IID requirement is complete would free analysts to do other work |
| | ☐ Automate Divers History Requests | Typically requires multiple examiners |
| | ☐ Fully digitize registration renewals | ~85% of renewals conducted through mail-in lockbox system or online—remaining 15 % will visit branch |
| | ☐ Digitize billing process | Billing process currently manual and includes: sending invoice letters to customers, manual QuickBooks tracking, processing flags/restrictions on customer accounts, collection enforcement actions, and cashiering payments |
| | ☐ Automate DMV call centre resident support where feasible | ~45 calls received daily |
| | ☐ Fully automate customer refund request processing | Requests received from customers, branches, and contact centre (email) |
| | ☐ Digitize title duplications | Process currently requires manual intervention |
| | ☐ Registration duplications | DMV's online system can already service this transaction |
| | ☐ Streamline Medical Reporting schedule | Single process with single notice would replace 3 separate processes (establishing due date, notifying driver, and suspending for non-compliance) |
| | ☐ Implement portal for medical professionals to complete DMV medical reports | Online form would force medical professionals to complete and answer all required sections/questions, eliminating incomplete/unreadable forms that need to be handled multiple times |

# Identified opportunities by agency (6 of 10)

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **DMV** | ☐ Index DMV fees to inflation | Several states now index fees to inflation by statute (CA, NC) |
| | ☐ Digitize boat registration renewals | DMV has previously worked on a venture with CT Dealers and Marine Trade Assoc to allow renewals online using Dealer Online System |
| | ☐ Implement Web Pay for Passenger Insurance Compliance | Currently must be done on other systems |
| | ☐ Boat cancellations | Multiple employees may be required depending on season |
| | ☐ New DMV revenue sources | Require safety inspections, performed by dealerships, assess fee for fuel-efficient vehicles to offset gas tax (28 of 50 states now implement EV fees of $50-250), monetize opt-in resident database |
| | ☐ Further digitize new auto registrations | Online dealers already perform ~30% of new registrations; DMV recently deployed Out of State Dealer Registration and Pre Registration portals |
| | ☐ Further digitize registration cancellation | DMV already allows online cancellation if plate has not expired; seeking to fully digitize |
| | ☐ Automate DMV check payment processing for services | In-person staff currently required to receive checks by mail, apply payments to customer accounts, and prepare bank deposits |
| | ☐ Complete digitization of Drivers' License renewals | Currently being digitized via SalesForce project |
| | ☐ Digitize Driver's License duplicates | DMV seeking to digitize via SalesForce project as well—duplicates currently processed in-person |
| | ☐ Digitize DMV address updates | Current process requires manual intervention |
| **DoAG** | ☐ Dog license requirement | Digital registration platform would streamline manual processes and create a new revenue stream for the state |
| **DoB** | ☐ Recognize other states' licenses | Increase acceptance of out of state licenses to minimize banking applications to do business in Connecticut |
| | ☐ Migrate to Case Point from Concordance | Eliminate personnel processing time and ensure document accuracy in preparation of legal cases |
| | ☐ Pilot State Examination Systems | Provide solution for document management, scheduling, billing and processing through piloting of examination program and electronic module |
| | ☐ Increase banking examination coordination | Coordinate examinations with both state and federal regulators to minimize regulatory burden and cost |
| **DoC** | ☐ Return corrections staffing to previous level | Accept CO retirement to return ratio of CO/inmates to pre-Covid levels |
| | ☐ Match prison footprint to population | Divest prisons with high operating costs to match facility footprint to existing prison population |
| | ☐ Demand response for utilities | Utilize existing facility generators to participate and receive payment in demand response programs. |
| | ☐ Increase EAU staffing | Increase EAU staffing and personnel to provide timely and responsive interventions and peers support services. |

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **DoC** | ☐ Better use trades reserve | Hire a reserve of tradespeople to draw from as critical staff retire in order to maintain essential services |
| | ☐ Improve training for peer counsellors | Enhance training opportunities for peer counsellors specific to LE/correctional professionals, thereby improving efficacy of recidivism programs |
| | ☐ Expand videoconferencing infrastructure | Expand use of remote technology will reduce the need for inmate transportation and will decrease costs by reducing vehicle use and staff resources required |
| | ☐ Upgrade inmate recordkeeping | Upgrade system for maintaining inmate records to save time and cost by reducing FOI complaints |
| | ☐ Electronic invoicing for DoC | Automate accounts payable function through electronic invoicing |
| | ☐ Direct deposit for DoC | Require state employees to have direct deposit to receive pay and petty cash payments |
| **DoH** | ☐ Contract non-profits/CHFA for further responsibilities | Coordinate with non-profits, community advocates and quasi-public organizations to shift tasks away from DOH; while CHFA may be capacity-constrained, State should incentivize additional outsourcing of compliance technology to CHFA where possible |
| **DoL** | ☐ Complete unemployment modernization | Finalize deployment of new UI platform, allowed for smaller long-term staffing level |
| | ☐ Automate licensing reviews | Decrease FTE headcount through automation of licensing reviews across regulatory cluster |
| | ☐ Prioritize labour regulatory activity based on likelihood of noncompliance | Targeted regulatory risk assessment approach; de-regulate business climate exp. recognizing out of state licenses |
| | ☐ Integrate labour and social service client information | Better integrate Social Service Agencies and DOL through consolidated client information system and similar data fields |
| | ☐ Consolidate workforce registry systems | Combine workforce development services into a single platform readily accessible to any citizen utilizing government service |
| | ☐ Invest in employment data system improvement | Establish single database of employment information tracking statistics and trends across programs as a data integration hub |
| | ☐ Refine targeting of workforce training programs | Identify overlap in training services across programs to realize cost reduction opportunities (Skill-Up CT, ETC, etc.) |
| | ☐ Modernize initial labour claims processing | Customer service representatives currently review claims for completeness and transfer from Salesforce Standard Claim Queue to TICS (Telephone Initial Claims System) and IBM (processing, payment, etc.) |
| | ☐ Implement DocuSign for UI Reemployment Services and Eligibility Assessment | Would reduce time spent on intake processes and allow for more efficient direct service provision |
| **DoT** | ☐ New tools for transport inspections and projects | Modernize DOT equipment to help extend durability of infrastructure, reduce costs and prioritize highest priority projects |

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **DoT** | ☐ Bid out public transit service operations | Competitively bid rail contracts to reduce costs and improve performance |
| | ☐ Review transport structure and maintenance contracting | Outsource maintenance work to vendors based on geographic regions to reduce costs |
| | ☐ Align rail/bus service to resident needs | Reduce transit service levels in-line with declines in ridership and replace rail with shuttles where more cost-effective |
| | ☐ New non-service transportation revenues | Tap new recurring and non-recurring revenue sources to increase cash flows while simultaneously achieving broader policy goals |
| | ☐ 10% reduction in garage footprint | Sell off 10% of existing footprint (currently have at least 25 garages totaling 294k sq. ft.) |
| | ☐ Reduce staff fleet size by 25% | Cut DOT fleet from 100-125 staff vehicles with no standardization ($11M+ cost p.a.) |
| | ☐ Reduce restraints on PPP opportunities and max fed funding | Leads operations for Availability Payments to reduce near-term capital |
| | ☐ Eliminate Welcome Center | Welcome Center is underutilized and not core to DoT mission |
| | ☐ Consolidate MPOs | Consolidate MPOs to realize cost savings and planning efficiencies |
| **DPH** | ☐ Implement state-wide background check system for hiring | A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies |
| **DRS** | ☐ Complete tax digitization program | Improve ability of residents to conduct full lifecycle of tax filings online (e.g., virtual assistance, complete filings, submit payments) |
| | ☐ Improve tax compliance | Increase revenue from existing tax base by improving audit and collections, as well as reducing fraudulent behaviour |
| | ☐ Cross-train Revenue and Tax Examiners to reduce FTE needs | Expand knowledge sharing initiative to auditors to ensure complex audit capabilities are capably handled by remaining staff post-retirement surge |
| | ☐ Close four walk-in centres | Enhanced online support functionality to reduce need for in-person interactions (i.e., webinars, chatbots, live virtual help sessions) |
| | ☐ Consolidate print and mail operations | Multiple agencies have their own print and mail centres (DRS largest); merge or outsource |
| | ☐ Transfer non-related tax activities to other agencies | Transfer responsibility for plastic bottle and bag fees to DEEP; transfer licensing of tax preparers to DCP |
| **DSS** | ☐ Near-term changes to Medicaid eligibility and benefits | Set of opportunities identified by DSS/OPM to realize savings for FY23 budget |
| | ☐ Longer-term transition of Medicaid to value-based payments | TBC following end-to-end review of Medicaid payments |

# Identified opportunities by agency (9 of 10)

| Agency | ✓ Opportunity | Description |
|---|---|---|
| **DSS** | ☐ Implement state-wide background check for DSS hires | A common background check system would improve hiring practices to better ensure resident safety and reduce duplicative and manual administrative efforts across individual agencies |
| | ☐ Reduce incorrect reports of abuse to DSS | Improve community training and resources and screening processes to reduce time/resources deployed to investigate "false alarms" for elder abuse, domestic violence, etc. would increase staff capacity and reduce administrative costs |
| | ☐ Convert case visit documentation system to Salesforce | DSS currently utilizes an internal, homegrown case visit system; conversion to a cloud-based Salesforce platform could streamline processes for social workers and improve data accessibility |
| | ☐ Further automate DSS call centres | DSS could expand use of client chat and voice functions for call centers to properly route clients, particularly during high-volume times, and further implement bots to process document changes. |
| | ☐ Further automate eligibility document approvals | When eligibility documents are scanned into ImpaCT, approval is still required by an eligibility worker—this process could be consolidated to automate approval at the time of scan or otherwise coded such that certain documents not requiring further review (e.g., simple address updates) are automatically approved. |
| **DVA** | ☐ Contract veterans convalescent care operations | Privatize operations of veterans' convalescent care facility to reduce costs while maintaining service quality |
| | ☐ Digitize DVA registrations and claims filings | Improve registrations and claims filings to improve service to veterans and cut down time and resources needed to process submissions |
| | ☐ Increase census of nursing homes | Ensure right staffing and types of care to best aid veteran patients and improve overall service quality |
| **ID** | ☐ Insurance joins e-licensing platform | Opportunity to join established CT e-licensing platform to streamline licensing services |
| | ☐ Recognize other state's insurance licenses | Increase acceptance of out of state licenses to minimize insurer applications to do business in Connecticut |
| | ☐ Further prioritize insurance regulatory activity based on likelihood of noncompliance | Targeted regulatory risk assessment approach; de-regulate business climate exp. Recognizing out of state licenses |
| **Military** | ☐ Consolidate National Guard facilities | Consolidate facilities used by National Guards with other state departments (e.g., state police) |
| | ☐ Centralize facility management | State facilities are managed by respective departments; centralize and privatize facilities management to increase state staff capacity |
| | ☐ Rationalize state vehicles and equipment | Decrease state's vehicle fleet and increase use of GSA, MTOE, and CTA equipment |
| | ☐ Centralize consumable purchase | Centralize consumable purchases (e.g. office supplies) to save on costs |
| | ☐ Firefighter conversion | ANG Firefighter conversion to Title 5. Federal initiative; convert federally reimbursed state employees to federal T5 employees |

| Agency | ✔ Opportunity | Description |
|---|---|---|
| OEC | ☐ Transition to quality-rating-based regulatory system for childcare | Shifting to 25% of programs being visited every 3 years, 15% being visited every two years, and 60% being visited every year and reassigning staff accordingly could result in ~10% licensing staff savings |
| | ☐ Utilize Citizen One Stop for resident call support | Receiving resident calls estimated to result in ~30% reduction in call volume to United Way and simplify system for residents |
| | ☐ Utilize mobile inspections | Replace current paper forms and reduce travel time for licensors |
| | ☐ Add live fingerprint scans for background checks | Fingerprint recording is currently a highly manual process; reduce need to mail cards, re-process unusable submissions, etc. |
| OHE | ☐ Streamline online grant approval process | Performed by administrative staff; high retirement rate expected |
| | ☐ Improve Access database | Existing database does not provide functions required by administrative staff; improve database to increase staff capacity |
| OPM | ☐ Automate grant reporting | Grant reporting performed by several divisions within OPM; centralizing could create standard forms and reduce administrative effort |
| OSC | ☐ Centralize payroll processes | Centralize payroll functions from agencies to OSC |
| SDE | ☐ Optimize CTEC admin and teacher levels | Accept CTEC teacher retirements and centralize CTEC admin for each state school |
| | ☐ Streamline "purple sheet" document review process | Administrative staff process large numbers of documents; high retirement rate expected |
| | ☐ Continue automation of certification process | Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill |
| | ☐ Standardize contracts and streamline online grant approval | Performed by administrative staff; high retirement rate expected |
| | ☐ Auto-refill CTEC positions | Acquire OPM approval for auto-refilling specific CTEC positions (e.g., coaches, nurses, kitchen staff) |
| | ☐ Decrease telework paperwork | Decrease the telework paperwork consists of multiple pages that are required to be filed in individual personnel files. |
| | ☐ Automate Teacher Negotiation Act (TNA) supervision | Increases capacity of Educational Consultants, potentially reducing need for backfill |
| | ☐ Digitize HR forms and integrate with CORE | Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill |
| | ☐ Streamline awards scoring and program monitoring | Increases capacity of Educational Consultants, potentially reducing need for backfill |
| | ☐ Automate Alliance District data monitoring | Increases capacity of both Educational Consultants and administrative staff, potentially reducing need for backfill capacity |