

**Office of Policy and Management**  
**Annual Report to the Governor 2015 – 16**

**Benjamin Barnes, Secretary**  
**Susan Weisselberg, Deputy Secretary**

***Established: 1977***

***Statutory Authority: Sec. 4-65a***

***Central Office: 450 Capitol Avenue, Hartford, Conn. 06106***

***Average number of full-time employees: 108***

***Recurring operating expenses, 2015-16:***

***General Fund: \$267,266,995 (includes \$250,010,029 Grants-In-Aid)***

***Insurance Fund: \$478,802; Mashantucket Pequot & Mohegan Fund: \$61,687,907***

***Enterprise Fund: \$16,872; Private/Federal Funds: \$28,256,412; Capital Outlay: \$134,672,234***

**Agency Mission**

The Office of Policy and Management (OPM) reports directly to the Governor and provides information and analysis that the Governor uses to formulate public policy goals for the state. OPM also assists state agencies and municipalities in implementing policy decisions on behalf of the people of Connecticut. OPM prepares the Governor's budget proposal and implements and monitors the execution of the budget as adopted by the General Assembly and signed by the Governor.

**2015-16 Accomplishments**

Following is a list of various accomplishments by OPM for FY 2016, divided by subject matter:

**Office of the Secretary:**

- Directed the development and implementation of budget adjustments for the second half of the biennium.
- Reviewed agency requests for bonding of capital projects for submittal to the State Bond Commission, and regularly met with credit rating agencies, bond counsel, and economists concerning the status of the state's bond rating and projections on the national economy.
- Served as Treasurer and Finance Committee Chair for the Board of Access Health CT, the state's Health Insurance Marketplace under the Affordable Care Act.
- Served as Co-Chair of the Integrated Eligibility Project Management Office, which is working with the Department of Social Services and Access Health CT to implement new shared systems for income-based health programs, enabling a No Wrong Door approach for Connecticut's major public assistance and health care programs.
- Continued to serve as Treasurer of the Capital Region Development Authority.
- Continued to serve as Chair of the Personal Care Attendant Workforce Council, which was established to study issues relating to the recruitment and retention of personal care attendants, develop a plan to improve the quality and availability of personal care attendants, and establish standards for wages and benefits for personal care attendants.
- Continued management of the Open Data Portal initiative. Currently the Open Data Portal (<https://data.ct.gov>) contains over 450 individual datasets, more than 35 million rows of data, and has been accessed over 4 million times. Over the past year, enhancements were made to the data catalog to enhance the user experience and make datasets easier to find. Additional efforts were made to refine the search functionality to refine the results of user searches to ensure it was returning only the most relevant

results. A new effort was made to focus on the needs of state agencies to access and utilize data from other agencies. The initial focus is on data related to child welfare, substance abuse, economic development, and emergency management. Workgroups consisting of agencies with data useful to these areas were formed and are developing data publishing plans which outline relevant agency datasets and timelines for both the availability of that data as well as updates. Connecticut's Open Data Initiative and Chief Data Officer were recognized as national leaders by the U.S. Open Data Institute for being the top ranked State in the Institute's State Data Census.

- Led efforts supported by the Budget Division, Office of Finance and Office of Labor Relations on comprehensive pension funding reform.
- Established What Works Connecticut (WWC), a comprehensive integrated data program for all of the executive branch agencies pursuant to Conn. Gen. Statutes Sec. 4-67n et seq. WWC enables the state to use its administrative data as an asset to perform research and conduct analysis that will inform decisions, measure outcomes, and develop public policies. This new data integration system ensures that the confidentiality of record unit data is protected by adopting data security policies and practices, de-identifying the linked data, and ensuring legal agreements strictly limit the use of the de-identified data. The data query process for data requests involving more than one executive branch agency will be managed by WWC. Priorities of research proposals will be determined by the Governance Board comprised of the OPM Secretary and four Commissioners. Further, pursuant to P.A. 16-147, WWC will work with the Judicial branch to develop a plan for a data integration process to link data related to children between the Executive and the Judicial Branches for purposes of evaluation and assessment of programs, services and outcomes in the juvenile justice system.
- With the Office of Labor Relations, continued to engage the executive branch labor unions in contract negotiations.

**State Budget:**

- Provided operational, analytic and management support to the OPM Secretary and Governor in implementing the fiscal year 2016 budget. Developed and implemented rescissions in September and March under the Governor's authority in order to help address a mid-year operating shortfall. The rescissions were eventually replaced by over \$523 million of expenditure and revenue revisions requiring legislative action in December and March.
- Produced the Governor's recommended adjustments to the enacted budget for fiscal year 2017, and provided support to the OPM Secretary and staff of the Governor's office during the 2016 regular and special legislative sessions. Assisted in negotiating and producing the final operating and capital budgets for fiscal year 2017 as well as associated implementing legislation. Three formal and comprehensive budget proposals were produced—in February, April and May—as part of the process of negotiating a final budget with the Legislature. All of the Governor's budget proposals sought to reduce the size of the State budget and avoid the need for tax increases. The revised fiscal year 2017 budget is balanced and under the spending cap, and was passed prior to the start of the fiscal year. Importantly, it contains no tax increases but instead makes structural changes through spending reductions, reducing projected out year imbalances. The state's pensions are fully funded in the budget.
- Additionally, as the state's budget situation deteriorated, OPM was called upon to ensure that the state did not exceed the statutory bonding limit which would have prevented the state from issuing any new bonds for critical capital projects. As such, OPM undertook an exhaustive review of old bond authorizations and identified \$1 billion in authorizations to be cancelled as part of the Governor's budget adjustment proposal. OPM then worked closely with the Legislature to refine the ultimate list of cancellations.

- Other Division accomplishments include: Administered and supported meetings of the Finance Advisory Committee and State Bond Commission. Staffed and supported the panel reviewing the state's tax structure and the Governor's Transportation Finance Panel which ultimately made recommendations to finance the Governor's 30 year vision for major transportation investments. Worked with the Office of Labor Relations and the Department of Administrative Services as agencies implemented state employee headcount reductions. Developed guidance and a reporting structure for agency program prioritization and development of budget reduction plans. Developed and presented the Fiscal Accountability Report in November and, with the Legislature's Office of Fiscal Analysis, produced three consensus revenue forecasts. Provided extensive support for investor calls related to General Obligation bond sales. Provided fiscal support for collective bargaining related to personal care attendants and day care workers. Continued to add value to national discussion on state financing topics through an Executive Committee (board of directors) role on the National Association of State Budget Officers.

**Criminal Justice:**

- Developed funding sources for the Governor's priority initiatives including Second Chance Society, violent crime prevention and intervention, gun crime enforcement, and information technology for the criminal justice system.
- Assisted executive branch agencies, Judicial Branch and local governments with ensuring compliance with Violent Crime Control Act, Civil Rights Act, Violence Against Women Act and federal mandates pertaining to criminal justice system policies and practices.
- Chaired and staffed interagency initiatives to improve the criminal justice system response to violent crime including gun violence, drug crime, domestic violence and sexual assault crime. Coordinated with state and local agencies and providers to develop specialized law enforcement units and community-based services to reduce the incidence

of violent crime. Assisted local governments in developing and sustaining regional efforts to enforce drug and firearms laws.

- Served as state government's central point of coordination on policy issues to address major crime areas. Developed the state's policy priorities and implementation plans to reduce domestic violence homicides, monitor sex offenders, increase access to services for underserved populations, reduce high-risk cases and improve criminal justice system services for victims.
- According to the FBI's 2014 edition of its annual report Crime in the United States (released September 2015), overall crime in Connecticut continued to drop in 2014, including a 9.7% decrease in violent crime. Additional notable statistics regarding Connecticut include: (1) In states with a population of more than 1.3 million people, Connecticut saw the biggest drop in violent crime of any state in the nation; (2) Violent crime in Connecticut during 2014 decreased an overall 9.7%, which includes a 5.5% decrease in murders, a 12.2% decrease in rape, an 11% decrease in robberies, and an 8.4% decrease in aggravated assaults; (3) Although violent crimes have largely held steady in Connecticut since 2000, the state has experienced a 15% drop over the last two years alone; (4) Nonviolent property crimes have also decreased in the state during 2014, including a 7.6% drop in burglaries, a 2.1% drop in larcenies, and a 2.1% drop in motor vehicle thefts; (5) The total number of index crimes reported for Connecticut in 2014 is the lowest total since 1967.
- On June 1, 2016, 15,322 people were incarcerated in Connecticut. Two years ago, there were 16,528 inmates in state prisons and jails, a drop of over 1,200 prisoners. Between February 1, 2016 and June 1, 2016, the prison population decreased by 538 prisoners. Compared to just a year ago, the prison population is down 5.2%.

- Significant changes in arrests and incarcerations among juvenile offenders have occurred between 2008 and 2015: (1) on January 1, 2016 Connecticut had 962 inmates aged 18-21, down from 2,067 on July 1, 2009, a 54% decrease; (2) inmates under the age of 18 has dropped from 332 in 2009 to 82 in 2015, a decrease of 75%. Much of this is due to the “Raise the Age” initiative that took full effect in July, 2012; (3) the decline in younger adult inmates tracks the decline in the number of arrests of persons 18-21. Between 2008 and 2014, the last year available for complete data for arrest by age, the drop was 44%.
- Significant decreases in multi-year trends for key criminal justice statistics include: 28.3% reduction in index crimes, 2008 to 2015; 31.3% reduction in criminal arrests, 2009 to 2015; 14.1% reduction in prison population, 2010 to 2016; 17.9% reduction in minority prison population, 2010 to 2016; 16.8% reduction in total releases, 2007-2010 v. 2012-2015; 25.2% reduction in prison admits, 2009 to 2015; 24.2% reduction in pre-trial admits, 2009 to 2015; and a 19.8% reduction in urban homicides, 2011 to 2015.
- OPM received a \$190,000 grant from the U.S. Department of Justice under the Second Chance Act Smart on Juvenile Justice: Community Supervision program. This program provides planning grants of up to twelve months to support their efforts to develop and finalize a comprehensive juvenile community supervision reform strategic plan that will implement evidence-based supervision strategies to reduce recidivism and improve outcomes for juveniles under community supervision.
- The John D. and Catherine T. MacArthur Foundation selected the State of Connecticut to receive a grant of \$2.5 million to aid in creating a fairer, more effective justice system. The grant is a part of the Safety and Justice Challenge, a national initiative supported by the Foundation to reduce over-incarceration, change the way states think about jails, and induce reforms. A Safety and Justice Challenge Workgroup was created and led by OPM, in collaboration with local law enforcement, corrections officials, prosecutors, defenders, judges, and other stakeholders, in order to develop a plan that focuses on safely reducing

the overuse of jails in order to safely drive down jail usage and reduce racial and ethnic disparities.

- OPM provided a \$300,000 grant for an expansion of the ShotSpotter gunshot detection system in Hartford. The expansion of the technology allows the city to increase the technology's coverage to 11.25 square miles, a significant improvement in coverage from the existing 3 square miles. The expansion will now cover most of the city, including all residential areas and schools. Grant funds were made available as part of an annual award given to the State of Connecticut under the Edward Byrne Memorial Justice Assistance Grant Program.

**Legislative Affairs:**

- Provided a broad range of support for the Governor's legislative proposals, including initial policy development, working with the General Assembly to advance the Governor's bills, and helping to implement new laws as passed.
- Collaborated with the General Assembly and the Governor's office to secure passage of key bills supporting the Governor's agenda.
- Worked closely with state agencies on their legislative proposals. With the Governor's office, the Legislative Affairs staff reviewed each state agency's package of legislative proposals, met with agency heads, reviewed and approved public hearing testimony, and helped manage agency legislative activities. Ensured agency actions were coordinated with the policies of OPM and the Governor.
- Monitored, worked with, and advocated before several General Assembly committees, chiefly the Appropriations Committee (and its subcommittees), the Finance, Revenue, and Bonding Committee (and its subcommittees), and the Planning and Development



Committee. Legislative Affairs staff also provided support to the Governor's office in other areas as was needed.

- Worked closely with Governor's office to review all legislation proposed by the General Assembly and informed legislative leaders of our positions.
- Provided information to media outlets, legislators, General Assembly staff and the public to explain and support the Governor's proposed budget, the enacted budget, and the impact of legislative proposals. Disseminated information and statistics regarding executive branch layoffs. Responded to daily requests for information about state government and the impact of potential federal actions. Worked closely with the Governor's communications office to ensure a consistent and effective message.
- Gathered and helped evaluate requests by legislators and others for State Bond Commission and approval.
- Evaluated and made recommendations concerning applications for assistance from the Small Town Economic Assistance Program.
- Worked with various state agencies to address problems faced by municipal-governments and other applicants for assistance, permits or funding.

#### **Health and Human Services:**

- Co-chaired and staffed the Governor's Cabinet on Nonprofit Health and Human Services. The purpose of the Cabinet is to analyze existing public-private partnerships with respect to the state's health and human services delivery systems and to make recommendations to the Governor to enhance the effectiveness of those systems in regard to client outcomes, cost-effectiveness, accountability and sustainability. In fiscal year 2016, the Cabinet continued to work on developing recommendations relating

to Business Practice in the Nonprofit Sector, Contract and Administration and Nonprofit Employment and Training issues facing the nonprofit organizations. Final recommendations for fiscal year 2016 were submitted to the Governor for consideration in July 2016.

- Ensured legislative passage of a major Governor’s initiative to address the current opioid epidemic. Key provisions in the bill include increasing access to overdose reversal drugs and adding prescribing limitations for opioids for both adult and minor patients. A staff person from the Policy Development and Planning Division (PDPD) sits on the Alcohol and Drug Policy Council, which is currently partnering with Yale University to develop a strategic plan to fight addiction and overdose in the state.
- In February 2016, Governor Malloy issued Executive Order Number 51 to establish a Certificate of Need (CON) Task Force, chaired by Lieutenant Governor Nancy Wyman, to conduct a comprehensive review and analysis of the state’s CON process and determine if changes are necessary to the CON process. PDPD Undersecretary, Anne Foley, has been appointed to serve on the Task Force and PDPD staff are providing the policy and administrative support to the Task Force, which must submit recommendations to the Governor by December 1, 2016.
- Coordinated the successful submission of an interagency application to the competitive Medicaid Innovation Accelerator Program (IAP) for the State Medicaid-Housing Agency Partnerships track. Connecticut proposes to use the intensive technical assistance to develop a supportive housing service array targeted to Medicaid beneficiaries that are high utilizers of health care services and have certain unmet housing needs. Once developed, the state will submit a 1915(i) state plan amendment for federal reimbursement under Medicaid.

- Implemented the Connecticut Partnership for Long-Term Care, the state's public/private partnership with private insurers which educates Connecticut residents about long-term care planning and provides an innovative financing option. This past year, significant numbers of Connecticut residents applied for and purchased Partnership-approved policies, with over 72,200 applications received and over 59,200 policies purchased to date. To date, over 2,800 policyholders have been approved to receive benefits under their Connecticut Partnership policy. During fiscal year 2016, PDPD staff conducted 66 presentations and trainings reaching over 1,100 individuals. In addition, the Partnership staff were interviewed for seven radio shows and five TV shows. The Partnership estimates it has saved Medicaid over \$24.5 million in long-term care expenses since the Partnership was implemented in 1992. The Partnership, the first program of its kind in the country, has now been implemented by 43 other states. In addition, PDPD staff continued to coordinate a multi-agency effort to address nursing home rebalancing by making assisted living services available in state-funded congregate housing sites, federally-funded HUD housing facilities, private pay assisted living facilities and subsidized assisted living communities in Glastonbury, Hartford, Middletown, and Seymour as part of the Assisted Living Demonstration project. Over 650 residents were actively enrolled in these programs as of June 30, 2016 and over 3,500 residents have been served to date. In addition, PDPD chaired and staffed the Long-Term Care Planning Committee and are responsible for facilitating development of the Long-Term Services and Supports (LTSS) Plan. The LTSS Plan is meant to serve as a guide for the actions of state agencies in developing and modifying programs that serve persons in need of long-term care. The 2016 -2018 LTSS Plan was completed and submitted to the General Assembly on December 30, 2015.
- Chaired and staffed the Tobacco and Health Trust Fund Board. The Board met several times during fiscal year 2016 to develop recommendations to disburse \$1.6 million for anti-tobacco related initiatives and monitor current contracts. A Request for Proposal will be released in the summer of 2016 to solicit proposals for fiscal year 2017 programs

and services designed to lower the rate of tobacco use in the state and prevent the initiation of tobacco use among youth and young adults through state and community interventions, mass-reach health communications, cessation programming and evaluation.

- Coordinated the development and legislative approval of eight federal block grant allocation plans. In total, these plans provided over \$150 million in federal funding for health, human services, energy, housing, and economic development projects in Connecticut.
- Oversaw the Nonprofit Collaboration Incentive Grant Program (NCIP) which provides grants for one-time infrastructure costs to implement consolidations of programs and services resulting from the collaboration between two or more nonprofit organizations. To date, the state has invested \$4.6 million to support seventeen nonprofit organizations under this program. NCIP grants are supported through state bond funds. Grants were awarded for technology enhancements, transportation, and facility improvements to increase efficiency and improve effectiveness of services through collaboration efforts among nonprofit providers.
- PDPD and Budget staff are collaborating with the Departments of Social Services, Mental Health and Addiction Services, and Public Health and licensed home health care providers to implement section 387 of P.A. 15-5 related to medication administration savings and allowable rate reductions to achieve Medicaid savings of \$20 million by utilizing alternatives to twice-daily or more frequent nursing visits that occur only to administer medications. OPM is working closely with all partners to safely reduce medication administration expenditures while promoting consumer autonomy through the appropriate utilization of alternative methods of lower level administration options such as, nurse delegation, prompting and med boxes.

- Actively involved in various federal and state health reform initiatives, including participating in the Steering Committee for the State Innovation Model (SIM) grant and the Governor’s Health Care Cabinet. In addition, coordinated and supported statewide housing efforts by actively participating in:
  - The Interagency Committee for Supportive Housing, which has created over 2,500 units of supportive housing over the past twelve years. This group meets monthly to establish permanent supportive housing initiatives for individuals and families with special needs who are homeless or at risk of homelessness, and to collectively support, coordinate, and implement new and existing supportive housing initiatives across the state.
  - Steering and Coordinating Committees of the Reaching Home Campaign, which work to meet federal goals in ending homelessness. Connecticut has ended veteran chronic homelessness, and is currently on track to end chronic homelessness by 2017.

**Legal Affairs:**

- Provided a broad range of support for the Governor’s legislative proposals, including drafting, policy development and helping to implement new laws.
- Collaborated with the General Assembly and the Governor’s office to secure passage of key bills supporting the Governor’s agenda, including deficit mitigation and midterm budget adjustments.
- Collaborated with the Attorney General’s Office, Office of the Governor and State Department of Education in negotiating a one-year stipulated agreement with Sheff plaintiffs which requires the parties to engage in another round of mediation to identify achievable and lasting outcomes that will bring an end to court involvement. Continued to collaborate in the state’s continuing efforts to close the achievement gap and increase the number of reduced-isolation settings in Connecticut schools.

- Assisted with the administration of the collective bargaining agreement between the Personal Care Attendant (PCA) Workforce Council (chaired by OPM) and 1199 SEIU-NE, representing approximately 10,000 personal care attendants providing self-directed services through various Department of Social Services and Department of Developmental Services Medicaid programs. Led effort to roll-out an orientation program for approximately 3,000 recently hired PCAs.
- Helped launch the Connecticut Port Authority (CPA) by drafting by-laws and other initial start-up documents and facilitating the transfer of the State Pier from the Department of Transportation to the CPA. Provided initial legal guidance to the Board of Directors on matters of freedom of information compliance (open meetings) and establishment of separate corporate status with the Internal Revenue Service.
- Worked with the Governor's office and members of the General Assembly on legislation improving the state regulation-making process. Coordinated ongoing efforts to streamline the regulation-making process both technically (through improvements to the eRegulations System) and statutorily (through a LEAN program scheduled for September).
- Assisted with the administration and leadership of the E-discovery workgroup, which facilitated a LEAN process of how agencies manage and comply with litigation discovery requests, Freedom of Information Act requests and administrative employment investigation and discovery.
- Collaborated with the Department of Administrative Services in ongoing contract negotiations with Microsoft for new enterprise master agreements for new products and options for state workers.

- Continued to assist and provide advice and legal input to OPM grant managers for programs associated for Transit Oriented Development, Inter Town Capital Equipment, Criminal Justice and non-profit organizations.
- Assisted with the updating, streamlining and publishing of statewide information technology policies.

#### **Transportation Policy and Planning:**

- **Transportation Finance Panel:** Continued to assist the Governor's Transportation Finance Panel in all matters, until completion of its findings were presented to the Governor in its Final Report. Helped research, draft, organize, coordinate, edit, and compile the Transportation Finance Panel's Final Report and deliver their final presentation.
- **Mileage-Based User Fee Pilot Program Application:** Worked with the Department of Transportation (DOT) to further one of the Transportation Finance Panel's recommendations that the state study a mileage-based user fee pilot to explore the possible alternative to Connecticut's gas tax. Connecticut has participated in a grant application for the Federal Surface Transportation System Funding Alternatives Program as part of the I-95 Corridor Coalition, along with Delaware, New Hampshire, Pennsylvania, and Vermont. If the grant is awarded, Connecticut will work with the Coalition and member-states to study the strategy further, resolve unanswered issues, coordinate inter-state travel information, and implement its own voluntary pilot program.
- **Responsible Growth and Transit-Oriented Development (TOD) Grant Program:** Worked with the Intergovernmental Policy Division to create and execute a new grant program specifically targeting Responsible Growth and TOD. Solicited applications, and reviewed

such applications internally and with an inter-agency working group, prior to making recommendations to the OPM Secretary.

- TOD Policy Subcommittee: Continued interagency efforts to coordinate and focus agencies' TOD initiatives and create better TOD policy statewide. Subcommittee agencies consist of: OPM, DOT, the Department of Energy and Environmental Protection (DEEP), the Department of Economic and Community Development (DECD), the Department of Housing, and the Connecticut Housing Finance Authority. Agencies have agreed to the general framework and policy initiatives of the report and continue to progress towards the final product.
- Connecticut Port Authority (CPA): Worked closely with DOT and DECD to ensure a smooth transition of powers and responsibilities related to the creation of the CPA. Assisted the newly formed Board of Directors of the CPA in drafting their bylaws and Memorandums of Understanding with sister-agencies and continue to assist the Board as needed.
- 2016 Legislative Session: Assisted the Governor's office throughout the 2016 Legislative Session, working together on the Governor's priority transportation bills and other transportation-related legislation. Also, worked closely with DOT and the Department of Motor Vehicles on their legislative priorities and affecting legislation.

**Labor Relations:**

- Engaged in statewide collective bargaining with thirteen Executive Branch units for twelve bargaining agreements, which expired on June 30, 2016.
- Negotiated Extension Agreements with Executive Branch units upon expiration of their collective bargaining agreements.



- Worked in partnership with the Department of Administrative Services (DAS) to implement employee headcount reductions at state agencies and administer contractual obligations.
- Negotiated an agreement on an NP-4 SCOPE Appeal.
- Provided training sessions for executives, new managers and human resource professionals; the training was tailored to be used with individual agencies and is an integral part of the DAS certificate program.

**Finance:**

- Continued to lead implementation, in collaboration with the Office of the State Comptroller and the Department of Administrative Services, of the Business Intelligence (BI) module in Core-CT, the state's financial management and human resource system. This BI tool will enhance transparency and will enable the use of analytics, metrics, alerts, dashboards, and reports to monitor, analyze and act upon important state government human resource, financial and other data.
- Expanded the LeanCT program, a statewide process improvement initiative mandated by the Governor. OPM leads the Statewide Process Improvement Steering Committee, a group of fifteen state agency members who provide guidance and oversight for projects statewide that are making state agency business processes and systems more timely and responsive to customers. To further improve the program, LeanCT has partnered with other Lean journey states to share ideas and benchmark best practices.
- Continued the implementation of the Nonprofit Grant Program (NPG), which funds capital projects for nonprofit health and human services providers. These projects enable community-based providers to undertake energy efficiency, building improvement, information technology and other capital improvement projects that create efficiencies

and service delivery improvements. Approximately \$55 million in NGP funding has been awarded, involving over 327 projects.

- Continued the operation of the Information Technology Capital Investment Program, involving capital budget authorizations of \$281 million from fiscal year 2013 through fiscal year 2017. The fund is used to modernize the state's information technology infrastructure and implement technology projects that will enable the state to operate in a more user-friendly, efficient and transparent manner. Thirteen new projects were funded in fiscal year 2016 bringing the total to 59 active and completed projects.
- Worked with the Department of Energy and Environmental Protection on the creation of the new Seaside State Park to promote and improve passive recreation and public access to Long Island Sound; restore, preserve and reuse historic assets where feasible; preserve and improve the site's ecology and habitat; create an implementation and operating plan that is financially feasible; and engage the public in helping shape the future of Seaside State Park.

**Intergovernmental Policy (IGP):**

- Administered \$346 million in state aid to municipalities through formula grant programs, including the Local Capital Improvement Program (LoCIP), Payment in Lieu of Taxes (PILOT) programs for State-owned Property and for Colleges and Hospitals, and the Mashantucket Pequot and Mohegan Fund grant. The Division also processed more than \$55.7 million in property tax relief programs benefiting both individuals and businesses.
- Led the state interagency team's effort to secure funding during the second phase of the National Disaster Resilience Competition. The Connecticut State Agencies Fostering Resilience team submitted a final application based on the concept of Transit Oriented Resilience. This concept resulted in HUD awarding the State of Connecticut the top score

nationwide and \$54 million in federal funding to implement a pilot project in the south end of Bridgeport along with other programmatic components in the region.

- Worked with the Federal Reserve Bank of Boston to launch the Connecticut Working Cities Challenge (CWCC). The mission of the CWCC is to engage post-industrial and distressed urban municipalities in creating a strong civic infrastructure through a network of cross-sector leaders and institutions to encourage economic growth. The CWCC will award \$3 million over three years to municipal development projects that foster cross-sector collaboration. The challenge will launch in the fall of 2016.
  
- IGP and Office of Finance staff worked with its consultant to develop and implement a Uniform Chart of Accounts (UCOA) for municipalities to report financial data to OPM and to develop a benchmarking system for municipal financial data. Toward that end the following tasks were accomplished:
  - Developed and published the UCOA.
  - Developed an Accounting Manual for use with the UCOA.
  - Actively promoted municipal conversion to the UCOA by offering grant opportunities.
  - Implemented a mapping approach and electronic tool that cross-walks financial data from municipal local charts to the UCOA.
  - Helped municipalities collect financial data and mapped the local information in the UCOA.
  - Developed a Municipal Data Warehouse to capture and map the version of the local accounts.
  - Developed benchmarks for the mapped municipal financial data.
  - In May of 2016, the Municipal Benchmarking Website went live at: <https://ucoa.ct.gov/benchmarking>. Training for municipal personnel on the use of the mapping tool has just begun and will take place from June through August of 2016.

- Facilitated a Regional Performance Incentive Program (RPIP) grant award that will provide Connecticut's municipalities with unprecedented access to high quality mapping data that can be used to assist them in virtually every aspect of local government operations. The project is administered by the Capitol Regional Council of Governments (CRCOG) on behalf of all nine regional councils of government and state agencies, to acquire high resolution aerial imagery and precise elevation data for the entire state. The \$2.2 million grant award is expected to save several million dollars compared to the projected cost if each municipality were to procure the same data and imagery on their own

**Administrative:**

- Completed phase one of process to improve administration of the Local Capital Improvement Program (LoCIP). LoCIP dedicates \$30 million a year of state bond funds to municipal capital improvement projects. Grants are administered to all 169 Connecticut towns, as well as ten boroughs. Utilizing Lean methodologies and principles, the grant administration process was assessed, analyzed and improved. The improvements have yielded the timely sharing of data with the towns and an expedited project authorization and reimbursement process. As a result of these improvements, more reimbursements to towns were paid in the first six months of calendar year 2016 than in all of calendar year 2015. Phase two of the improvement plan has begun and includes the design and build of an automated portal for towns to submit applications, request reimbursements and access timely grant related information.

**Information Reported as Required by State Statute:**

- OPM's Affirmative Action Plan for the period July 1, 2013 through June 30, 2015 was submitted to the Commission on Human Rights and Opportunities on October 30, 2015 and approved on January 14, 2016. During this reporting period, OPM achieved 80% of its short-term hiring goals, 50% of its long-term hiring goals, and 100% of its promotional goals. OPM is committed to maintaining a workplace environment that is conducive to

the well-being of all individuals and requires new employees to attend diversity, sexual harassment prevention, and workplace violence prevention training. In order to make every good faith effort to achieve parity in the workforce, OPM utilizes affirmative action measures in all stages of the employment program. These measures include providing outreach recruitment for vacancies where there is no existing certification list (exam list or mandatory candidate).

- OPM's designated equal employment and opportunity officer worked with the Department of Public Health (DPH) to establish and co-chair a joint Employee Advisory and Diversity Committee. Working in collaboration with DPH has allowed OPM to maximize efficiencies and leverage existing resources to meet this regulatory requirement. The goals of the joint Employee Advisory and Diversity Committee are to share developments in equal employment opportunity laws and affirmative action planning, share cultural history/diversity awareness with staff through collaborative efforts, and to support the Martin Luther King, Jr. Committee and events. Since this Committee's inception, OPM staff have been receiving monthly emails developed by the Committee with information on cultural history for each month to promote diversity awareness. OPM is also working with the Committee to plan a Martin Luther King, Jr. event to occur in February 2017 in their joint facility.
- In accordance with Conn. Gen. Statutes Sec. 46a-81o, during the reporting period OPM updated and distributed its Sexual Orientation Policy Statement to all staff and interns. This Policy is also posted on OPM's Intranet and is provided to new employees upon hire and to interns upon the start of their internship.
- Seven students participated in OPM's Internship program, representing seven different colleges and universities.

- OPM significantly exceeded Small/Minority Business Enterprise and Minority Business Enterprise goals for the fiscal year.

For further information on OPM activities, visit the OPM website at <http://www.ct.gov/opm>.