

**Office of Policy and Management**  
**Annual Report to the Governor 2017 – 2018**

**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: 98***

***Recurring operating expenses, 2017-2018:***

***General Fund: \$336,925,350 (includes \$322,536,435 Grants-In-Aid)***

***Insurance Fund: \$486,607; Mashantucket Pequot & Mohegan Fund: \$57,649,850***

***Enterprise Fund: \$74,979; Private/Federal Funds: \$8,403,202; Capital Outlay: \$114,866,110***

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**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.

**2017-18 Accomplishments**

Following is a list of various accomplishments by OPM for Fiscal Year (FY) 2018, divided by subject matter and division:

**Office of the Secretary:**

- 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.
- Served as the Chair of the newly formed Municipal Accountability Review Board (MARB). This group exercises significant state control over certain communities based on a tiered system. There are currently two Tier 3 communities, Hartford and West Haven. The MARB approves budget assumptions, collective bargaining agreements, and contracts for these communities, as well as working with them to develop and implement five-year recovery plans. OPM has a budget for Municipal Restructuring that can be granted to Tier 3 or 4 communities based on the recovery plans. Staff support for the MARB is provided through the Office of Finance.
- Continued to serve as Chair of the Personal Care Attendant Workforce Council, which was established to ensure the quality of long-term personal home care and the development of the workforce on which such care relies. With the Council and Office of Labor Relations, negotiated a new collective bargaining agreement (CBA) in 2018 that was

approved by the legislature. Worked on implementation of provisions in the CBA, with staffing from Policy Development and Planning Division (PDPD).

- Continued implementation and growth of the Open Data Portal initiative. Currently the Open Data Portal (<http://data.ct.gov>) contains over 630 individual datasets, more than 110 million rows of data, and has been accessed over 8 million times. Over the past year, enhancements were made to the data table view to enhance the user experience and make datasets easier to work with. This year, a new suite of data publishing tools were implemented for state agency publishers, enhancing the upload and data validation processes.
- Led efforts supported by the Budget Division, Office of Finance and Office of Labor Relations on comprehensive pension funding reform. These efforts included in 2017 the adoption of two collective bargaining agreements which implemented different aspects of pension reform. The first agreement allowed the state to lower its investment return assumption from 8% to 6.9%, implement other conservative actuarial requirements, and implement a multiple fixed amortization approach for addressing unfunded liabilities. The second agreement included significant pension benefit concessions, including a new hybrid tier 4, increased employee contributions, and reduced COLAs for pensioners retiring after June 30, 2022.
- Led the state's participation in the U.S. Census Bureau's Local Update of Census Addresses program. This process identified and provided over 60,000 residential addresses from the Census Bureau's address database, ensuring a more accurate and complete Census for Connecticut in 2020.
- Worked to establish Public Act 18-175 which, in addition to codifying Executive Order 39, will enhance executive branch agency data management, use, and sharing. The Public Act authorized the Chief Data Officer in OPM to better direct and coordinate agency data use

and sharing to drive policy and enhance the effectiveness of agency operations and programs. It also called for the development of an annual statewide data plan.

- Implemented the coordination of the 2019-2024 State Facility Plan in accordance with C.G.S. Sec. 4b-23; each state agency that leases real property received spreadsheets to be utilized for lease space requests. This OPM advisory document establishes funding and square footage levels for state agencies for the leasing of property for the next two year period. Although a five-year plan, it is completed every two years. By the end of June 2018, there was an anticipated reduction in approved square footage from the requested amount from agencies by 255,998 square feet and annual funding approvals by \$3,917,857. As required under C.G.S. Sec. 4-67g, compiled the inventory report of state real property and submitted to the General Assembly. The report lists all state-owned buildings, land and leased properties.
- Worked directly with the Governor's Office on the conveyance bill to ensure the state received appropriate value for any real properties being conveyed and made recommendations as to which properties should not be conveyed; drafted language utilized in the bill.
- Reviewed and made recommendations for over 300 transactions for requests by the Departments of Administrative Services, Transportation, Energy and Environmental Protection, and Labor for the leasing, disposition and acquisition of real property. Recommendations directly attributed to increased savings and income to the state.
- Continued to work closely with various agencies on capital projects with significant impact, such as Seaside State Park and Mystic Oral School requests for proposals, Capital Region Development Authority projects, and Department of Administrative Services' facility projects.

- Continued to act as Project Comptroller for Adriaen's Landing and Rentschler Field.
- Provided a broad range of support for the Governor's legislative proposals, including initial policy development, drafting and coordinating testimony, working with the General Assembly to advance the Governor's bills, and helping to implement new laws as passed.
- Worked closely with state agencies on their legislative proposals. With the Governor's office, 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.
- Reconvened the inter-agency working group on autonomous vehicles to develop an application process and the minimum contractual requirements necessary for a municipality to be accepted into the new Fully Autonomous Vehicle Testing Pilot Program (FAVTPP). The pilot program was officially launched on April 17, 2018, and the inter-agency working group is in the process of reviewing applications and working with interested municipalities.

**Budget:**

- Because the state legislature did not pass a budget before the beginning of fiscal year 2018, operations commenced under the Governor's executive order authority, requiring development and implementation of a resource allocation plan consistent with projected current-law revenues. The Budget Division implemented and managed this plan during the first quarter of the fiscal year.
- Developed analytic and comparative reviews of various legislative budget proposals and alternative suggestions until a budget for fiscal years 2018 and 2019 was enacted by the legislature in October 2017. The Budget Division provided operational, analytic and

management support to the OPM Secretary and Governor in implementing the fiscal year 2018 budget after its enactment.

- Produced several biennial budget proposals as well as the Governor's recommended budget adjustments for fiscal year 2019 and provided support to the OPM Secretary and staff of the Governor's Office during the 2018 regular legislative session. A key component of the Governor's budget was a series of proposed responses to changes in federal tax law impacting Connecticut taxpayers, which were ultimately adopted by the legislature.
- Other Budget Division accomplishments include: Developed and reviewed alternatives for addressing the unfunded liability of the Teachers' Retirement Fund, including complexities related to pension obligation bonds. Reviewed and analyzed the impacts of federal legislative proposals affecting the state, including efforts to repeal or modify the Affordable Care Act. Analyzed fiscal and policy issues related to litigation by the state's hospitals over tax and reimbursement matters, and reviewed proposals to settle or resolve the litigation. Assisted the Secretary and Deputy Secretary in analyzing implications of various collective bargaining negotiations with personal care assistants and other care-related professions. Administered and supported meetings of the Finance Advisory Committee and State Bond Commission. With the Legislature's Office of Fiscal Analysis, produced three consensus revenue forecasts. Provided extensive support for credit rating agencies and investor calls related to General Obligation and Special Tax Obligation bond sales. Continued to add value to national discussion on state budget and financing topics by serving as President of the National Association of State Budget Officers.

### **Comprehensive Planning and Intergovernmental Policy (CPIP):**

- Participated in and staffed the Advisory Commission on Intergovernmental Relations (ACIR), which represents the state legislative and executive branches, municipalities and other local interests, and the general public.
- CPIP administered \$388.6 million in state aid to municipalities through grant programs, including Payment in Lieu of Taxes (PILOT) programs for State-owned Property and for Colleges and Hospitals, the Mashantucket Pequot and Mohegan Fund grant, Grants-in-Aid program, Municipal Revenue Sharing, Municipal Transition grant (Motor Vehicle Tax PILOT) and the Municipal Stabilization grant. The Data Collection and Grants Management Unit also processed more than \$26.9 million in property tax relief programs benefiting both individuals and businesses.
- In conjunction with the Division of Administration, CPIP implemented a new fully automated system for the submission of applications and determination of exemptions and reimbursements under the Veteran's Additional Exemption tax relief program. Towns electronically filed claims which generated real-time reimbursement information and streamlined the data collection process. This system was launched in July of 2017. The automation of this process reduced the staff time that had been needed for data entry and resulted in the availability of data for analysis in a much timelier manner.
- In conjunction with the Division of Administration, CPIP completed development of and implemented an automated system for the electronic submission of municipal assessment information for the State-owned and College and Hospital Payment in-Lieu-of-Tax programs. This assessment data provides the information needed to formulate public policy for the state and assist in preparing the Governor's budget proposals. For the first time, submission of grand list year 2017 data, which was due to OPM April 1, 2018, was done via this automated on-line system. The automation of this process has

reduced the staff time needed for data entry and resulted in the availability of data for analysis in a much timelier manner.

- CPIP reviewed, approved and processed recertification of ten companies to provide valuation services to Connecticut municipalities and reviewed, approved and processed recertification of twenty-two employees to perform valuation services in the state of Connecticut. The Division also administered exams and awarded new certification for two employees to perform valuation services.
- CPIP participated in intensive planning activities as a member of the State Water Planning Council (WPC) for the development of the final draft state water plan. In accordance with C.G.S. Sec. 22a-352, the WPC submitted the plan to the joint standing committees of the General Assembly having cognizance (Energy and Technology, Public Health and Planning and Development). The committees did not act on the plan. However, pursuant to Executive Order 66, the WPC is moving forward with implementation of the plan.
- CPIP prepared a revised Draft Conservation & Development Policies Plan for 2018-2023 and conducted public hearings, in conjunction with each of the nine councils of governments (COGs). After addressing public comments, OPM submitted its recommended Draft Plan to the legislature's committee of cognizance. Following a legislative public hearing, a joint resolution to adopt the Plan was drafted, but not acted on by the close of the 2018 legislative session.
- The 2017 Responsible Growth and Transit-Oriented Development (TOD) Grant Program awarded sixteen projects totaling just under \$15 million to various municipalities and councils of governments (COGs) throughout the state. This is a competitive program covering a wide range of topics intended to support local and regional goals that are consistent with state policies for responsible growth and TOD. Selected projects helped fund property acquisition for TOD, sidewalks and complete streets connections, storm



water management, downtown/village infrastructure improvements, and associated planning activities. Connecticut Main Street Center recognized the State of Connecticut with an award for its Coordinated Approach to Responsible Growth and Transit Oriented Development: <https://ctmainstreet.org/connecticut-main-street-center-announces-2018-award-of-excellence-winners/>.

### **Criminal Justice:**

- Worked on the Governor's priority initiatives including Second Chance Society, violent crime prevention and intervention, gun crime enforcement, information technology for the criminal justice system and opioid addiction.
- 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, and provided grant funding to the Department of Emergency Services and Public Protection for the testing of sexual assault kits.
- 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.
- Worked with law enforcement, judicial, prosecution and defense attorneys and addiction service providers to implement alternative response options in New Haven and Hartford.

- Continued to provide oversight to Project Longevity gun violence reduction initiatives in Hartford, New Haven and Bridgeport in collaboration with the United States Attorney for the District of Connecticut.
- 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, target and prioritize high-risk offender cases and improve criminal justice system services for victims.
- Worked closely with the judicial and corrections staff to monitor outcomes from the Governor's 2017 legislation reforming the state's pretrial justice system.
- Led a collaboration between the Yale Law School and Board of Pardons and Parole to comply with constitutional requirements for representation of parolees who have been remanded to custody for technical violations.
- Worked closely with the Governor's office, the Department of Correction, the Board of Pardons and Parole and the Judicial Branch to develop and enact legislation reforming statutes related to Special Parole.
- Continued to facilitate multi-agency collaborative efforts among State of Connecticut criminal justice system stakeholders such as: the Criminal Justice Policy Advisory Commission, Criminal Justice Information System (CJIS) Governing Board, the Connecticut Racial Profiling Prohibition Project, the Annual Electronic Defense Weapon Report and the Connecticut Sentencing Commission.
- Continued to provide original research and analysis of the Connecticut criminal justice system through the provision of regular reports such as the Monthly Correctional

Population Indicators report, an annual Recidivism Study and the annual Correctional Population Forecast Report. Additional specialized research includes reports such as Opioids and Criminal Justice in Connecticut.

- Provided Annual Trends in the Criminal Justice System report as well as Mid-Year Memo to the Governor updating all criminal justice system data and trends.
- On July 1, 2018, 13,389 people were incarcerated in Connecticut. That number, which is a reduction of 966 offenders from last year at this time, represents the lowest number of incarcerated offenders in the Connecticut correctional system in 24 years (September of 1994).
- Reimbursed over \$1.76 million to twelve towns and two universities for the purchase and implementation of body cameras and data storage services.
- Together with the First Lady and the Governor, organized and staffed the 2018 Reimagining Justice Conference at Cheshire Correctional Institution.
- Identified a trend that the female incarcerated population had stagnated while the male incarcerated population had dropped significantly, and worked with the Department of Correction to develop specialized services for the female population at York Correctional Institution uniquely designed to address this issue and their needs, including: opening the WORTH unit to house female offenders between the ages of 18 to 25 who are nearing the end of their sentences with the goal of preventing these young adults who have committed nonviolent crimes from beginning a life of crime and returning to prison; opening a reintegration unit; expanding college course offerings; developing and passing legislation to bring fairness and dignity to incarcerated women, and thereby reduce recidivism; and beginning a study to understand the history of trauma associated with female pretrial inmates at York.

### **Policy Development and Planning Division (PDPD):**

- The Connecticut Personal Care Attendant (PCA) Workforce Council, chaired by the OPM Deputy Secretary and staffed by PDPD, in conjunction with the former Undersecretary of the Office of Labor Relations, negotiated the Successor Agreement between the PCA Workforce Council and the New England Health Care Employees Union, District 1199, SEIU for the period ending June 30, 2021. The 2018 Agreement provides the PCAs employed by consumers of Connecticut's publicly funded self-directed programs with increased wages, workers' compensation coverage and expanded training opportunities. The Agreement was approved by the legislature on March 21, 2018. Since that time, the PCA Workforce Council has turned its focus to implementing the provisions of the Agreement and conducting outreach and education to the state's consumer-employers. Additional information on the PCA Workforce Council and the 2018 PCA Collective Bargaining Agreement can be found on the [PCA Workforce Council web page](#).
- Coordinated efforts to increase accountability and improve patient quality of care in the Whiting Forensic Division of Connecticut Valley Hospital, including the development of Governor's Executive Order No. 63, which created Whiting Forensic Hospital as a stand-alone entity to provide services and care to the unique needs of the forensic population. Under the order, maximum security beds were consolidated with the Dutcher Enhanced Security beds to create a new 229-bed forensic hospital. PDPD also took the lead role in the drafting of related provisions in Governor's Bill No. 16, An Act Implementing the Governor's Budget Recommendations Regarding Public Health, including the codification of the Executive Order, licensure of the new hospital by the Department of Public Health (DPH), and expanded mandated reporting in certain behavioral health facilities. PDPD ensured passage of these provisions in Public Act 18-86, An Act Concerning Whiting Forensic Hospital and Connecticut Valley Hospital, and continues to monitor and consult with the Department of Mental Health and Addiction Services and DPH on its implementation.

- In accordance with C.G.S. Secs. 14-21f and 14-21g, PDPD released a Request for Applications (RFA) in February 2018 for the Connecticut Keep Kids Safe Grant Program. The program's authorizing legislation dates back to 1996, and the account is an accumulation of funds from the sale of Keep Kids Safe license plates. The funds may be used by eligible agencies, institutions or persons, to conduct research, provide public education, establish outreach programs and enhance public awareness of safety issues with regard to children. Approximately \$133,000 in funding has been awarded to various recipients by OPM to date. As a result of this most recent RFA, two recipients, Cornell Hill-Scott Health and United Service, Inc., were each awarded \$5,000 for a New Haven bike safety event and a safety equipment purchase, respectively. In addition, in accordance with C.G.S. Secs. 14-21o and 14-21p, in March 2018, PDPD reimbursed Connecticut State Colleges and Universities a total of \$14,350 in tuition waivers for courses completed by veteran students at Charter Oak State College between the fall 2016 semester and the 2017 semester. To date, approximately \$260,000 in funds have been reimbursed to the Board of Regents and the University of Connecticut for tuition waivers. The monies are an accumulation of funds from the United We Stand commemorative license plate account.
- Continued implementation of 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. To date, over 72,700 applications have been received and over 59,900 policies have been purchased. Over 3,600 policyholders have been approved to date to receive benefits under their Connecticut Partnership policy with over \$390 million in insurance claim benefits paid. The Partnership estimates it has saved Medicaid over \$33 million in long-term care expenses since the Partnership was implemented in 1992. During fiscal year 2018, PDPD staff conducted 58 presentations and trainings, reaching 878 individuals. In addition, the Partnership staff were interviewed for eight radio shows and five TV shows, plus initiated numerous promotions on Public Access TV and radio stations' websites and

public service announcements. The Partnership, the first program of its kind in the country, has now been implemented by 44 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 400 residents were actively enrolled in these programs as of June 30, 2018 and over 3,500 residents have been served to date.

- Chaired and staffed the Long-Term Care Planning Committee and remain responsible for facilitating development of the Long-Term Services and Supports (LTSS) Plan every three years. The next plan is due to the legislature in January 2019. 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 services and supports. The second [annual progress report for the 2016 -2018](#) LTSS plan was completed in June 2018. [The Plan](#) and the update may be viewed on the OPM website.
- Chaired and staffed the Licensure and Certification Workgroup. The Workgroup was established to review the licensure and certification processes of certain state agencies and nonprofit community providers, and study potential efficiencies. In late 2017, Workgroup members engaged in a five-day Lean Event to develop recommendations and strategies to streamline and standardize the process of certain types of facilities licensed by state agencies. In 2017 and 2018, Workgroup members presented its recommendations to leadership from affected state agencies, the Connecticut Nonprofit Alliance and interested state legislators. The Workgroup currently is actively engaged in implementation of the recommendations from the Lean Event.

- 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.
- 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. Since 2011, the Cabinet has developed and presented 62 recommendations to the Governor based on the premise that a financially viable human services delivery system is vital to the health, quality of life and economic well-being of the state. In 2017, the Cabinet began a process to re-examine its 62 recommendations. As of May 2018, 30 of the 62 recommendations have been implemented. In recognition that not all of the remaining recommendations will be successfully achieved, the Cabinet began to actively engage in a strategic effort to focus on the implementation of a limited number of achievable recommendations most likely to produce outcomes.
- Chaired and staffed the Tobacco and Health Trust Fund Board. The Board met during fiscal year 2018 to monitor the progress of current trust fund programs 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.
- Continued active involvement 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. As part of the Health Care Cabinet, PDPD participated in and provided staff support to the Pricing Workgroup, which was charged

with reviewing various pharmaceutical value-based purchasing strategies and recommending viable strategies for implementation in Connecticut. PDPD also took a lead role in the drafting and development of the language to implement the Office of Health Strategy, which was established January 1, 2018.

- Continued to coordinate and support 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 was the first state in the nation to end chronic veteran homelessness, and one of only three states to effectively end veteran homelessness. Connecticut has also effectively ended chronic homelessness by matching every verified chronically homeless individual in Connecticut to housing. Connecticut is currently working toward the goal of ending youth and family homelessness by 2020.
  - HomeCT Steering Committee, which works to increase the stock of affordable housing in Connecticut to create economic growth and opportunity.
  - Fair Housing Working Group, which convenes to discuss pressing fair housing issues that face Connecticut. PDPD led a working group to develop and draft a proposal to promote housing choice and ensure local accountability for meeting the housing needs of all Connecticut residents by modernizing the zoning statutes and implementing an enforcement mechanism to ensure towns are meeting their housing-related obligations under current zoning law.



- Responsible for the monitoring and tracking of over 200 bills in the Appropriations, Public Health, Human Services, and Aging Committees, flagging issues of concern to OPM leadership and the Governor's office, and negotiating with relevant stakeholders, state agencies, and legislators.
- Participated as a non-voting member of the Low Income Energy Advisory Board, which advises and assists OPM and the Department of Social Services in the planning, development, and coordination of energy assistance-related programs and policies and low-income weatherization assistance program and policies, as well as proposed recommendations for consideration in the Low Income Home Energy Assistance Program (LIHEAP) block grant allocation plan.

#### **Legal Affairs:**

- Provided a broad range of support for the Governor's legislative proposals, including drafting, policy development and support of implementation efforts.
- Provided ongoing legal support to the Secretary and all agency divisions, managed responses to Freedom of Information (FOI) Requests, represented the agency in FOI administrative appeals, reviewed all state agency proposed regulations, reviewed statewide property transactions, reviewed contracts and amendments, reviewed memoranda, reviewed litigation, and served as agency ethics compliance officer.
- Provided support to the Office of Protection and Advocacy in winding down operations, transferring records consistent with records retention requirements, and transferring responsibilities to the independent non-governmental successor to the Office of Protection and Advocacy.
- Continued to work with the University of Connecticut (UConn) and on items related to the closure of UConn's West Hartford campus.

- Continued to work closely with state stakeholders, Capital Region Development Authority (CRDA), United Technologies Corporation and private developers on construction projects, environmental and events related to the Pratt & Whitney Stadium at Rentschler Field, and Adriaen's Landing and Front Street Projects, and the iQuilt Plan for downtown Hartford.
- 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.
- Continued to assist and provide advice and legal input to OPM Criminal Justice grant managers for programs associated with the U.S. Department of Justice and various issues associated with cooperation with federal law and immigration enforcement agencies.
- Supported the Secretary, who served as co-chair of the Juvenile Justice Policy and Oversight Committee, advancing the Governor's juvenile justice policy goals, and as co-chair of the committee's Cross-Agency Data Workgroup. Through the workgroup, managed requests for agency data made by the Committee and other workgroups, to minimize the demands such requests put on agencies while providing adequate information to support the work of the Committee.
- Worked with the Department of Children and Families and the Judicial Branch to prepare for the transfer of juvenile justice services to the Court Support Services Division of the Judicial Branch on July 1, 2018.
- Worked with Governor Dannel P. Malloy and First Lady Cathy Malloy, the Governor's Office, state agencies and others on the Reimagining Justice Conference *Outside In*:

*Perspective on Criminal Justice Reform from the Inside of Cheshire Correctional Institution*  
on May 30, 2018.

- Led the Multi-System Trauma-Informed Collaborative (MSTIC), with state agencies, Judicial Branch, Child Health and Development Institute and Chapin Hall.
- Consistent with the requirements of Public Act No. 17-2 (June Special Session) (hereinafter the “Act”), the Legal Office provided substantial support to the Incorporators of the non-profit captive insurance corporation required by the Act and in establishing the captive financial assistance insurance corporation’s parent/owner. This will enable the captive insurance company to provide financial assistance to owners of residential buildings for the repair or replacement of concrete foundations that have deteriorated due to the presence of pyrrhotite.
- Worked with other OPM divisions to produce an Urban Act Grant for the Town of Orange, for the purchase of an approximately eight-acre site with some frontage on the New Haven Rail Line to support a transit-oriented district and the possible future development of a train station.
- Assisted with the analysis of the impact should there be a transfer of the New Haven Train Station as it applied to federal responsibilities and all funding for station improvements and meeting all federal compliance and regulatory requirements.
- Assisted with administration of the collective bargaining agreement between the Personal Care Attendant (PCA) Workforce Council (chaired by OPM) and 1199 SEIU-NE, representing PCAs providing self-directed services through various Department of Social Services and Department of Developmental Services Medicaid programs.

**Labor Relations:**

- The Office of Labor Relations (OLR) completed the negotiations of the Personal Care Attendants (PCA) Collective Bargaining Agreement. OLR continued to negotiate the first contract for the recently organized Assistant Attorney Generals.
- As groups of former managerial employees organized, OLR handled six petitions during the year, and successfully retained some personnel in the management ranks. OLR is in the process of negotiating the impact of several groups who have accreted into existing units and one that has established a new bargaining unit.
- The Governor committed to closure of the Connecticut Juvenile Training School (CJTS) by July 1, 2018, and the legislature concurred. OLR negotiated the impact of the closure, which took place during the Spring of 2018. Pursuant to the job protection provisions of the SEBAC 2017 Agreement, OLR caused 153 employees to be placed in comparable positions throughout the state.
- When the Department of Correction (DOC) determined that it would no longer contract with UConn Health Center for the provision of inmate healthcare, OLR negotiated the impact of the change to ensure a seamless transition of staff from UConn Health Center to DOC by July 1, 2018.
- Following the negotiations of the successor contracts for fourteen state employee bargaining units, OLR launched a state-wide training for agency human resources personnel regarding the contract changes. OLR worked with multiple state agencies to ensure the effective implementation of the contractual changes having state-wide impact.

**Finance:**

- Implemented the new Enterprise Contract Management System in Core-CT for all contracts involving health and human services. The Department of Developmental Services, Department of Children and Families, Department of Mental Health and Addiction Services, Department of Housing, Department of Social Services, Department of Rehabilitation Services, Department of Correction, Department of Public Health and Office of Early Childhood and their providers are all utilizing this new end-to-end contract web-based management system. The goals which were achieved are:
  - Routing intra and inter-agency requests to contract;
  - Managing the flow of information and documents between state agencies and providers;
  - Creating or collecting documents in a more efficient manner;
  - Tracking the status of these contract development and management activities; and
  - Reporting on results and costs related to Purchase of Service contracts.
- Continued operation of the Information Technology (IT) Capital Investment Program which has invested about \$287 million in 75 projects across 29 state agencies in each of the following functions: General Government; Regulation and Protection; Conservation and Development; Health and Hospitals; Transportation; Human Services; Education; Corrections; and Judicial. These investments have leveraged over \$334.4 million in federal dollars and saved millions in operating costs. Connecticut has positioned itself as a national leader for our efforts to align people, process and technology to enable service delivery in the most cost efficient and effective manner.
- Established and staffed the Municipality Accountability Review Board (MARB). The MARB and the other provisions contained in Public Act 17-2 (June Special Session) seek to provide technical and other assistance to eligible financially distressed municipalities seeking such assistance or which are referred to the MARB. Currently the MARB is working with the City of Hartford and the City of West Haven.

- 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 \$105 million in NPG funding has been awarded, involving close to 600 projects. Success stories can be found on the [Nonprofit Grant Program Webpage](#).
- Continued 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. Known as the State Analytical Reporting System (STARS), the system enhances transparency and enables the use of analytics, metrics, alerts, dashboards, and reports to monitor, analyze and act upon important state government human resources and financial data. Two major project milestones were achieved in the past year: 1) Enhanced security, including implementation of single sign-on through Core-CT; and 2) Provided expanded access and re-focused training efforts aligned for Human Resources and Financial management across Executive Branch agencies.
- Continued and 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.
- Published the Municipal Fiscal Indicators, an on-line publication that presents the most current financial and economic data available for each of Connecticut's 169

municipalities. It presents a comprehensive five-year listing of key financial and economic data for each municipality. The majority of the data is compiled from audited financial reports filed with the Office of Finance within OPM, along with socio-economic data from other sources. The link for Municipal Fiscal Indicators is <http://www.ct.gov/opm/cwp/view.asp?a=2984&q=383170>

**Administration:**

- The Division of Administration continued to provide centralized administrative support to its sister divisions regarding grants management. In fiscal year 2018 the Division leveraged the functionality of STARS, a relatively new analytics and reporting tool, to continue to streamline and standardize the grants administration process. Two reports were built to track the status of a multitude of OPM-administered grants as follows: (1) to assist grant administrators in tracking grant expirations in order to facilitate the timely execution of extensions when appropriate; and (2) to remind grant administrators of grants which have recently expired, which helps to facilitate the timely close-out of grants. As the agency's workload continues to outpace its current staffing resources, staff continue to look to the STARS analytical tool to provide useful information to help manage work in a more expeditious manner.
- Information Technology initiatives included the following:
  - Fully automated the electronic submission of municipal assessment information for the State-Owned and College and Hospital Payment-in-Lieu-of-Tax programs. The assessment data provides the information needed to formulate public policy for the State and assist in preparing the Governor's budget proposals. The automation of this process has reduced the staff time needed for data entry and results in the availability of data for analysis in a timelier manner.
  - Put into production a fully automated system for the submission of applications and determination of exemptions and reimbursements under the Veteran's Additional Exemption tax relief program. Towns will electronically file claims which will provide

real-time reimbursement information and streamline the data collection process. The automation of this process has reduced the staff time currently needed for data entry and results in the availability of data for analysis in a much timelier manner.

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

- In accordance with C.G.S. Sec. 46a-68, OPM's Affirmative Action Plan for the period July 1, 2015 through June 30, 2017 was submitted to the Commission on Human Rights and Opportunities (CHRO) on October 30, 2017 and was unanimously approved January 10, 2018. 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 expansive recruitment efforts for vacancies whenever practical and possible.
- In accordance with C.G.S. Sec. 46a-81o and Sec. 46a-68-79 of the Regulations concerning Affirmative Action Plans by State Government Agencies, during the reporting period OPM reviewed, updated and distributed the following to all staff and interns: Affirmative Action Policy Statement, Individuals with Disabilities Policy Statement, HIV/AIDS Policy Statement, Sexual Harassment Policy Statement, Sexual Orientation Policy Statement, and the Human Rights Complaint Procedure. These policies and procedure are also posted on OPM's Intranet and are provided to new employees upon hire and interns upon the start of their internship.
- OPM's designated equal employment and opportunity officer continued to co-chair a joint Employee Advisory and Diversity Committee with the Department of Public Health (DPH) during the reporting period. 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.

- Sixteen students participated in OPM's internship program in fiscal year 2018, representing ten 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>.