


# STATE OF CONNECTICUT

## OFFICE OF POLICY AND MANAGEMENT

October 4, 2010

Gale Mattison  
Chairman  
Room 173  
State Office Building  
State Contracting Standards Board  
165 Capitol Avenue  
Hartford, Connecticut 06106

Dear Chairman Mattison:

As you know, Governor Rell indicated in her August 2<sup>nd</sup> letter that she is committed to providing the next Governor with the most complete set of policy alternatives possible for addressing what is anticipated to be an all-funds annual deficit on the order of \$3 billion beginning in FY 12. To that end, significant reduction options were required from every agency. While the deadline for submission of budget options was September 24<sup>th</sup>, we have not yet received a submission from your agency.

I understand that finding ways to reduce spending while maintaining your agency's mission can be challenging and, if enacted, many reduction proposals are likely to result in reduced levels of service. I am certain that the next administration will consider both the fiscal and programmatic impacts of each proposal, as well as the State's overall financial, in assessing which proposals to pursue. You may find it useful to consider the following questions in examining your current programs:

- Are the services provided effective in addressing the program's goals? What are the goals? How do we measure results? Can the agency demonstrate the effectiveness of the program?
- Which services does your agency provide that are outside of its core mission?
- Is there a more efficient way to deliver services? Are there alternative service delivery arrangements that would yield savings? Is there a less expensive service delivery model that could replace a more expensive one?
- Are there certain services that the state can no longer afford to provide?
- Are there duplicative processes, functions, programs, etc. that can be eliminated?
- Are there more efficient or less costly ways to organize?
- Are there any opportunities to change the way in which services are provided in order to allow for the redeployment of staff to other needs?
- Can existing staff be deployed in a more efficient and effective manner that will yield savings, for example through the reduction of overtime or by reducing the need for leased space?
- Can the cost of existing goods and services be reduced?

- Does your agency provide services that are similar to those provided by another agency? Is there an opportunity to streamline service delivery to achieve savings?
- Are duplicate services provided by other levels of government? If both state and municipal resources support a particular function, is there a way to combine those functions to increase efficiency? Are there functions and services provided by the federal government that are duplicated by the state?
- What is the benefit from a particular activity in relation to its cost? For regulatory functions in particular, evaluate the benefits that the public derives from the regulation against both the costs incurred by your agency as well as the costs incurred by the regulated entities.
- Are there sources of funding other than state dollars that can be used to support a particular function? What changes would be necessary in order to maximize the receipt of other funds?

As the deadline for OPM to produce a transition budget for the Governor-elect is fast approaching, I urge you to comply with the Governor's request and my instructions by submitting reduction options totaling 15% of your FY 2012 current services request by the end of this week. If you need assistance in developing proposals, please feel free to work with your agency's assigned budget analyst. Please feel free to call if you have further questions. Thank you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Brenda Sisco".

Brenda Sisco,  
Acting Secretary