

Office of Policy and Management

At a Glance

Melissa McCaw, Secretary

Established: 1977

Statutory Authority: Sec. 4-65a et seq., C.G.S.

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

Average number of full-time employees: 97

Recurring operating expenses, 2018-2019:

General Fund: \$335,967,168 (includes \$320,337,209 Grants-In-Aid)

Insurance Fund: \$518,528; Mashantucket Pequot & Mohegan Fund: \$49,942,789

Enterprise Fund: \$202,715; Private/Federal Funds: \$9,353,152; Capital Outlay: \$129,344,859

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 for the state. OPM also assists state agencies and municipalities in implementing the law and public policy on behalf of the people of Connecticut. OPM prepares the Governor's budget proposals; implements and monitors the execution of the enacted budget; and oversees the executive agencies that report to the Governor.

2018 - 2019 Accomplishments

Following is a list of various accomplishments by OPM for Fiscal Year (FY) 2019, 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 and bond counsel concerning the status of the state's bond rating.
- Served as the Chair of the 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. For Tier 3 municipalities, the MARB approves budget assumptions and collective bargaining agreements, provides review and comment on non-labor contracts and bond issues, and works with them to develop and implement five-year recovery plans. Currently, there is also one Tier 2 municipality, the Town of Sprague. For Tier 2 municipalities, the MARB approves budget assumptions, provides review and comment on various financial matters, and assists in the development of multi-year financial plans.

- OPM has a budget for Municipal Restructuring Funds that can be granted to Tier 2, 3 or 4 communities based on their recovery plans. Municipalities granted Municipal Restructuring Funds enter into agreements with OPM which set forth conditions for receiving the funds. Staff support for the MARB is provided through the Office of Finance.
- Continued implementation and growth of the Open Data Portal initiative. Currently the Open Data Portal (<http://data.ct.gov>) contains almost 750 individual datasets, and 140 million rows of data, and has been accessed over 8 million times. Over the past year, the Data and Analytics Policy team established a new automated process to publish and update datasets. Data from the site has been used to: power the Department of Public Health's Naloxone + Opioid Response App (NORA), been incorporated into Google maps, and supports automated license verification in municipal online permitting systems.
- Finalized the first ever State Data Plan in accordance with C.G.S. Section 4-67p. The thorough process included three separate drafts and three rounds of both public and state agency input. Additionally, the Data and Analytics Policy team completed the first ever statewide inventory of high value data identifying 750 individual sources of data across all executive branch agencies.
- Worked with the Governor's Office and telecommunication companies to draft the An Act Accelerating the Deployment of 5G Wireless Facilities, Public Act 19-163. This initiative will provide for a process to implement 5G technology in this state and makes Connecticut one of the first states in the Northeast to deploy this technology. OPM will have a seat on the 5G Council established in the law.
- Authored the 2019-2024 State Facility Plan in accordance with C.G.S. Sec. 4b-23 and submitted to the General Assembly for approval; 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. There was a reduction in approved square footage from the requested amount from agencies by 83,279 square feet and annual funding approvals by \$4,607,300. 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 act as Project Comptroller for Adriaen's Landing and Rentschler Field.
- Served as a member on the Connecticut Marketing Authority Board, assisting in the transfer of the Hartford Regional Market to the Connecticut Regional Development Authority (CRDA).
- 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.
- Collaborated with relevant agencies to accept and review applications and letters of interest from municipalities for the Fully Autonomous Vehicle Testing Pilot Program (FAVTPP). After evaluation and testing, there have not been any municipalities selected to begin the program, which was reported to the legislature's committees of cognizance in December 2018. The rolling application period remains open and the work of the legislative Autonomous Vehicle Task Force is ongoing.
- Reviewed state agency proposed regulations, statewide property transactions, contracts and amendments, and provided legal support on state litigation.
- Assisted with the establishment of the Crumbling Foundations Assistance Trust, and eventual incorporation of the Connecticut Foundation Solutions Indemnity Company serving as the entity that causes the review of applications and processing and payment of claims for qualified structures suffering the impacts of failing concrete foundations. In addition, conducted legal work to support the incorporation of the Connecticut Health and Information Services, Inc., to establish the State-wide Health Information Exchange as contemplated by Public Act 17-02.

Division of Administration

With regard to use of technology to streamline internal processes:

- OPM has hundreds of statutory deadlines. Many of these deadlines are for reports used by management and the legislature to make informed decisions. Several years ago OPM created a Statutory Obligations Tracking System to ensure that staff is aware of their

statutory deadlines and that such deadlines are met in a timely manner. The system generates due date and past due reminders to staff via email, and allows staff to enter completion dates directly into the tracking system. The system has been recently modified to automatically generate and disseminate tracking reports which allows staff to monitor compliance with our statutory obligations. This updated tracking system eliminates the need for redundant communications and data entry, promotes efficiency and is currently being beta tested. The updated system is scheduled to be available to staff during the first quarter of fiscal year 2020.

- The Business Office leveraged the functionality of STARS, an analytics and reporting tool, to facilitate the review and monitoring of expenditures. With assistance from the Business Intelligence (BI) Core-CT team, an Other Expenses tracking report was created which provides real-time expenditure and encumbrance data as well as detailed voucher and Purchase Order information. This information is available at the agency level as well as by the department and project levels. The tracking report is presently being beta tested with plans to disseminate during the first quarter of fiscal year 2020 to those staff with responsibility for managing their division's Other Expenses budget. While the report is presently being used for the Other Expenses account, it can be expanded to track other account codes. Use of the system provides real time financial data and has eliminated a manual process, which increases the efficiency of staff resources.
- The Human Resources Unit was also the impetus for the BI Core-CT team to develop a STARS report for human resource succession planning. With assistance from the BI Team, an initial report was created for OPM, which identified for each employee the plan they were in and their eligibility retirement date. The report was made available on a statewide basis in December 2018 and in March 2019 the report was further enhanced by the BI team to produce turnover forecasts for the state, by agency and by job function. This automated report has increased the efficiency of staff resources.

Other Division accomplishments include: Creation of a Travel Manual for OPM employees in an effort to create an effective tool to assist staff in the navigation of the travel arrangement, approval and reimbursement processes. The manual is a "one stop shop" for all travel related policies, regulations and required forms. The manual also provides applicable ethics advisories and reminds employees of the requirement to report necessary expenses and gifts to the state. Until recently, this material was not available in one central location. By centralizing the information, the processes have become better defined and streamlined, allowing staff to navigate the administrative tasks related to travel more expeditiously. The centralized travel manual is under review at this time and will be made available to all staff during the first quarter of fiscal year 2020.

Budget Division

As to the State Budget:

- Produced a current services budget for the incoming administration during the gubernatorial transition in November 2018, and supported numerous meetings with the

transition team to develop budget and policy proposals for the Governor-elect's first budget and legislative package.

- Produced the Governor's recommended budget for FY 2020 and FY 2021 and provided support to the OPM Secretary and staff of the Governor's Office during the 2019 legislative session. A key component of the Governor's budget was a series of proposed changes to pensions and healthcare coverage for state employees and retirees and for retired teachers, and reductions in bonded debt, which were adopted by the legislature. Significant work was also invested in proposals to broaden the sales tax base, and several elements were ultimately adopted by the legislature.
- Developed analytic and comparative reviews of various legislative budget proposals until a budget for fiscal years 2020 and 2021 was enacted by the legislature. Provided operational, analytic and management support to the OPM Secretary and Governor in implementing the fiscal year 2020 budget after its enactment in June.

Other Division accomplishments include: Developed and reviewed alternatives for addressing the unfunded liability of the Teachers' Retirement Fund, including complexities related to pension obligation bonds. Analyzed fiscal and policy proposals related to resolving litigation by the state's hospitals over tax and reimbursement matters, resulting in an agreement to settle such litigation. Assisted the Secretary in analyzing implications of various collective bargaining negotiations. 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 state General Obligation and Special Tax Obligation bond sales. Continued to add value to the national discussion on state budget and financing topics by serving as immediate Past-President of the National Association of State Budget Officers.

Health and Human Services Policy and Planning Division (HHSPP)

- The Connecticut Personal Care Attendant (PCA) Workforce Council (Council), chaired and staffed by HHSPP, began implementation of the Collective Bargaining Agreement (CBA) between the Council and the New England Health Care Employees Union, District 1199, SEIU for the period ending June 30, 2021. The 2018 CBA provides the approximately 8,500 PCAs employed by consumers of Connecticut's publicly funded self-directed programs with increased wages, workers' compensation coverage and expanded training opportunities. The CBA was approved by the legislature on March 21, 2018. The Council, with the assistance from the Departments of Social Services (DSS) and Developmental Services, secured workers' compensation coverage for all PCAs covered under the CBA by the required deadline of January 1, 2019. The Council is also working with DSS on the implementation of an Electronic Visit Verification system that is mandated by federal law to be implemented by 2020. The Council continues to also conduct outreach and education to the State's consumer-employers. Additional information on the Council and the 2018 CBA can be found on the Council web page.

- 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 72,800 applications have been received and over 60,000 policies have been purchased. Over 4,000 policyholders have been approved to date to receive benefits under their Connecticut Partnership policy with over \$440 million in insurance claim benefits paid. The Partnership estimates it has saved Medicaid over \$38 million in long-term care expenses since the Partnership was implemented in 1992. During fiscal year 2019, HHSPP staff conducted 48 presentations and trainings reaching over 1,000 individuals. In addition, the Partnership staff were interviewed for numerous radio shows and 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, HHSPP 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 500 residents were actively enrolled in these programs as of June 30, 2019 and over 3,500 residents have been served to date.
- Chaired and staffed the Long-Term Care Planning Committee and are responsible for facilitating development of the Long-Term Services and Supports (LTSS) Plan every three years. The most recent LTSS Plan was submitted 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 Plan and other Long-Term Care Planning Committee materials 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 and grew out of 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. This past fiscal year, the Workgroup developed and secured passage of legislation that 1) extends the length of an outpatient clinic license from three to four years for providers that are accredited by a national accrediting organization and 2) repeals a requirement that the Department of Mental Health and Addiction Services evaluate mental health community residences twice a year— this requirement was determined to be unnecessary and burdensome since these community residences were already licensed by the Department of Public Health (DPH). The Workgroup also 1) implemented a pilot program to reduce the time State agencies have to be onsite at a provider's location for a license renewal review by doing some of the license review remotely; 2) made significant progress in developing a standardized medication administration certification program to be used by DPH, and the Departments of Developmental Services and Children and Families –

currently all three agencies have separate medication administration certification requirements; and 3) began the development of a Key Indicator Scoring system for licensing renewals that can potentially extend the length of a license or reduce the number of areas that have to be reviewed during the licensing renewal process.

- 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.
- Chaired and staffed the Tobacco and Health Trust Fund Board. The Board met during fiscal year 2019 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.
- Conducted the annual census of all licensed nursing facilities in Connecticut. As of September 30, 2018 (the date the census is conducted each year), there were 216 licensed nursing facilities operating in Connecticut, five less than in 2017. There were 25,527 nursing facility beds, a 3 percent decline from 2017 and a 14 percent decline from September 30, 2004. The average private pay cost for a semi-private nursing facility bed was \$432 per day, a 2.3 percent increase from 2017. The average nursing facility occupancy rate as of September 30, 2018 was 88 percent, slightly higher than the 87 percent rate for 2017. In addition, Medicaid was the source of payment for 74 percent of residents as of September 30, 2018.

Office of Finance

- Continued operation of the Information Technology (IT) Capital Investment Program, which has successfully completed the following projects:
 - Division of Public Defender Services (DPDS) case management system which supports DPDS staff representing the legal needs of all adult and juvenile clients:
 - § Standardized and consolidated existing multiple case management applications and tracking processes into a single statewide case management process and system solution
 - § Provides prosecutors and support staff with a centralized, statewide case data repository
 - § Saving time by reducing duplication of the entry of data
 - § Enables access to statistical data and reports regarding case information at a district and statewide level
 - § Integration with the statewide Criminal Justice Information System's (CJIS) CISS system and allows Division of Criminal Justice to participate in the sharing of criminal justice information
 - Department of Social Services: ImpaCT

- Department of Labor: eWage filing service that eliminates paper, saves time, and allows residents to file and submit a wage complaint online
- Department of Labor: Requirements developed for the Unemployment Insurance (UI) Tax and Benefits programs
- Department of Energy and Environmental Protection (DEEP): DEEP's ezFile public portal supporting electronic submittal and payment processing for six Environmental Quality (EQ) and five Environmental Conservation (EC) registration and permit application processes
- DEEP: Enterprise Data Management Program which provided greater public accessibility to DEEP enterprise data:
 - § Expansion of capabilities of the ezFile public portal to enable search of boating, fishing, radiation, stormwater, and underground storage tank (UST) registration information
 - § Multiple DEEP datasets posted on Open Data including Manifest and UST information
 - § Multiple spatial data representations available on the DEEP website including Fish Stocking, Land Registry, and Sewage Bypass/Overflow
 - § Air Monitoring Public Website provides real-time data from the agency's air monitoring stations across the state
- Department of Transportation (DOT): Integration of DOT telephone system into statewide enterprise system
- The IT Capital Investment Program also managed investments for 44 active projects across 29 state agencies in each of the following functions of government: General Government; Regulation and Protection; Conservation and Development; Health and Hospitals; Transportation; Human Services; Education; Corrections.
- The Office of Finance continued implementation, in collaboration with the Office of the State Comptroller and the Department of Administrative Services, of the State Analytical Reporting System (STARS). STARS 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. STARS is a business intelligence and analytics system that provides the State with advanced analytical and reporting capabilities for its human capital management and financial management transaction data in CORE-CT. STARS contains more than 15 years of historical data which makes it ideal for producing trend analysis and projections for financials and human resources.

In support of the Administration's goals of making Connecticut State Government an efficient, data driven organization, the following key accomplishments of STARS include:

- Development of workforce deployment dashboards, combined with pension plan data, were provided to agencies to forecast future retirements (aka “Silver Tsunami”);
 - Development of procurement dashboards for the Department of Administrative Services (DAS) statewide procurement to manage and negotiate statewide “procurement services” and information technology contracts. These targeted analytics were developed to:
 - Analyze agency usage of contracts
 - Determine most frequently purchased items
 - Increase usage of contracts through Small and Minority Businesses (SBE/MBE)
 - Driving costs down on high volume contacts
 - Development of analytics to support state labor contract negotiations
- The Office of Finance 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. OPM’s corresponding program, LeanCT, has continued to support state agencies on their respective, and collective, process improvement journeys by providing trainings, events, consultation, and through its partnership with other states to share ideas and benchmark best practices.
 - The Office of Finance is OPM’s representative on, and point of contact for, the Municipal Finance Advisory Commission (MFAC) under section 7-394b, C.G.S. In January of 2013, the Town of Winchester was referred to the MFAC due to several significant financial challenges including cash flow issues, an audit report that was more than twelve months past the due date, “financial irregularities” observed by the Town’s independent auditor, and the lack of a permanent finance director. The Town, working with the MFAC and OPM staff, was able to resolve the fiscal issues that led it to be referred to the MFAC.
 - The fund balance deficit of \$1.4 million in the General Fund and the seventeen significant or material weaknesses in internal controls that existed as of June 30, 2012 had been erased by the end of June of 2018.
 - The June 30, 2018 audit report of Winchester disclosed that there were no significant deficiencies or material weaknesses in the Town’s internal controls and that the Town’s cumulative General Fund, fund balance had risen to a positive \$8.2 million.
 - In January of 2019, based upon the MFAC’s recommendation, Secretary McCaw, released the Town of Winchester from the oversight of the MFAC and congratulated Town officials for the Town’s improved financial condition.

Intergovernmental Policy and Planning (IGPP) Division

Data Collection and Grants Management Unit:

- IGPP administered \$377.2 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, Municipal 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 \$31.5 million in property tax relief programs benefiting both individuals and businesses.
- In conjunction with the Division of Administration, IGPP continued the implementation of 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 file claims which generate real-time reimbursement information and streamline the data collection process. This system was launched in July of 2017. For FY 18-19 approximately 60 percent of towns were able to report veteran exemption data electronically. IGPP has continued outreach to towns as we work towards our goal of 100 percent electronic reporting for this program. 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.
- IGPP provided training to Assessors and Municipal Agents to ensure compliance with the statutory requirements of the Renters Rebate Program. Three training sessions were provided at different locations throughout the state. A total of 175 Assessors/Agents attended the three training sessions.
- IGPP completed its second year of electronic submission of municipal assessment information for the State-owned and College and Hospital Payment in-Lieu-of-Tax programs. 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.
- The 2018 Neglected Cemetery Grant was administered by IGPP. The program was last offered in 2016. Forty-four municipalities received a grant of \$2,500, with a total award of \$110,000.
- Legislation:
 - IGPP staff tracked 276 proposed bills in the 2019 Legislative Session that had potential impact to assessment and taxation and provided in-depth analysis and dialogue to legislative committees and legislators to assist in the review of these legislative proposals.
 - Assisted in Governor's Bill H.B. 7192 to promote Regional Efficiencies. Created and coordinated a core Regional Assessment Work Group made up of Municipal Assessors, Tax Collectors and leadership from all nine Regional Councils of Government. The Regional Assessment Work Group worked together to discuss and

mold the legislation in a way that it would promote regional efficiencies in the administration of assessments and collections.

- The Regional Assessment Work Group is now a standing group that will continue to meet to discuss ways to create efficiencies and implement those ideas through procedure changes and potential legislative action.
- Revaluation Certification –
 - IGPP staff reviewed all revaluation certification files for verification and file clean-up. In total, there are active certifications for 155 Revaluation Employees and 25 Revaluation Companies.
 - IGPP reviewed, processed and approved recertification for six Revaluation Companies to provide valuation services to Connecticut municipalities and twenty-two Revaluation Employees to perform valuation services in the State of Connecticut. IGPP received twenty-eight new applications for participation in the revaluation certification examinations. Of the twenty-eight applications received, fourteen new certifications were awarded.
 - IGPP noted the need for the Revaluation Guidebook and certification examinations to be updated and this process was completed in early 2019. The division started a new program to assist in the revaluation certification process offering a one day workshop for applicants to come to OPM and file their application and review the examination guidelines to help prepare applicants for the examination. Of the fourteen new certifications that were awarded, twelve of the examinees attended the new workshop.
 - In previous years the revaluation examination was offered once annually. In an effort to streamline this process and make it more accessible, IGPP staff updated procedures and implemented an additional Fall examination.
- Assessor and Tax Collector Certification -
 - IGPP staff serves as a member of the Certified Connecticut Municipal Assessment Committee (CCMA). In 2018, the CCMA Committee certified ten new municipal assessors and recertified thirty-five assessors.
 - IGPP staff serves as a member of the Certified Connecticut Municipal Collectors Committee (CCMC). In 2018, twenty-eight new tax collectors were certified. IGPP staff is working with CCMC on a revision to their education and certification State Regulations.

Responsible Growth Unit:

- IGPP proposed and entered into an MOU with the Connecticut Housing Finance Authority (CHFA) to provide up to \$5M in Responsible Growth and Transit-Oriented

Development (RG/TOD) matching funds to recapitalize CHFA's Small Multifamily Loan Program. This Program serves an often overlooked and underserved source of affordable housing stock in existing neighborhoods. Those RG/TOD funds will enable the acquisition, rehabilitation, or long-term financing of additional small multifamily properties (limited to those between 3 and 20 units), specifically in areas near transit stations or neighborhoods of concentrated development such as downtowns and village centers.

- IGPP, which participates on and serves as staff to the Advisory Commission on Intergovernmental Relations (ACIR), advanced several legislative proposals related to the Governor's Shared Services Transition Committee, recommendations that were ultimately enacted in Public Acts 19-117 and 19-193. ACIR members provided input into that process and the group has been preparing for its new mission, in part by streamlining its approach to other research and reporting obligations.
- IGPP, in partnership with the Massachusetts Bureau of Geographic Information, contracted with the United States Geological Survey to procure statewide high-resolution, 4-band, tidally-coordinated orthoimagery that can be used for various digital mapping applications. IGPP secured federal funding for this project from the USDA Natural Resource Conservation Service, with additional state contributions from DOT, DEEP, and the Department of Emergency Services and Public Protection (DESPP). The new orthoimagery, which includes imagery tiles, town mosaics and metadata, will be made publicly available in early 2020. IGPP, in collaboration with the Chief Data Officer, is also leading the development of a new "GeoHub" to be linked to the State's Open Data Portal for hosting the state's one-stop-shop for geospatial data.
- IGPP re-submitted the draft 2018-2023 Plan of Conservation and Development (State C&D Plan) to the General Assembly for consideration during the 2019 legislative session, as well as a legislative proposal intended to improve the Plan's implementation, but neither were acted on. IGPP continues to advocate for a more coordinated and structured process for prioritizing state capital investments through the Plan's policies and making more effective use of the Connecticut Environmental Policy Act (CEPA), so affected municipalities and private developers have greater certainty on the timing and cost associated with state-assisted capital projects.
- IGPP, which participates on the Water Planning Council and supports various work groups, led efforts among multiple agencies and interested parties to revise the Connecticut Drought Response and Preparedness Plan.
- IGPP continues to lead various efforts to further consolidate and align regional economic development, transportation, and land use planning functions within the state's nine Councils of Governments (COGs), while advocating for expansion of regional shared services and procurement.

Criminal Justice Policy and Planning Division

- Assisted Governor Lamont in the development of legislation, now Public Act 19-59, which requires the routine collection, analysis, and reporting of prosecutorial decision-making data. Receiving the support across the spectrum, from prosecutors to criminal justice reform advocates, the legislation passed unanimously in the General Assembly. It is serving as the basis of federal legislation, introduced by a congresswoman from North Carolina, and is highlighted in the media as being the first law of its kind in the nation.
- Helped develop a policy (also in Public Act 19-59), supported by funding in Governor Lamont's proposed budget, to create a pilot program to provide representation to people at parole violation hearings. The pilot will create a unit of public defenders working in the same building as the Board of Pardons and Paroles to help people facing parole violation hearings collect evidence and interviews and to navigate the parole revocation process.
- Supported state leaders in joining the national data-driven initiative, Improving Outcomes for Youth, which helps states ensure that resources are being efficiently used to help young people who interact with the juvenile justice system succeed. Connecticut was selected in this competitive national grant and is receiving intensive technical assistance, including data analysis and on-site meetings with system stakeholders, at no cost to develop recommendations to use funding more effectively and reduce recidivism.
- Matched hundreds of thousands of individual case records from the Department of Correction with homelessness data from the Connecticut Coalition to End Homelessness. Resulting analysis indicates that almost half the people (48 percent) who spent at least one night in a shelter bed in the previous three years had at one point been in a correctional facility. For men, the overlap between the corrections and shelter systems is considerably higher, 61 percent, and even higher for men in their thirties to fifties.
- Chaired monthly meetings of the Criminal Justice Policy Advisory Commission (CJPAC) attended by agency commissioners, high-level officials and staff, and criminal justice system stakeholders. The commission explored, and agreed to further discussion of, the following six priority areas: addressing gaps in services for crime victims, supporting data-driven prosecutorial decision-making, improving employment outcomes for people with criminal histories, reducing homelessness among people in the criminal justice system and victims, and lowering recidivism and promote recovery among people with behavioral health needs.
- Convened a CJPAC meeting to listen to employers about the impact of criminal records on attracting the top talent for their workforce. Discussed strategies, including partnerships with corrections and supervision agencies, leveraging federal tax credits, receiving training for human resources professionals on reviewing background checks, to both help employers meet their bottom line and improve employment outcomes for people with criminal records.
- Released the annual report on recidivism covering trends across four metrics - re-arrest, re-incarceration, re-conviction, and new sentence - showing a continued decline in

overall recidivism in Connecticut. Findings also focused on people with repeated jail admissions, such as that two-thirds of people admitted to jail in 2014 had a prior admission. Moreover, recidivism rates are much higher for people with multiple prior jail admissions: 79 percent of people with numerous prior jail admissions returned to prison within three years, which is 36 percentage points higher than people with no prior admissions. These findings form a basis for development of strategies to focus coordinated, collaborative case planning along with supervision and services that address the root causes of involvement in the criminal justice system.

- Released the annual prison population projection, which estimates that the major decline in the prison population over the last ten years will slow in future years. Connecticut's prison population has dropped from a high, in 2008, of 19,894 to approximately 13,000 currently. Nine-tenths of the reduction in the prison population was driven by a contraction of the sentenced population, primarily people serving fewer than two years. Between 2008 and 2018 the share of the corrections population that is pretrial increased from 20 to 25 percent.
- Released analysis indicating that, in 2017, 55 percent of people who had an accidental drug death in Connecticut had at one point been in a corrections facility. Between 2010 and 2017, this percentage increased 11 points, from 44 to 55 percent. This statistic helped support Governor Lamont's \$8 million budget request, which was enacted under the state budget, to expand access to Medication Assisted Treatment in correctional facilities for people with opioid use disorders.

Labor Relations

- The Office of Labor Relations (OLR) completed the negotiations of the first contract for the recently organized Assistant Attorney Generals. OLR completed impact negotiations for several groups of former managerial employees into bargaining units, and those agreements, and three interest arbitration awards were submitted to and approved by the General Assembly.
- OLR negotiated and arbitrated the State Police Contract. The State was awarded its desired General Wage increases below three percent (3%) in each of the four years of the contract term. The Arbitrator awarded the elimination of longevity pay which sets the pattern for the negotiations for other units commencing next year.
- Groups of former managerial employees continue to organize into bargaining units. OLR handled eleven petitions during the year, and successfully retained some personnel in the management ranks. OLR is in the process of negotiating the impact of some of these groups who have accreted into existing units and one that has established a new bargaining unit.
- OLR is working with several Unions in order to streamline the grievance process. To that end, there is an agreement in place that provides for the electronic transmission of grievances and appeals to arbitration, to OLR and for OLR to transmit grievances

answers as well. IT staff were instrumental in establishing a dedicated email address in OLR for this purpose.

- 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.
- OLR has expanded its mediation initiative to all bargaining units thereby obviating the need to arbitrate a substantial number of cases and avoid the associated costs. Staff are assigned specific bargaining units with the instruction to engage in mediation and reduce the grievance backlog. The backlog, for all bargaining units, are at an historical low.

Information Reported as Required by State Statute

In accordance with the grant requirements set forth by the Federal government, OPM's designated equal employment opportunity officer submitted OPM's Equal Employment Opportunity Plan (EEO) Utilization report to the United States Department of Justice (US DOJ). On June 7, 2019 the Office for Civil Rights, Office of Justice Programs reviewed and approved OPM's EEO Utilization report. The approval is effective for two years and satisfies the EEO reporting requirement for all open US DOJ awards during the two-year period.

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, OPM reviewed and determined no updates were required to the Human Rights Complaint Procedure and the following policies: Affirmative Action, Individuals with Disabilities, HIV/AIDS, Sexual Harassment, and Sexual Orientation. These policies and procedure are posted on OPM's Intranet and are provided to new employees upon hire and interns upon the start of their internship.

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.

OPM's designated equal employment and opportunity officer continued to co-chair a joint Employee Advisory and Diversity Committee with DPH. 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.

Eighteen students participated in OPM's internship program in fiscal year 2019, representing twelve 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 <https://portal.ct.gov/opm>.