

# Office of Policy and Management

## *At a Glance*

**BENJAMIN BARNES, Secretary**

**Susan Weisselberg, Deputy Secretary**

**Established - 1977**

**Statutory authority – CGS Sec. 4-65a**

**Central office - 450 Capitol Avenue, Hartford, CT 06106**

**Average number of full-time employees - 102**

**Recurring operating expenses -**

**General Fund: \$248,326,342 (includes \$233,980,194 Grants-In-Aid)**

**Municipal Revenue Sharing Fund: \$184,202,889**

**Insurance Fund: \$485,163; Mashantucket Pequot & Mohegan Fund: \$58,076,610**

**Enterprise Fund: \$108,429; Private/Federal Funds: \$10,102,676;**

**Capital Outlay: \$116,681,913**

## **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.*

## **2016-17 Accomplishments**

Following is a list of various accomplishments by OPM for fiscal year 2017, divided by subject matter:

### **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 Chair of the Integrated Eligibility Project Management Office, which is working with various health and human service state agencies and Access Health CT to implement new shared systems for income-based health programs, enabling a No Wrong Door approach for Connecticut's major public assistance and health care programs.
- Continued to serve as Treasurer of the Capital Region Development Authority.
- Continued to serve as Chair of the Personal Care Attendant Workforce Council, which was established to ensure the quality of long-term personal home care and the development of the workforce on which such care relies.
- Continued implementation and growth of the Open Data Portal initiative. Currently the Open Data Portal (<http://data.ct.gov>) contains over 543 individual datasets (an increase of 97 from last year), more than 63 million rows of data, and has been accessed over 7 million times. Over the past year, enhancements were made to the data catalog to enhance the user experience and make datasets easier to find. This year, a new suite of data visualization tools were implemented for State agency publishers, and will soon be available to the general public. As a result of last year's efforts to add additional focus on State agency data needs, data publishing plans have been created that are focused on community health and child welfare, and emergency management. These plans identify various datasets held by different agencies related to each of these domains and establish timeframes not only to publish them, but identify plans to keep them updated. Connecticut's Chief Data Officer was recognized by Route Fifty, an online publication by the Atlantic Media Group, as a Data and IT Innovator.
- Led efforts supported by the Budget Division, Office of Finance and Office of Labor Relations (OLR) on comprehensive pension funding reform.
- Re-focused What Works Connecticut (WWC), an integrated data program for executive branch agencies pursuant to Conn. Gen. Statutes Sec. 4-67n, to be a more cost effective and sustainable program. The intent of WWC is to enable the state to use its administrative data as an asset to perform research and conduct analysis that will inform decisions, measure outcomes, and develop public policies. OPM is exploring partnerships with academic institutions as well as testing alternative open source technology solutions in order to create a more sustainable program. These solutions must ensure that the confidentiality of record unit data is protected by adopting data security policies and practices, de-identifying the linked data, and ensuring legal agreements strictly limit the use of the de-identified data. OPM is working in concert with other agencies to identify pilot projects that will allow us to further assess options for implementation.
- With the OLR, reached an agreement with executive branch labor unions.

- Coordinated and developed the 2017-2022 State Facility Plan in accordance with Conn. Gen. Statutes Sec. 4b-23 and submitted to the State Properties Review Board and the General Assembly; this 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. Reduced 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 Conn. Gen. Statutes 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.
- Continued to work closely with various agencies on capital projects with significant impact. Reviewed and made recommendations for over 300 transactions for the Departments of Administrative Services, Transportation, Energy and Environmental Protection, and Labor real property requests for the leasing, disposition and acquisition of real property. Recommendations directly contributed to increased savings and income to the state.
- Worked closely 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.

#### **State Budget:**

- Provided operational, analytic and management support to the OPM Secretary and Governor in implementing the fiscal year 2017 budget. Developed and implemented \$44.6 million in rescissions in May under the Governor's authority in order to help address a mid-year operating shortfall. The rescissions were eventually augmented by \$93.3 million of revenue revisions requiring legislative action in May.
- Produced the Governor's recommended budget for fiscal years 2018 and 2019, and provided support to the OPM Secretary and staff of the Governor's Office during the 2017 regular and special legislative sessions. Two formal and comprehensive budget proposals were produced—in February and May—for consideration by the Legislature. Both proposals sought to reduce the size of the State budget and avoid the need for tax increases. An interim budget that sought to provide partial-year funding for most government operations was presented but not adopted as fiscal year 2017 drew to a close. Because the 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.
- Worked with the OLR and the Department of Administrative Services (DAS) as agencies planned and implemented state employee staffing reductions. Provided fiscal and analytic support for revisions to funding the State Employees Retirement System, and supported

collective bargaining related to benefit concessions and to resolve expired contracts. Also supported review and analysis of changes to funding of Teachers' Retirement System.

- Other Division accomplishments include: Provided fiscal and analytic support for revisions to the formula for distributing education aid to municipalities in response to state court decision, and reviewed and proposed various revisions to municipal formula grants. Administered and supported meetings of the Finance Advisory Committee and State Bond Commission. Developed and presented the Fiscal Accountability Report in November and, with the Legislature's Office of Fiscal Analysis, produced three consensus revenue forecasts. Provided extensive support for 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 financing topics through an Executive Committee (board of directors) role on the National Association of State Budget Officers.

#### **Comprehensive Planning and Intergovernmental Policy:**

- Coordinated state agency comments on the Tier 1 Environmental Impact Statement for the Federal Railroad Administration's (FRA) comprehensive plan for improvements to the Northeast Corridor rail line from Washington, D.C., to Boston, MA. The comments helped inform the Governor's message to the FRA.
- Chaired and staffed the Interagency Drought Workgroup, which served as state government's central point of coordination for responding to the drought of 2016-2017.
- Participated in intensive planning activities leading up to the development of the draft state water plan in accordance with PA 14-163, which is on target for adoption during the 2018 legislative session. Also staffed the Water Planning Council Advisory Group.
- Chaired 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. As of the beginning of 2017, the ACIR now meets on a monthly basis to study and discuss system issues between the state and local governments.
- Developed the *Draft Conservation and Development Policies: The Plan for Connecticut, 2018-2023*, with input from state agencies, regional councils of governments, and municipalities. The Draft Plan will be revised following public hearings and submitted to the General Assembly for its consideration of approval in 2018.
- Reached agreement with the U.S. Economic Development Administration on a methodology to make the boundaries of Economic Development Districts coterminous with the boundaries of the state's nine regional councils of governments.

- The Data Collection and Grants Management Unit administered \$471.7 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, the municipal revenue sharing grant and the Additional Payment in Lieu of Taxes. The Unit also processed more than \$52.1 million in property tax relief programs benefiting both individuals and businesses.
- In conjunction with the Division of Administration, the Data Collection and Grants Management Unit developed 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. This system is being launched in July of 2017. The automation of this process will reduce the staff time currently needed for data entry and result in the availability of data for analysis in a much timelier manner.
- The Division of Administration and the Data Collection and Grants Management Unit are working toward completion of 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. The assessment data will provide the information needed to formulate public policy for the State and assist in preparing the Governor's budget proposals. It is expected that this system will be rolled out for the submission of grand list year 2017 data, due to OPM April 1, 2018. The automation of this process will reduce the staff time currently needed for data entry and result in the availability of data for analysis in a much timelier manner.
- Organized, convened, coordinated and led the Transportation Network Company (TNC) Working Group, a diverse group of agencies, TNC industry leaders, taxicab and livery service providers, and legislators. Progress made during these discussions directly impacted the State's ability to pass a new bill during the 2017 Legislative Session that both regulates TNC's for the first time and eases burdens on the taxicab industry.
- Coordinated an inter-agency working group to discuss policy and regulation regarding autonomous vehicles. This group helped focus the Administration's position on autonomous vehicle technology, laying the foundation for what eventually became a new law defining the technology, regulating safety and other important requirements and authorizing the testing of autonomous vehicles through a new pilot program.
- Provided a broad range of support for the Governor's legislative proposals, including initial policy development, working with the General Assembly to advance the Governor's bills, and helping to implement new laws as passed.
- 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.

- Monitored, worked with, and advocated before several General Assembly committees, chiefly the Appropriations Committee (and its subcommittees), the Finance, Revenue, and Bonding Committee (and its subcommittees), the Transportation Committee, the Judiciary Committee, and the Planning and Development Committee, and provided support to the Governor's Office in other areas as was needed.
- Worked closely with the Governor's Office to review all legislation proposed by the General Assembly and informed legislative leaders of our positions.

### **Criminal Justice:**

- Developed funding sources for the Governor's priority initiatives including Second Chance Society, violent crime prevention and intervention, gun crime enforcement, and information technology for the criminal justice system.
- Assisted executive branch agencies, Judicial Branch and local governments with ensuring compliance with Violent Crime Control Act, Civil Rights Act, Violence Against Women Act and federal mandates pertaining to criminal justice system policies and practices.
- Chaired and staffed interagency initiatives to improve the criminal justice system response to violent crime including gun violence, drug crime, domestic violence and sexual assault crime. Coordinated with state and local agencies and providers to develop specialized law enforcement units and community-based services to reduce the incidence of violent crime. Assisted local governments in developing and sustaining regional efforts to enforce drug and firearms laws.
- Served as state government's central point of coordination on policy issues to address major crime areas. Developed the state's policy priorities and implementation plans to reduce domestic violence homicides, monitor sex offenders, increase access to services for underserved populations, reduce high-risk cases and improve criminal justice system services for victims.
- Worked closely with the Governor's Office to develop, facilitate and implement legislation reforming the state's pretrial justice system. The legislation will:
  - End the practice of "cash only" bail, where defendants are prohibited from using a surety to post bail;
  - Prohibit judges from setting money bail for misdemeanor charges unless they make a finding that the defendant is charged with a family violence crime, is likely to fail to appear in court, is likely to obstruct justice, or otherwise presents a danger to the community;

- Reduce the time between a first and second court appearance for misdemeanor charges from 30 to 14 days for persons who are being held in jail pretrial; and
  - Established a study of the feasibility of establishing a state bail fund for indigent defendants with a report due on January 1, 2018.
- Continues 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 and the Connecticut Sentencing Commission.
- Continues 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 CT and an annual, comprehensive review of Trends in the Criminal Justice System.
- On July 1, 2017, 14,355 people were incarcerated in CT. That number, which is a reduction of 987 offenders from last year at this time, represents the lowest number of incarcerated offenders in the Connecticut correctional system in 23 years (September of 1994).
- In accordance with PA 15-4, OPM provided approximately \$870,310.00 in reimbursements to eleven local police departments and state universities for the purchase and implementation of body cameras and data storage services. These eleven applications included purchases ranging from January of 2012 to December of 2016. An additional fourteen applications have been approved and are awaiting funding from the State Bond Commission.

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

- In February 2016, Governor Malloy issued Executive Order Number 51 to establish a Certificate of Need (CON) Task Force, Chaired by Lieutenant Governor Nancy Wyman, to conduct a comprehensive review and analysis of the state's CON process and determine if changes are necessary to the CON process. The Policy Development and Planning Division (PDPD) Undersecretary served on the Task Force and PDPD staffed the Task Force researching, facilitating and drafting final recommendations, which were submitted to the Governor on January 15, 2017. PDPD staff drafted legislation amending the current CON process.
- Coordinated the redesignation of Connecticut's protection and advocacy system for persons with disabilities from the Office of Protection and Advocacy for Persons with Disabilities (OPA) to a nonprofit entity chosen by the Governor. PDPD oversaw the development of a statutorily mandated Request for Information issued by OPM, as well

as all other aspects of this significant project, including the abolishment of OPA and drafting of legislation that was recently passed by the legislature.

- Coordinated with the Office of the Governor to ensure legislative passage of a major Governor's initiative to address the current opioid epidemic. Key provisions in the bill include (1) expanding provider communication requirements regarding the risk and signs of addiction, and the dangers of drug interactions when prescribing an opioid, (2) requiring alcohol and drug treatment facilities to use American Society of Addiction Medicine (ASAM) criteria for admission guidelines, (3) requiring health insurers to cover medically necessary detox treatment, as defined by the ASAM criteria, (4) allowing patients to file a voluntary non-opioid form in their medical records indicating that they do not want to be prescribed or administered opioid drugs, and (5) increasing security of controlled substances prescriptions by requiring certain scheduled drugs be electronically prescribed. A staff person from the PDPD sits on the Alcohol and Drug Policy Council, which is currently focused on developing and implementing strategies to fight addiction and overdose in the state.
- Continued implementation of the CT Partnership for Long-Term Care, the state's public/private partnership with private insurers which educates CT residents about long-term care planning and provides an innovative financing option. This past year, significant numbers of Connecticut residents applied for and purchased Partnership-approved policies, with over 72,500 applications received and over 59,600 policies purchased to date. To date, over 3,200 policyholders have been approved to receive benefits under their CT Partnership policy. Long term care insurance companies participating in the Partnership program have paid to date over \$325 million in insurance claim benefits. The Partnership estimates it has saved Medicaid over \$27.9 million in long-term care expenses since the Partnership was implemented in 1992. During fiscal year 2017, PDPD staff conducted 58 presentations and trainings reaching 1,132 individuals. In addition, the Partnership staff were interviewed for twelve radio shows and four 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 Housing and Urban Development (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 600 residents were actively enrolled in these programs as of June 30, 2017 and over 3,500 residents have been served to date. Also, Chaired and staffed the Long-Term Care Planning Committee and are responsible for facilitating development of the Long Term Services and Supports (LTSS) Plan. The LTSS Plan is meant to serve as a guide for the actions of state agencies in developing and modifying programs that serve persons in need of long-term care. The first annual progress report for the 2016 -2018 LTSS Plan was completed June 20, 2017. The LTSS Plan and the update may be viewed on the OPM website.



- 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. 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, implementation and coordination of energy-assistance-related programs and policies and low-income weatherization assistance programs and policies, as well as proposes recommendations for consideration in the annual Low Income Home Energy Assistance Program (LIHEAP) block grant allocation plan.
- Co-chaired and staffed the Governor's Cabinet on Nonprofit Health and Human Services. The purpose of the Cabinet is to analyze existing public-private partnerships with respect to the state's health and human services delivery systems and to make recommendations to the Governor to enhance the effectiveness of those systems in regard to client outcomes, cost-effectiveness, accountability and sustainability. In 2017, the Cabinet took inventory of its 62 recommendations and 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 2017 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.
- Administered the Nonprofit Collaboration Incentive Grant Program (NCIP) which provides grants for one-time infrastructure costs to implement consolidations of programs and services resulting from the collaboration between two or more nonprofit organizations. The state has invested support to seventeen nonprofit organizations under this program. NCIP grants are supported through state bond funds. Grants were awarded for technology enhancements, transportation, and facility improvements to increase efficiency and improve effectiveness of services through collaboration efforts among nonprofit providers. All nonprofit collaboration grants will be completed by the end of September 2017. It is anticipated that additional nonprofit collaboration projects will be funded through a joint Request for Applications (RFA) between the Nonprofit Grant Program and the NCIP released in November 2016.
- Coordinated legislative passage of a Governor's initiative to update statutes to reflect respectful and person-first language.
- Actively involved in various federal and state health reform initiatives, including participating in the Steering Committee for the State Innovation Model (SIM) grant and the Governor's Health Care Cabinet. As part of the Health Care Cabinet, OPM reviewed and discussed the recommendations proposed for inclusion in a statutory report on health

care cost containment. One of the recommendations – the creation of an Office of Health Strategy – was adopted to be included in a Governor’s bill. Beginning July 1, 2018, the new Office will develop and implement a comprehensive and cohesive health care vision for the state, including a coordinated state cost containment strategy. The Office structure will include the All-Payers Claim Database; Health Information Technology Officer and related initiatives; the SIM initiatives; Office of Health Care Access; and be advised by the Health Care Cabinet. The funding transfer and statutory changes to create this entity continue to be reflected in the Governor’s proposed budget options and implementer language, and will be considered during budget negotiations.

- Coordinated and supported statewide housing efforts by actively participating in:
  - The Interagency Committee for Supportive Housing, which 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. Within the last two years, Connecticut has ended veteran chronic homelessness, veteran homelessness, and, most recently in January 2017, has developed a system to match every chronically homeless person with permanent housing.
- Administered the United We Stand grant and disbursed \$78,774 in tuition reimbursements to Connecticut State Colleges and Universities in accordance with Conn. Gen. Statutes Sec. 14-21o and Sec. 14-21p.

**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, and served as agency ethics compliance officer.
- Collaborated with the General Assembly and the Office of the Governor to support passage of bills advancing the Governor’s policy and budgetary goals.
- Collaborated with the Attorney General’s Office, Office of the Governor, and State Department of Education in extensive negotiations and mediation with Sheff plaintiffs in an effort to reach a long-term agreement that would include achievable and lasting outcomes, meet the state’s constitutional obligations, and bring an end to court

involvement. Collaborated in the state's continuing efforts to close the achievement gap and increase the number of students in reduced-isolation settings in Connecticut schools.

- Worked closely with the Office of the Attorney General, the DAS, outside counsel and experts in preparing for mediation in the York Prison lawsuit, and participated directly in the ensuing mediation which resulted in a \$10.5 million settlement in favor of the State.
- Collaborated with the Department of Children and Families in negotiating and drafting a new exit plan for achieving full compliance with the Juan F. consent decree. In the wake of legislative failure to ratify the new plan, continued to collaborate with the department and the Office of the Attorney General in negotiations with the plaintiffs regarding compliance matters.
- Served as co-chair of the Juvenile Justice Policy and Oversight Committee, as the Secretary's designee, 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.
- Assisted with administration of the collective bargaining agreement between the Personal Care Attendant (PCA) Workforce Council (chaired by OPM) and 1199 SEIU-NE, representing approximately 10,000 PCAs providing self-directed services through various Department of Social Services and Department of Developmental Services Medicaid programs.
- Participated in the development of a Request for Information regarding the capacity of the non-profit community to serve as the State's protection and advocacy system, and in the identification and recommendation to the Governor of a non-profit to be designated to fulfill this role as an independent non-governmental successor to the Office of Protection and Advocacy.
- 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 successor entity.
- Collaborated with the DAS and Microsoft to successfully negotiate a new Enterprise and Volume License Agreement with Microsoft for software products and online services.
- Continued to work with the University of Connecticut (UConn) and OPM's Connecticut Environmental Policy Act (CEPA) staff on items related to NextGen and other UConn campus projects around the State.
- Continued to work closely with state stakeholders, Capital Region Development Authority (CRDA), United Technologies Corporation and private developers on

construction projects and events related to the Pratt & Whitney Stadium at Rentschler Field, Adriaen's Landing and Front Street Projects, the XL Center, and the iQuilt Plan for downtown Hartford.

- Provided administrative and leadership support for the E-discovery workgroup in the development of a recommended plan to LEAN agency management and compliance with litigation discovery requests, Freedom of Information Act requests and administrative employment investigation and discovery.
- Continued to assist and provide advice and legal input to OPM grant managers for programs including Transit Oriented Development, Inter Town Capital Equipment, Criminal Justice and non-profit organizations.

### **Labor Relations:**

- Negotiated the 2017 SEBAC Agreement with eleven Executive Branch Agreements, cross unit agreements and 34 collective bargaining agreements statewide.
- Successfully engaged in a second round of the OLR mediation initiative, with NP-2, resolving 305 grievances. Based upon the projection of an average one day of arbitration and decision, the new savings attributed to the state is \$686,250.
- Instituted a pilot reform for the OLR grievance hearing process modeled on the civil court short calendar system. The grievance backlog was eliminated, grievances are timely heard, and parties are more effectively accommodated for scheduling.

### **Finance:**

- Expanded the LeanCT program, a statewide process improvement initiative mandated by the Governor. OPM leads the Statewide Process Improvement Steering Committee, a group of fifteen state agency members who provide guidance and oversight for projects statewide that are making state agency business processes and systems more timely and responsive to customers. To further improve the program, LeanCT has partnered with other Lean journey states to share ideas and benchmark best practices.
- Continued the operation of the Information Technology Capital Investment Program, involving capital budget authorizations of \$281 million from fiscal year 2013 through fiscal year 2017. The fund is used to modernize the state's information technology infrastructure and implement technology projects that will enable the state to operate in a more user-friendly, efficient and transparent manner. Twelve new projects were funded in fiscal year 2017 bringing the total to 62 active and completed projects.
- 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 \$70 million in NGP funding has been awarded, involving over 400 projects.

- Continued implementation, in collaboration with the Office of the State Comptroller and the DAS, of the Business Intelligence (BI) module in Core-CT. This BI tool will enhance transparency and enable the use of analytics, metrics, alerts, dashboards, and reports to monitor, analyze and act upon important state government human resources, financial and other data. Two major project milestones achieved in past year: 1) all of the BI analytics (financial, human resources and projects) are live in the production environment and available to all executive branch agencies, and 2) the requirements of the Unlimited License Agreement (ULA) have been met. Future project work includes the Enterprise Performance Management (EPM) transition and continued build out of State specific content (dashboards and reports) in all subject areas within the human resources, projects and financials analytics.

#### **Administrative:**

- The Division of Administration implemented an administrative process to meet the requirements of Conn. Gen. Statutes Sec. 8-23, as amended by PA 15-95. In accordance with PA 15-95, any municipality that has not adopted a Plan of Conservation and Development within the past ten years is ineligible for discretionary state funding unless they request and receive a waiver from the prohibition on a grant-by-grant basis from the OPM Secretary. To ensure compliance with the relevant provisions and provide consistency to municipal grants administered by OPM, applicable language was incorporated in OPM grant documents and standard certification forms were created for internal and external use. Additionally OPM compiled and continues to maintain and publish a listing of state-funded OPM grant programs to assist OPM staff and municipalities in determining whether or not a particular OPM grant is deemed discretionary and if adherence to the related provisions is applicable.
- In an effort to improve the timeliness of OPM's State Single Audit reconciliations and to further promote fiscal accountability for state grants administered by OPM, the Division of Administration designed and implemented a new grantee reporting form. Grantees are required to complete the form for certain OPM administered grants. The form includes detailed grantee expenditure information otherwise not available. The additional information allows OPM to work with the grantee and/or independent auditor to quickly identify discrepancies and make necessary adjustments in order to reconcile grant records in a more timely and organized manner.
- Due to reductions in OPM's operating budget and the inability to refill positions, the agency recognized the need to streamline and standardize the grants administration process and automate as much of the associated work as possible. As part of the streamlining and standardization process, the Division of Administration now offers centralized administrative support to its sister divisions to ensure that grant contracts and amendments are executed in a timely manner, that grantee reporting requirements are met, and reimbursements to grantees are properly processed. An internal grant

administration process has been developed for staff to reference and follow to ensure that grants are managed consistently and appropriately throughout their lifecycle. Additionally, standard, fillable forms were created as were databases containing baseline grant data. Excel's mail merge feature, used by the OPM Office of Finance grant administrator, is now being utilized by other divisions to generate grant related forms, documents, and reports, many of which previously had to be produced manually from multiple sources. Until such time that a grants management product offering is available in Core-CT to assess, OPM will continue to look for administrative efficiencies which can be achieved through the standardization of work and the streamlining of its processes.

- Information Technology initiatives included the following:
  - Deployed a Storage Area Network (SAN) to meet agency business continuity goals. The SAN is a high speed network of storage devices that connects those storage devices to servers providing redundant storage for network files. The SAN also allows for users' desktop computers to be backed up to the network for an additional layer of protection from data loss.
  - Upgraded the Renters Rebate program to interface directly with the new Department of Social Services (DSS) Impact system. This provides a more accurate grant amount for the applicant during the application process while providing added security of DSS client data.

### **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 (EEOP) Utilization report to the United States Department of Justice (US DOJ). On April 21, 2017 the Office for Civil Rights, Office of Justice Programs reviewed and approved OPM's EEOP Utilization report. The approval is effective for two years and satisfies the EEOP reporting requirement for all open US DOJ awards during the two-year period.
- In accordance with Conn. Gen. Statutes 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. OPM also worked with the Committee to successfully hold a Martin Luther King, Jr. event which occurred on February 22, 2017 in their joint facility.

- Twelve students participated in OPM's internship program, representing six 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>.