

# Office of Policy and Management

## *At a Glance*

**BENJAMIN BARNES, Secretary**

**Mark E. Ojakian, Deputy Secretary**

**Established - 1977**

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

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

**Average number of full-time employees - 130**

**Recurring operating expenses:**

**General fund - \$127,524,537 (includes \$109,625,601 Grants-In-Aid)**

**Insurance fund - \$345,642**

**Consumer Counsel and Public Utility Control Fund - \$1,149,538**

**Private/Federal Funds - \$29,870,754; Capital Outlay - \$28,209,879**

## **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.*

## **Accomplishments 2010-11**

Following is a list of various accomplishments by OPM for FY 2010-11, divided by subject matter:

### **State Budget:**

- Provided ongoing support, evaluation and analysis to the OPM Secretary and the Governor in producing a tentative budget for the FY 2012-13 biennium to assist in the transition of administrations.
- Provided ongoing support, evaluation and analysis to the Secretary and Governor in producing the Governor's budget for the FY 2012-13 biennium, and developed several alternative budget proposals as contingencies in the event significant savings in the adopted budget were not realized.

- In response to executive order, prepared the Governor's budget for the FY 2012-13 biennium to reflect results based on Generally Accepted Accounting Principles (GAAP), developed a plan to move the state to GAAP over time, and developed legislation and negotiated statutory changes to implement the change to GAAP.
- Provided advice, analysis, and support regarding several high profile financial issues, including the distribution of federal education (EdJobs) funding, methods of addressing the solvency of the state's unemployment insurance trust fund, impact on the state of a potential federal government shutdown, and defense of the state's position in litigation regarding the constitutionality of the adopted FY 2012-13 budget.

**Finance:**

- Published the "State Facility Plan," which is used by state agencies as an advisory document for the leasing of property. The State Facility Plan reduced state agency square footage allocations by 2.3% from existing levels which will result in an estimated 5-year rent aversion savings of approximately \$6.9 million. Additionally, OPM analyzed and evaluated 51 proposed lease agreements and space requests, resulting in approximately \$2 million in savings.
- In conjunction with the Department of Administrative Services (DAS), completed a LEAN Value Stream Mapping analysis related to the state leasing process. Based upon the findings of that process, it is anticipated that DAS will be able to reduce by two-thirds the time it takes the state to enter into lease agreements.
- Co-chaired and staffed the Governor's Commission on Nonprofit Health and Human Services created by Special Act 10-5 of the General Assembly. The commission issued a report outlining 49 recommendations for improving the quality and efficiency of the delivery of health and human services in Connecticut. A number of recommendations have been put in place – or are in the process of implementation – including those targeted at increasing administrative efficiencies related to the contracting processes for these services.
- Provided oversight and coordination for the statewide e-licensing initiative. The goal is to implement a common online licensing/permit issuance service for state agencies utilizing a statewide enterprise application. To date, four agencies are "live" on the system and several others are scheduled to participate.
- Coordinated a workgroup comprised of representatives from OPM, the State Comptroller's Office, the State Treasurer's Office, the Office of Fiscal Analysis and the Auditors of Public Accounts that was established to develop the conversion plan to Generally Accepted Accounting Principles (GAAP) related to the state's budgeting practices. The plan was developed by OPM and submitted to the General Assembly, as prescribed by the Governor's Executive Order No. 1.
- Coordinated joint workgroups to enhance transparency and accountability; led efforts to carry out the Governor's goal of increasing the availability of financial, payroll and human resources data from agencies who have limited use of Core-CT, the state's financial and human resource system. These limited scope agencies include the constituent units of higher education and the Judicial Branch.

## **Health and Human Services:**

- Implemented a \$1 million grant from the federal government to plan for the development of a Health Insurance Exchange as required under federal health reform legislation. Drafted, negotiated and facilitated the passage of legislation authorizing the development of a quasi-public state authority to develop the Health Insurance Exchange. Submitted an application to the federal government for an approximately \$7 million grant for the next stage of Health Insurance Exchange development.
- Continued successful 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. This past year, significant numbers of Connecticut residents applied for and purchased Partnership-approved policies with the program surpassing the 53,000 mark for policies purchased. Sales of Partnership policies were 15% higher in calendar year 2010 as compared to 2009.
- Implemented a new Nonprofit Collaboration Incentive Grant Program (P.A. 09-2 SSS §25), which included the drafting and issuing a Request for Applications (RFA), evaluating submitted responses, selecting vendors to receive the grant awards, securing necessary capital funds through the bond commission, and working with state agencies to issue the grants and administer the bond-funded programs. Approximately \$900,000 will be used by the two collaborations selected for funding to share technology across providers, increase efficiency, and lay the groundwork to integrate other business functions.
- Continued coordination of the state's interagency efforts to develop permanent supportive housing as a solution to homelessness. Most recently, awards were made to four applicants that totaled \$19 million for the development of 82 additional units. Overall, the state's interagency efforts have resulted in the creation of nearly 2,000 units of supportive housing.
- Continued development and implementation of numerous initiatives to provide alternatives to nursing facility care through a multi-agency effort coordinated by OPM. Assisted living services have been made available in state-funded congregate housing, 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, with more than 630 residents actively enrolled in the programs as of June 30, 2011 and more than 2,300 residents served to date.
- Coordinated the development and legislative approval of nine federal block grant allocation plans. These plans provide approximately \$200 million in federal funding for health, human services, energy, and economic development projects in Connecticut.

## **Energy:**

- Administered four U.S. Dept. of Energy ARRA grants totaling more than \$50 million. The majority of the funding supports consumer energy efficiency programs and incentives for renewable energy systems. \$9.5 million in funding supported energy projects at the local municipal level. One ARRA grant supported consumer rebates for energy efficient appliances. Connecticut was one of the first states to open its program

and due to its popularity we were also the first state to successfully close the ARRA program.

- Completed the design of the Building Energy Evaluation System (BEES), an integrated database to track energy usage and costs at state-owned buildings. BEES will enable better informed investment decisions for energy efficiency and renewable energy projects. BEES will undergo a period of testing and refinement before becoming available for general use.
- Provided ongoing support in crafting legislation to create the new Department of Energy and Environmental Protection.

### **Criminal Justice:**

- Updated the state “criminal justice dashboard” to include daily tracking of the state’s inmate population, both sentenced and accused. This tool, together with the publication of monthly Correctional Population Indicators, has helped shape policy in the General Assembly and within the state’s criminal justice agencies.
- Provided staff support to the Criminal Justice Information System governing board, helping to finalize a contract with the system vendor and obtain approval for system funding. This work supports broader efforts to bring greater cohesion and effectiveness to Connecticut’s criminal justice system by improving the way the state communicates and shares information across system components.
- Secured approval from the U.S. Department of Justice for continuing technical assistance related to Justice Reinvestment in partnership with the Council of State Governments Justice Center.
- Collaborated with CCSU’s Institute for Municipal and Regional Policy to staff the newly established Connecticut Sentencing Commission.
- Partnered with the General Assembly and the Judicial Branch to implement “Results First,” a project of the Pew Center on the States to utilize cutting-edge cost-benefit analysis tools, which will help identify criminal justice policy options that provide the best outcomes for citizens while improving states’ fiscal health.
- Utilized discretionary federal grant money to provide short-term funding to the State Crime Lab in order to maintain services and retain senior forensic scientists.
- Assisted the Governor in helping to assure passage of landmark criminal justice reforms including decriminalization of possession of a small amount of marijuana; establishing risk-reduction credits for offenders in order to lower rates of recidivism; implement “Raise the Age” reform legislation and reform license suspension rules for repeat Driving While Under the Influence offenders in conjunction with Mothers Against Drunk Driving.
- Facilitated regular meetings between state and local law enforcement officials to develop an anti-gun violence strategy for New Haven.

### **Intergovernmental Policy:**

- Revised the Generic Environmental Classification Document (GECD) to help state agencies comply with the Connecticut Environmental Policy Act (CEPA) in a more expedient, cost-effective and transparent manner.

- Approved the Comprehensive Economic Development Strategies (CEDS) for four regional entities that were subsequently designated as Regional Economic Development Districts, in accordance with Public Act 10-168.
- Developed the Request for Application for the \$5 million Transit Oriented Development (TOD) Pilot Program, subsequent to the State Bond Commission's allocation on Feb. 24, 2011. Grants for this program are expected to be awarded to municipalities in the fall of 2011.
- Processed 50 Technical Assistance (Planning) grants to municipalities under the Housing for Economic Growth (HomeCT) program, helping towns to identify locations for affordable housing and draft incentive housing zone regulations. Upon successful completion of the planning process, five municipalities have adopted incentive Housing Zones: East Lyme, New London, Old Saybrook, Sharon and Torrington. The program's success was seen with the groundbreaking of the first affordable housing project on May 20, 2011 in Old Saybrook. This project (Ferry Crossing) will create 16 affordable housing units.
- Implemented an online reporting system that allows independent audit firms to upload their clients' municipal and non-profit audit reports to the OPM web-server. The uploaded reports will be used by state grantor agencies, in lieu of each agency receiving printed hard-copies of each report. The electronic reports can also be accessed, viewed and downloaded by the public from one central location on the OPM website.

#### **Legislative Affairs:**

- Provided broad range of support for the Governor's legislative proposals, including initial policy development, working with the General Assembly to advance Governor's bills, and helping to implement new laws as passed.
- Worked with the General Assembly and the Governor's office to secure passage of all key bills supporting the Governor's agenda. Most notably, this included the biennial budget proposal for FY 2012-2013; other initiatives related to growing jobs, improving access to health care, streamlining Connecticut's higher education system, restructuring state government to make it more cost-efficient and consumer-friendly, and more.
- Worked closely with state agencies to review their legislative proposals, testimony and activities and coordinate those with the policies of OPM and the Governor.
- Helped oversee and coordinate efforts to consolidate numerous executive branch agencies, bringing the total number of agencies from 81 to 59. Worked with agencies to make the transition process as seamless as possible in order to minimize disruption of services to Connecticut residents.
- Provided information to media outlets and the public to explain and support the Governor's proposed budget and the enacted budget, in addition to day-to-day requests for information about state government.

#### **Labor Relations:**

- Pursuant to the agreement between the state and the coalition of state employee unions, worked with DAS to ensure that state employees impacted by the consolidation of state facilities and agencies are placed in other available positions.
- Worked with agencies and DAS staff to implement the 2010-11 budget, including reorganizations, consolidations, staff reductions and layoffs.

- Represented the Governor in discussions which concluded in a concessions agreement with SEBAC bargaining units – including judicial, criminal justice and constituent units of higher education – resulting in long-term savings in pension and health care costs. Negotiated individual collective bargaining agreements.

#### **Administrative:**

- OPM was instrumental in saving the state annual lease costs by reutilizing existing state-owned space. OPM assisted the Department of Public Works in developing a plan to relocate the Commission on Human Rights and Opportunities to two state-owned buildings. The plan included OPM reconfiguring its own office space in order to accommodate staff from the Commission's Office of Public Hearings. The state spends approximately \$60 million annually to lease space and the reuse of existing state owned space to reduce these lease costs is a prudent and necessary process. The efforts to relocate the Commission to existing state-owned space averted annual lease costs in the amount of \$400,000.
- As part of Governor's Malloy plan to streamline government and increase efficiencies, OPM's Energy Unit was merged into the new Department of Energy and Environmental Protection and some functions of the former Department of Information Technology were transferred to OPM. Numerous administrative matters to implement these agency consolidations, including budget and financial, human resources, communications, legal, space and information technology, were addressed during a narrow period to ensure a seamless transition and continuity of operations.
- Assisted DAS and the Connecticut Training & Development Network in the design and instruction of the Aspiring Leaders Executive Development Program, which trains lower and middle managers to become the state's next generation of leaders. The program included high level speakers in government leadership from the executive, legislative and judicial branches and each manager was required to develop a capstone project proposal, utilizing training from the program, to address critical agency needs.

#### **Adriaen's Landing and Rentschler Field:**

- In partnership with the Capital City Economic Development Authority (CCEDA), continued role in the development of Adriaen's Landing, a mixed-use economic development project in Hartford that includes the Connecticut Convention Center, Connecticut Science Center, Marriott Hartford Downtown and related parking garages. Working with a private developer, OPM and CCEDA are currently overseeing development of the Front Street entertainment/residential district within Adriaen's Landing. Phase I, including approximately 70,000 square feet of restaurant/retail space and an additional 260-space state-owned parking garage, was completed in the summer of 2010. The first tenant, Cinema Grill, is expected to complete fit-out and open for business in the fall of 2011, while discussions/lease negotiations continue with other retail/entertainment venues. Preliminary discussions have also begun with the private developer for construction of Phase II. OPM and CCEDA also completed construction of the Grove Street Connector, a pedestrian overpass linking the Convention Center with the Science Center, Riverfront Plaza and the Connecticut Riverfront. The Connector will also enhance pedestrian access to the adjacent Constitution Plaza and, in turn, other sites in downtown Hartford.

- Continued role in overseeing the Stadium at Rentschler Field, a 40,000-seat open air sports and entertainment facility and home field of the University of Connecticut (UConn) Husky football team in East Hartford. In 2009, OPM executed a land donation agreement and related easements with United Technologies Corporation (UTC), under which UTC gave the state approximately 70 acres of land adjacent to the Stadium for new permanent parking facilities. These permanent facilities will include some 5,000 new grass parking spaces and will replace those parking areas currently leased from UTC. Construction began in the spring of 2010 and will be completed in August 2011, prior to the start of the UConn football season. The agency also began construction of road improvements at Rentschler Field that will improve access to the Stadium and complement further development on the balance of the site by UTC and its private development partner. Such improvements are also expected to be completed in the summer of 2011.

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

- OPM is committed to complying with statutory requirements related to affirmative action and equal opportunity in employment and in the services OPM provides to the State of Connecticut. OPM's Affirmative Action Plan for the period ending June 30, 2010 was approved by the Commission on Human Rights and Opportunities at its January 13, 2011 meeting. The Office for Civil Rights for the U.S. Department of Justice, Office of Justice Programs also approved OPM's Equal Employment Opportunity Plan on April 11, 2011. Regarding the Affirmative Action Plan for the period ending June 30, 2011, 73% of OPM's appointments met goals, achieving four short-term and four long-term hiring goals. OPM also met 100% of its promotional goals. In addition, OPM significantly exceeded Small/Minority Business Enterprise and Minority Business Enterprise goals. OPM also provided sexual harassment and diversity training to new employees.
- In accordance with C.G.S. Sec. 4-61mm, OPM did not have any volunteers during fiscal year 2011. Twenty-six students participated in OPM's Internship program, representing nine different colleges and universities.