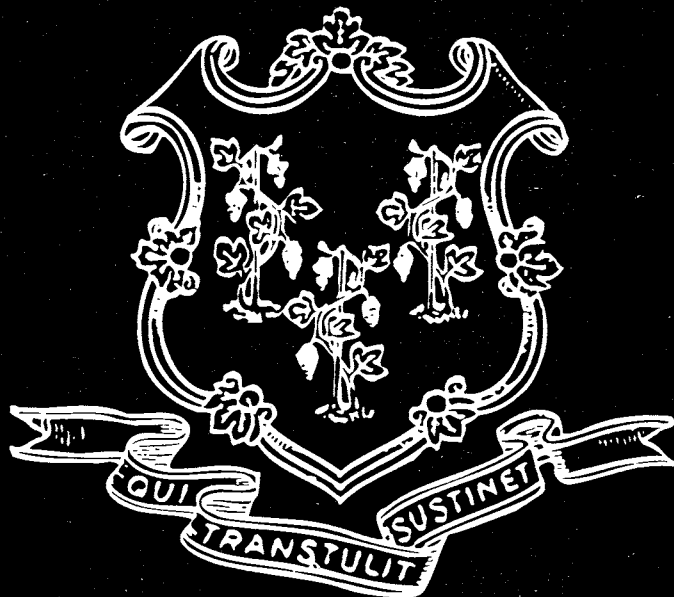


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COMMISSION TO STUDY THE MANAGEMENT OF STATE GOVERNMENT

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Final
Implementation
Report

September 1991

This report was compiled and edited
by Roger M. Dove, retired senior
vice president of ITT Hartford
Insurance Group, and assistant to
Commission Chairman DeRoy C. Thomas

Stands Apart

Government study commissions come and go. Their recommendations can usually be found gathering dust on a shelf.

The Thomas Commission stands apart from business as usual.

Its recommendations can be found in the laws by which Connecticut governs itself and in the services which government must provide to assure an equal opportunity society.

That is an extraordinary achievement.

*John B. Larson
President Pro Tempore
Connecticut State Senate*

COMMISSION TO STUDY
THE MANAGEMENT OF STATE GOVERNMENT

DeRoy C. Thomas
Chairman

Hartford Plaza • Hartford, Connecticut 06115
Telephone 203-547-5023

Dr. Mary W. Polci
Executive Director

September 30, 1991

Governor Lowell P. Weicker, Jr.
President Pro Tempore John B. Larson
Speaker of the House Richard J. Balducci
Senate Majority Leader Cornelius O'Leary
Senate Minority Leader M. Adela Eads
House Majority Leader Robert F. Frankel
House Minority Leader Edward C. Krawiecki, Jr.
Members of the General Assembly
State Capitol
Hartford, Connecticut 06106

Dear Governor Weicker and Members of the Legislature:

On behalf of the Commission to Study the Management of State Government, we are pleased to present to you this final report which covers the implementation to date of the Commission's recommendations.

The members of the executive and legislative branches can share a deep pride in what they have accomplished, individually and together.

Total verified savings and revenue increases over a four-year period amount to an impressive \$333,360,106. This figure will increase substantially in subsequent years.

For FY 1991-92 alone, total savings and revenue enhancements amount to \$239,343,923.

The support by the administration of Governor Weicker has been extraordinary. By executive action, the Administration has completed implementation of 183 recommendations. Implementation of another 227 are under way, and 319 more are being studied. The estimated savings for FY 1992 from these recommendations alone is an impressive \$77,000,000.

Two hundred and thirty eight Commission recommendations, many of which were in the Weicker budget, were adopted during the recent session of the General Assembly. The list included major reforms. It was a remarkable achievement.

Between the General Assembly and the Administration, 638 individual Commission recommendations have been enacted or are in progress.

The final FY 1992 budget, in the important area of payments to local government, was \$4 million under the FY 1991 total of \$1.8 billion. It was the first time in anyone's memory -- certainly in the last 20 years -- that this huge appropriation was held below the previous year's figure.

It also was \$314 million less than was recommended in the preliminary budget last November -- no small accomplishment.

While the dollar achievements are impressive, more important are the fiscal reforms and restructuring that have been put in place. These are precursors to improved efficiencies and attitudinal changes. Combined, they should endure and benefit the state for many years to come.

The Commission served another noble purpose. It offered a forum through which interested people representing a broad spectrum of Connecticut interests were able to exchange ideas and participate in a process that brought forth a consensus program which has been implemented to a large degree.

To the members of the Commission, the staff, state employees, consultants, the many volunteers who gave so freely of their time, and the legislators who participated in the work during the 20 months of the study, the results are a source of great satisfaction and provide a feeling of exceptional accomplishment.

We thank and salute everyone who helped make this achievement possible.

For the Connecticut General Assembly, which created the Commission in the 1989 session, the return has been many times the \$4.4 million spent on the study. There is still much that can be done with the remaining recommendations. Hopefully, these will be addressed during the coming year.

Sincerely,

A handwritten signature in dark ink, appearing to read "DeRoy C. Thomas". The signature is fluid and cursive, with the first name "DeRoy" and last name "Thomas" clearly distinguishable.

DeRoy C. Thomas
Chairman

DCT/jq

cc: Governor William A. O'Neill

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In compiling this report, we are grateful for the continuing support of the Connecticut Business and Industry Association, the Connecticut Public Expenditure Council, the Greater Hartford Chamber of Commerce, the Insurance Association of Connecticut, the Southwestern Area Commerce and Industry Association and the Government Relations Department of ITT Hartford Insurance Group.

The generous financial assistance of ITT Hartford Insurance Group and ITT Corporation, including the printing of this report, also should be recognized.

Special thanks for providing counsel and help are due Senate Democratic staff members (especially David J. McQuade, chief of staff, Attorney Robert W. Grant, Attorney Mark H. Taylor and Lorraine F. Guilmartin); Director Ralph J. Caruso, Principal Budget Analyst Michael R. Wambolt and the other analysts in the Office of Fiscal Analysis; Harry Grassick, chief attorney in the Legislative Commissioner's Office; Judith S. Lohman, principal analyst in the Office of Legislative Research; Anne E. McAloon, principal analyst in the Program Review and Investigations Committee; Bruce Carlson, policy development director, and the budget analysts in the Office of Policy and Management.

Additional assistance provided by ITT Hartford Insurance Group included: Cover graphics, Barry Kramer, art director; printing and distribution coordination, Jacqueline F. Gwazda, administrative assistant to Mr. Thomas; editorial assistance, Karen Stetson, executive secretary; and printing coordination, Victor J. Biega, assistant director Printing and Supply Distribution Center.

The cooperation and contributions of hundreds of state employees, both in the original Commission study and in this implementation report, should be recognized. They provided ideas and offered suggestions -- some of which had been nurtured for years and reflected a high degree of professionalism. These dedicated men and women are one of the great resources of state government.

The patience and contributions of all the above were invaluable in this effort.

SECTION I

IMPLEMENTATION COMPLETED

TOTAL SAVINGS/REVENUE ENHANCEMENTS ACHIEVED

	Action Taken by Legislature or Administration	Agency Forecast of Additional Savings	Est. Continuation of 1990-91 Action by Legislature or Administration	Est. Continuation of 1990-91 Action by Legislature or Administration	Administration and Legislature	Totals
	FY 1990-91	FY 1990-91	FY 1991-92	FY 1992-93	FY 1991-92	
1. Child Support	\$3,500,000 *		\$3,500,000	\$3,500,000		\$10,500,000
2. Purchasing Reductions 1989-90	\$1,148,095 * \$944,000	\$3,465,000	\$1,200,000	\$1,200,000		\$7,013,095 \$944,000
3. DMV	\$4,780,400 *	\$556,100	\$4,683,800	\$4,683,800		\$14,704,100
4. DAS		\$6,232,303				\$6,232,303
5. UCONN Health Center		\$3,775,000				\$3,775,000
6. Labor		\$106,000				\$106,000
7. Agriculture		(\$3,896)				(\$3,896)
8. DEP		\$95,581	\$2,650,000	\$2,650,000		\$5,395,581
9. DOT						
10. DMH						
11. DMR	\$6,950,000 *	\$2,100,000	\$6,950,000	\$6,950,000		\$22,950,000
12. DIM	\$7,500,000 *					\$7,500,000
13. DHR						
14. Reduction of 67 Exec. Assistant Positions: 1/1/91	\$1,400,000 *					\$1,400,000
15. DP Reductions 1989-90 DP Reductions 1990-91	\$7,000,000 * \$2,000,000					\$7,000,000 \$2,000,000
16. Consulting Costs: 1989-90 Reductions 1990-91 Reductions	\$1,000,000 \$3,500,000 *					\$1,000,000 \$3,500,000
17. Housing						
18. OPM						
19. Education State Library Services for the Blind						
20. Higher Education						
TOTALS	\$39,722,495	\$16,326,088	\$18,983,800	\$18,983,800	\$239,343,923	\$333,360,106

* Indicates Legislative Action.

Sources: 1990-91 & 1991-92 State Budgets, Office of Fiscal Analysis, Office of Policy Management

MAJOR RECOMMENDATIONS ADOPTED

(1) A LIMIT ON STATE GRANTS

The Commission urged a cap on state grants which cover some 57% of the state budget. In recent years these appropriations were automatically increased.

In FY 1991 payments to local government (aid to education, teachers' retirement fund, payments in lieu of taxes and statutory grants) totaled \$1.8 billion. In the FY 1992 budget, this amount was reduced by \$4 million.

It was the first time in anyone's memory that this spending was held below the previous year's total.

Making this even more impressive was the fact that the final appropriation was \$314 million under the amount recommended in the preliminary budget presented last November.

The Legislature carried all this a step further by enacting a limit on the growth of state spending. Under the new law, the increase in the budget for any fiscal year shall be limited to the previous year's budget plus the greater of the increase in personal income or the increase in inflation.

A popular referendum on a constitutional amendment to make this restriction even stronger will be voted on in 1992.



(2) A CAP ON STATE DEBT.

Fiscal experts have been alarmed over the rapid growth in the state's bonded debt. Elected officials have turned more and more to general obligation bonding as an off-budget device to finance an ambitious but largely unplanned program of capital spending. This law is expected to stabilize the bonding program and discipline future expenditures.

Starting July 1, the aggregate amount of state indebtedness cannot exceed 1.6 times the General Fund tax receipts for the previous fiscal year.

Under prodding from Governor Weicker, immediate results have been achieved. The 1991-92 general obligation bond authorization dipped from \$1.7 billion to \$1.1 billion -- a hefty drop of \$600 million. This was the first decrease in five years and the lowest bonding total since FY 1987-88

(3) FIVE-YEAR CAPITAL PLAN.

OPM has been directed to develop a five-year capital plan with the goal of bringing more discipline into the long-term planning process combining both state and local capital bonding projects.

Without a single, comprehensive capital plan, planning, budgeting and financing decisions are not made with complete knowledge by either the executive or legislative branches. The legislature, for instance, added \$400 million in additional local projects to the 1990 budget.

Now the capital budget will be expanded to a five-year plan for all capital needs and include all projects and funding sources for facilities, equipment, infrastructure, grants to municipalities and grants to non-profits.

(4) RETURN TO A BIENNIAL BUDGET EFFECTIVE 1993.

An annual system does not allow enough time to review expenditures in depth. Those preparing the budget finish one year's work and then immediately plunge into the next year's budget. The State Auditors of Public Accounts say a biennial process will diminish the possibility of disruptive stopgap fiscal policies, relieve budget personnel of almost continual involvement in budget formulation, and produce substantial administrative savings.

Biennial budgeting will start in 1993. The budget also will include estimated revenues and expenditures for the ensuing three years to which the document relates, another recommended change.

(5) BINDING ARBITRATION PROCEDURES MODIFIED.

State labor relations law has allowed the legislature, by a two-thirds majority, to reject a binding arbitration award on the grounds of insufficient funds. However, no award has ever been rejected by the General Assembly. Critics have complained that the law was too restrictive.

This year the General Assembly changed the law to ease the situation slightly by permitting an arbitration award to be rejected by a two-thirds majority of either chamber.

This is still a formidable obstacle to a prudent review of an award. Some members of the legislature unsuccessfully fought to lower the percentage for one chamber to 60%.

(6) A START WAS MADE ON REORGANIZING THE STATE'S
\$300 MILLION A YEAR DATA PROCESSING SYSTEM.

The authority of the Office of Information and Technology was extended to cover all elected officials. This was an important step in bringing the system under meaningful control.

The Executive Director of OIT is required to disapprove proposals which do not comply with the agency's strategic or approved systems plans. Strict use of this authority can produce substantial savings while a new consolidated organization is being developed.

(7) LANDMARK REFORMS ACHIEVED IN THE WORKERS'
COMPENSATION SYSTEM.

The legislature addressed inequities which have burdened the business community and state government itself for many years.

Instead of computing benefits as two-thirds of a claimant's gross wages, benefits will be computed as 80% of the claimant's after-tax income. Separate dependency allowances are eliminated.

Instead of capping all benefits at 150% of the state's weekly wage, the cap is lowered to 100% when determining permanent partial disability awards.

Several other changes are designed to bring Connecticut into line with the laws of other states.

Workers' compensation claims of state employees totaled \$45 million in the last fiscal year for which figures are available. This represented a payment of nearly \$1,000 per state employee. Between fiscal years 1985-86 and 1989-90, claims payments more than doubled. Claims are heaviest in those state agencies with institutional and residential facilities such as the Departments of Correction, Mental Health, Mental Retardation and Children and Youth Services.

(8) A PARTIAL RESTRUCTURE WAS ACCOMPLISHED OF "HOLD HARMLESS".

This provision in the state statute covering the education cost sharing formula which favors wealthier communities is coming under close scrutiny by the Weicker Administration. In his proposed budget, Governor Weicker cut these funds by \$79,852,165. The Legislature added back \$48,860,801. This left a net reduction of \$31,000,000 -- still an impressive saving and a good beginning to reforming this expenditure to make it more equitable.

(9) THE 19-OFFICE SYSTEM OF THE MOTOR VEHICLES DEPARTMENT IS BEING RESTRUCTURED TO REDUCE THE NUMBER TO 12.

This is a long-over due reorganization and consolidation and represents a major accomplishment by Motor Vehicles Commissioner Louis S. Goldberg and the Weicker Administration.

It is the first time in generations that an attempt has been made to look at the state as a whole and determine how many offices are actually required to meet Connecticut's needs.

(10) A FIRST STEP WAS TAKEN TO CONSOLIDATE COURT FACILITIES.

The proposed lease/purchase construction of court facilities in Danielson and Willimantic will be postponed and existing state-owned facilities used instead. Ten maintenance positions will be eliminated. Total annual cost avoidance of \$1.8 million is anticipated.

This represents a start on an opportunity to consolidate 72 judicial facilities to 37. The county-based system inherited by the Judicial Department has not been a cost-effective method for addressing the needs of its constituency.

(11) A FEDERAL REVENUE MAXIMIZATION UNIT WAS ESTABLISHED IN OPM.

The unit is designed to maximize federal dollars available to Connecticut but not now being obtained.

To encourage participation, the agencies should be permitted to retain a portion of the monies received through revenue enhancement initiatives for one-time approved expenditures.

The Commission saw a potential for substantial increase in federal revenues to Connecticut.

(12) THE UTILIZATION OF THE STATE MOTOR VEHICLE FLEET IMPROVED.

The number and use of state motor vehicles has always been a source of public irritation. The Department of Administrative Services has made big strides in bringing this situation under control.

The fleet size has been reduced to 3,620 vehicles, and the target for June 30, 1992 is 3,500 -- an impressive total reduction of 620 vehicles, or 15%.

(13) EDUCATIONAL IMPROVEMENTS.

Steps were taken in both education and higher education to smooth the bureaucratic process and particularly to give the constituent units of higher education increased autonomy.

Here are some of the reforms that were long over due:

- . Require a one-year residency to qualify for in-state tuition rates.
- . Discontinue practice of using bond funds to purchase equipment with shorter life span than bonds.
- . Grant credit for students' prior learning.
- . Facilitate student transfers.
- . Balance aid reductions to municipalities with corresponding reductions in state-mandated service requirements.
- . Discontinue building plan reviews and instead insure that the town has obtained the appropriate reviews and approvals before the grant is awarded.
- . Work to improve relationships with private colleges, especially in areas of utilizing programs and facilities, assessing effect of public decisions and expanding financial aid programs.
- . Provide a more flexible needs analysis for financial aid to students who would not otherwise be eligible.
- . Provide broader fiscal authority for the boards of trustees, a measure of independence long sought by the boards.

(14) DESIGN SELECTION PROCEDURES STREAMLINED.

The Department of Transportation has taken an extraordinary amount of time -- as much as two years -- to retain consultants, particularly engineering firms. Resulting increase in costs due to inflation and loss of benefits to the motoring public have been unnecessary.

The General Assembly passed legislation to speed up the process and eliminate bureaucratic delays by prequalifying consultants and reducing the number of interviews. It is anticipated that 25% to 30% of the workload of the State Properties Review Board, which no longer will have to approve consultant selection and architectural design contracts, will be reduced.

Provisions also were made to enhance coordination between DOT and the Department of Environmental Protection in implementing wetland reviews to facilitate highway/bridge construction where appropriate.

There also was a tightening up on motor vehicle road test and inspection fees.

(15) REVIEW OF 40-HOUR WEEK.

A Sense of the Legislature Resolution adopted in concert with Governor Weicker calls for study of proposed revisions that would extend the state employee work week to 40 hours, provide for co-pay of health insurance premiums and substantially reduce the number of state employees through attrition. This was a compromise struck with certain legislators who sought to have such provisions enacted in the budget bill.

As a start on this process, the budget bill included a provision eliminating the statutory references to the standard workweek for state employees as 35 hours in five days. No new standard was established.

(16) SINGLE AUDIT PROCESS ADOPTED.

The oversight process for agency grant programs has been characterized by redundancy and inconsistent quality. The single audit will facilitate elimination of duplicative audit reviews, develop consistent state audit requirements and reduce the administrative burden on state agencies and grantees. Single audit provides compliance with fiscal, program and legal requirements.

(17) CLASSIFICATION STUDY ORDERED.

Almost every agency studied complained about the lack of flexibility in the job classification system. Commissioners have almost no freedom to transfer, promote or replace people to meet changing needs. There are too many job classifications with a significant number of single incumbent positions. The hiring process is cumbersome. Bureaucratic barriers cause delays that run for months and cripple efficiency. Commissioners are frustrated by their inability to manage. Morale suffers.

A special act of the Legislature requires the Commissioner of Administrative Services to study this problem and report back to the Legislature with his recommendations and an implementation time table on or before January 1, 1992. This project should benefit from a series of recommendations produced by the Commission's studies.

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LEGISLATIVE/ADMINISTRATIVE ACTION COMPLETED

(By Agency)

Legend:

Budget -- Included in FY 1992 budget
adopted by legislature and
signed by governor

Gov/Leg --Included in
Governor's recommended
budget and enacted by the
Legislature

PA --Public act passed by
legislature and signed by
governor

OFA/Budget -- From Office of
Fiscal analysis list.
Represents combination of
Governor's budget recommendation
and favorable action by
Appropriations Committee.

OPM -- Action taken by agency under
direction of Office of Policy
and Management

EC Bill -- Emergency certification bill
passed by the legislature and
signed by the governor

Note: Every saving or revenue enhance-
ment listed in this document has
been verified by either the Office
of Policy and Management or the
Office of Fiscal Analysis. In those
cases where it has not been possible
to quantify the savings or revenue
increases, the space has been left
blank.

Board of Education and
Services for the Blind

		<u>Savings</u>	<u>Revenue</u>
Gov/Leg	Obtain Medicare reimbursement for Adult Services Low Vision Program and Children's Services		\$ 45,000
Gov/Leg	Encourage workshop to pursue outside contracts and increase revenues	\$ 40,000	
OFA/Budget	Eliminates home industry program	39,800	

Bureau of Purchases

OPM	Improve utilization of motor vehicle fleet; reduction of 500 vehicles reduced total to 3,620 by 7/91; anticipate 3,500 total by 6/30/92	1,889,000	
OPM	Develop statewide contracts for data processing supplies and miscellaneous office supplies	500,000	
OPM	Contract for private mop and mat cleaning (savings attributable to individual agencies)		

Ct. Alcohol & Drug Abuse Commission

OFA/Budget	Eliminates support prevention initiative	542,345	
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		<u>Savings</u>	<u>REVENUE</u>
OFA/Budget	Reduces funding for Pretrial Alcohol Education System	76,649	
Gov/EC Bill	Requires those who transport alcohol-dependent people to hospital to reimburse CADAC for the transportation expenses of those able to pay	600,000	

Child Support Enforcement

Gov/Leg	Attorney General locates paralegals at local AFDC offices		600,000
Gov/Leg	Implement process to review one-third of all cases annually for modification of support orders		229,285
Gov/Leg	Expedite conversion of non-AFDC cases to automated environment		812,500

County Sheriffs

Gov/Leg	Reduces civil court security in specific areas	1,368,000	
EC Bill	Requires the Sheriff's Advisory Board to establish minimum qualifications for courthouse security personnel. Board must develop tests, require background checks and order applicant's physicals and administer training program.		

		<u>Savings</u>	<u>Revenue</u>
<u>Department of Administrative Services</u>			
Gov/Leg	Design a Monolithic Cater network	2,000,000	
Gov/Leg	Payphone revenue increase		350,000
Gov/Leg	SAAS Interface to Comptroller's accounting system	87,000	
Gov/Leg	Competitive bidding of interstate telephone service	1,000,000	
Gov/Leg	Reduce some W.C. 100% benefits	53,000	
Gov/Leg	Institute 3-day wait W.C. benefits	38,000	
OFA/Budget	Reduce telephone charges account	274,000	
OFA/Budget	Reduce W.C. claims	40,000	
PA 43	<p>Requires the Commissioner of Administrative Services to conduct a study of state job classifications and merit system administration to determine the feasibility of the consolidation of existing job classifications and the decentralization of personnel administration.</p> <p>The study will review the ability to make decisions, encourage lateral transfers, the promotion of career ladders, the elimination of classes containing less than 10 incumbents, and collective bargaining impacts.</p>		

Savings

Revenue

The Legislative Program Review and Investigations Committee also is studying state personnel procedures.

Budget

Eliminates statutory references to standard 35 hour workweek for state employees; no new standard was established.

Budget

Binding arbitration awards can be rejected by either house by a two-thirds margin; presently it has to be both chambers by a two-thirds margin.

(Indeterminate future year fiscal Impact)

Resolution

A sense of the Legislature resolution calls for a study of the work week length, reduction in employees through attrition and co-pay of health insurance premiums

(Potential indeterminate savings in future years depending on what is negotiated)

PA 107

Introduces incentives to encourage employer input to UI fact-finding hearings

PA 265

Requires coalition bargaining with all 27 state employee collective bargaining units at once in negotiating for state employee health and welfare plan benefits beginning July 1, 1994. The Thomas Commission concern was over present method for "sharing" cost containment savings.

(Potential for significant future cost avoidance)

	<u>Savings</u>	<u>Revenue</u>
PA 321	<p>Postpones the pay equity deadline to June 30, 1991; requires that, upon completion of remaining job evaluation studies and by July 1, 1992, bargaining concerning OJE begin on a coalition basis; and requires the results of the negotiations to be implemented by July 1, 1993. Once the results are implemented, wage inequities are deemed eliminated</p>	
	10,000,000*	
	<p>*Consultant estimated expenditure that would have been required without legislative action</p>	
PA 339	<p>Reduces worker's compensation benefit rate from 66 2/3% of gross pay to 80% of the average weekly earnings (after federal tax/insurance deductions)</p>	
	240,000	
		(480,000 in subsequent years)
	<p>Reduces the cap on the maximum compensation received for partial incapacity and permanent partial disabilities from 150% to 100% of the state's average weekly industrial wage (from \$719 to \$480); this would affect all workers in the state</p>	
	<p>Allows employees to utilize medical providers who are not listed on the employer's approved plan of medical providers</p>	

	<u>Savings</u>	<u>Revenue</u>
Implements a three-day waiting period for state employees with W.C. claims	161,000	
Repeals the requirement that the state compensate an employee for personal property that is damaged while he is attending, guarding or restraining an inmate of a state institution.		
Tightens eligibility for 100% hazardous duty injury pay for state employees		

Department on Aging

Gov/Leg	Increases sliding scale fee an unspecified amount to be determined in regulations by the Commissioner for promotion of Independent Living Program	310,000
Gov/Leg	Implement changes in ConnPACE program; charge \$15 enrollment fee	945,000
Budget	Eliminates the information and referral service in the Commissioner's office	80,055

		<u>Savings</u>	<u>Revenue</u>
<u>Department of Agriculture</u>			
Gov/Leg	Institute revised livestock damage requirements by using local dog wardens to do inspections for claims under \$50	22,000	
Gov/Leg	Revises state dairy laws to allow for reciprocal agreement with neighboring states for out-of-state milk inspections	113,000	
OFA/Budget	Eliminates position of deputy commissioner	46,200	
PA 62	Provides the Department of Agriculture with regulatory authority regarding bird and poultry diseases		
EC Bill	Establishes \$25 annual fee for milk sellers		8,750

Department of Consumer Protection

Gov/Leg	Establishes pilot designated fund for civil penalties		168,000
Gov/Leg	Increases reinspection fees		1,000
OFA/Budget	Increase enforcement activities		166,300

EC Bill Authorizes Department of
Consumer Protection to
replace Real Estate
Commission or the Real
Estate Appraisal Commission
to administer licensing
exams and issue real
estate licenses

EC Bill Requires the Commissioner
to submit by 10/1/91 a
proposal for occupational
license renewals staggered
by license type

EC Bill Allows the Commissioner to
annually review and
increase bakery license
fees to reflect costs of
administering laws

EC Bill Creates a Consumer
Protection Enforcement Fund
to pay for positions
responsible for enforcing
the licensing and
registration laws

EC Bill Abolishes Well Drilling
Board; merges it with
Plumbing and Piping Board

Department of Correction

Gov/Leg Implement benefit
changes for state
w.c. program

699,000

SavingsRevenueDepartment of Economic Development

Gov/Leg	Expedite disposal of IBM system 36 mini-computer		5,000
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Department of Education

Gov/Leg	Reduce "hold harmless" grants	30,991,364	
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Gov/Leg	Close Essex vocational-technical satellite school	770,000	
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Gov/Leg	Reduces size of VTSS steering committees and provides stipends	42,000	
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SA 37	Requires a study of technical education in Connecticut		
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PA 188	Stipulates the membership of the Teachers' Retirement Board		
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PA 220	Discontinues building plan reviews and instead insures that the town has obtained the appropriate reviews and approvals before the grant is awarded		
	For municipalities, balances aid reductions with corresponding reductions in state-mandated service requirements		

PA 264	Requires fees for teacher professional development institutes		125,000
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SavingsRevenue

PA 295	Requires tuition of up to \$100 for apprenticeship programs, with employer paying half; changes the schedule for evaluating private occupational schools and raises certain fees; changes requirements for high school equivalency diploma and GED exam; increases types of entities that can offer adult education programs	668,000
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Department of Environmental Protection

Gov/Leg	Increases and or establishes certain environmental conservation fees	4,260,000
Gov/Leg	Establish and increase certain environmental quality fees	110,000
Gov/Leg	Eliminate Eastern and Western districts as distinct organizational units within the Bureau of Operations Management and make specified realignments	88,000
Gov/Leg	Streamline the organization and eliminate 2 Dir/Asst Dir positions. Consolidate land negotiation function and survey function, currently separate, into a single unit	110,000

		<u>Savings</u>	<u>Revenue</u>
Gov/Leg	Realign and consolidate Environmental Services Bureau functions to enhance and streamline operations. Four positions eliminated in budget	41,000	
Gov/Leg	Reduce environmental review staff to 2 full-time positions	146,000	
Gov/Leg	Eliminate the license and program review unit as separate entity by realigning unit's functions to other units within the Bureau of Administration	55,000	
Gov/Leg	Eliminate the fiscal administrative manager position	59,000	
PA 263	Streamlines certain water-related permitting processes of the Department of Environmental Protection		
EC Bill	Establishes minimum fees for permit to use pesticides in state waters or to apply pesticides and fertilizers by aircraft. Requires Commissioner to set fees by regulation.		4,500

Department of Health Services

Gov/Leg	Reduce management, support staff	692,915
Gov/Leg	Reduce subsidy to Newington Children's Hospital	49,900

		<u>Savings</u>	<u>Revenue</u>
Gov/Leg	Eliminates respite care program	427,600	
PA 329	Provides licensing and inspection requirements for publicly-owned youth camps		
OFA/Budget	Eliminates homemaker/health aid training position	30,000	
EC Bill	Raises raises fees for asbestos removal contractors and consultants		167,500
EC Bill	Requires the Commission on Hospitals and Health Care to adopt regulations for its certificate of need review process. Applications are to be submitted in cycles so as not to conflict with timing of budget reviews		
EC Bill	Changes the methodology by which population of communities is measured for purposes of determining need for full time health director		
EC Bill	Eliminates expense reimbursements for members of the following licensing and examining boards: homeopaths, medical, osteopath, chiropratic, natureopath, podiatry, physical therapist, nursing, dental, opticians, psychologists, veterinarians, embalmers, barbers, hairdressers, cosmeticians, hypertri-chologists	4,500	

Savings

Revenue

Department of Housing

Gov/Leg	Develop formal written procedures to review change orders	287,000
EC Bill	Requires public notice of proposed moderate rental housing projects and a 30-day comment period instead of a public hearing	
EC Bill	Requires each regional housing council to comment on the housing needs assessment prepared by the regional planning agencies and to send comments to housing commissioner within 30 days	
EC Bill	Imposes the same comment requirement on the Central Housing Committee	

Department of Human Resources

Gov/Leg	Implement unit cost reimbursement system for child day care	500,000
PA 371	Requires DHR to plan and implement a unit cost system of reimbursing state-funded child day care services	

Savings Revenue

Department of Income Maintenance

Gov/Leg	Implement random moment methodology to document distribution of eligibility technician time	1,000,000
Gov/Leg	Select private contractor to pursue trauma recovery on contingency basis; also includes additional third-party liability data matches, Medicaid/Medicare interface enhancement, and better billing denials and receivables	2,120,000
Gov/Leg	Implement presumptive eligibility policy for AFDC	1,000,000
Gov/Leg	Create centrally managed unit to reduce overpayments backlog	1,400,000
PA 371	Requires DIM to develop a four-year plan to establish full state administration of the GA program now handled by the towns	
OFA/Budget	Raises from \$500 to \$2,000 the threshold for DIM to transfer welfare fraud investigations for over-payments of public assistance to the state police	73,518

		<u>Savings</u>	<u>Revenue</u>
<u>Department of Labor</u>			
Gov/Leg	Implement procedures for direct data entry of client registration and referral data by local job service interviewers; eliminates 27 DED positions in local job service offices	680,000	
Gov/Leg	Eliminates state contribution to the administrative costs of local service delivery areas (SDAs)	300,000	
Gov/Leg	Transfers the fiscal accounting and auditing functions of the state JIPA to the Business Management Division	432,000	
Gov/Leg	Reallocate staff from the UI adjudications unit	441,000	
Gov/Leg	Reduce the Connecticut Employment and Training Commission grant for drug prevention activities to its previous level, pending evaluation of the program	418,000	
Gov/Leg	Eliminate three executive assistant positions and one secretary position in the Commissioner's office	212,000	
Gov/Leg	Reduce funding for the Job Connection contract until the under-referral problem is addressed	1,692,000	
Gov/Leg	Improve the automation of UI wage reporting	235,000	
OFA/Budget	Reduces state funding management service	101,895	

SavingsRevenueDepartment of Mental Health

Gov/Leg	Initiate plans to transition ECF patients who are considered more appropriate for community residential programs based upon level of functioning and service needs	
Gov/Leg	Implement benefit changes for state workers' compensation program	466,000

Department of Mental Retardation

Gov/Leg	Develop Medicaid-funded community residential alternatives for those clients still living at MTS	100,000
Gov/Leg	Establish an integrated and systematic method of program oversight	1,000,000
Gov/Leg	Maximize Federal Financial Participation (FFP) by certifying existing beds, increasing rate of occupancy in already certified ICF-MF beds, and revising rate setting methodology to assure FFP on costs	9,200,000
Gov/Leg	Optimize enrollment in the Home and Community-Based Waiver program	500,000
Gov/Leg	Bill for state-operated day services provided to Waiver clients	560,000

		<u>Savings</u>	<u>Revenue</u>
Gov/Leg	Optimize the use of Medicaid funding for case management services		3,500,000
Gov/Leg	Dismantle the management structure of Mansfield Training School	200,000	
Gov/Leg	Reduce employee costs through minimizing overtime due to sick leave	325,000	
OFA/Budget	Reduces W.C. benefits	1,427,000	

Department of Motor Vehicles

Gov/Leg	Restructures current 19-office system of the Motor Vehicle Department to reduce the number to 12	1,517,483	
Gov/Leg	Increase mail-in registration	25,000	
Gov/Leg	Increase fees for late vehicle registration/emissions testing		3,975,000
Gov/Leg	Increase fees for restoration of suspended licenses		2,800,000
Gov/Leg	Establish branch office and central office productivity standards	3,400,000	
Gov/Leg	Restructure branch supervisory chain of command	45,000	
Gov/Leg	Reduce overtime at branch offices	100,000	

		<u>Savings</u>	<u>Revenue</u>
Gov/Leg	Streamline certain components of the registration renewal process	50,000	
Gov/Leg	Revise data processing system development	238,400	
PA 13	Establishes a \$15 fee for providing road tests by appointment	156,000	
PA 355	Permits the performance of motor vehicle safety inspections at official emissions inspection stations		(Savings contingent on negotiations with contractors)
OFA/Budget	Closes remaining outdoor inspection lane	150,000	

Department of Public Safety

Gov/Leg	Increases town payments for resident state troopers from 60% to 70% of the state's costs beginning July 1, 1992	548,000*
Gov/Leg	Revises airport operations costs, increasing charges to airlines	1,397,000
Gov/Leg	Implements W.C. benefit change	36,400

*FY 1992-93 revenue gain

		<u>Savings</u>	<u>Revenue</u>
OFA/Budget	Delays motor vehicle replacement schedule	751,231	
EC Bill	Requires state police trainees to have high school diplomas or an approved equivalent before they may be sworn in as officers		

Department of Public Works

Gov/Leg	Eliminate peer review requirement	800,000	
Gov/Leg	Expand contracting for custodial services. Savings achieved by eliminating 24 part-time positions	300,000	
PA 200	Clarifies construction relationship between DPW and DEP		
EC Bill	Requires the DPW commissioner and the Secretary of OPM to develop by 1/1/92 criteria for prioritizing the maintenance needs of state owned and leased buildings.		

Savings

Revenue

EC Bill Requires DPW budget estimates include separate estimates of the amounts required to lease additional facilities and for maintenance, including preventive maintenance, of facilities supervised by the department

EC Bill Requires the DPW commissioner and the secretary of OPM to study procedures for meeting agencies' facilities needs and the scope of DPW control in and outside the Hartford area. A report to the General Assembly is due by 1/15/92

Department of Revenue Services

Gov/Leg Eliminate five revenue examiner positions (offsets expenditure for revenue processor positions 29,000

Gov/Leg Improve vendor offset payment process 1,500,000*

*Potential for additional savings in the near future of up to \$1.8 million

SavingsRevenueDepartment of Transportation

PA 124	Improves procedures for consultant selection for design projects. Reduces from 7 to 5 or fewer the number of consulting firms DOT must invite for interviews. Eliminates the requirement for the State Properties Review Board to approve consultant selection and architectural design contracts. Requires that consulting firms be pre-qualified in order to be considered for design contracts.	
Gov/Leg	Consolidate responsibilities and roles of various positions	350,000
Gov/Leg	Increase direct purchasing	100,000
Gov/Leg	Implement automated inventory management	200,000
Gov/Leg	Implement equipment management information system	200,000
Gov/Leg	Consolidate financial planning and analysis	400,000
Gov/Leg	Reassign staff services unit	150,000
Gov/Leg	Reduce some W.C. benefits	11,000

		<u>Savings</u>	<u>Revenue</u>
<u>Department of Veterans Affairs</u>			
Gov/Leg	Reduces payments and obligations for veterans' care in outside hospitals	476,000	
Gov/Leg	Restructure organization; abolish deputy commissioner position	250,000	
Gov/Leg	Reduce staff in Veterans' Hospital (employees by 10%, nursing staff by 10%, eliminate doctors' night shift	590,000	
Gov/Leg	Perform advocacy for veterans to increase federal funding, improve relations with other service organizations, enhance patient billing		1,500,000
Gov/Leg	Charge employed veterans \$6 per day room/board		500,000
Gov/Leg	Analyze becoming Medicaid provider		5,000,000
EC Bill	Replaces the Advisory Board for the Veterans' Assistance Unit and the Board of Trustees for the Veterans' Home and Hospital with a Board of Trustees for the Department of Veterans' Affairs		
EC Bill	Abolishes the position of commandant at the Veterans' Home and Hospital	67,382	

		<u>Savings</u>	<u>Revenue</u>
EC Bill	Renames the Veterans Assistance Unit the Veterans Advocacy and Assistance Unit to better reflect actual function		
EC Bill	Clarifies that the services provided by the DVA are benefits and not entitlements		
EC Bill	Repeals authorization for the Commissioner of Veterans' Affairs to spend departmental funds to provide care for veterans outside VHH.		

Division of Criminal Justice

EC/Budget	Eliminate transcript costs	55,000	
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Division of Public Defender Service

Gov/Leg	Expands use of special public defender contracts	150,000	
Gov/Leg	Increase federal funding for drug cases		122,000
EC/Budget	Eliminates transcript costs	75,000	

		<u>Savings</u>	<u>Revenue</u>
<u>Division of Special Revenue</u>			
Gov/Leg	Implement Statenet	405,000	
Gov/Leg	Increases fees for occupational licenses		45,000
Gov/Leg	Reduces Teletrack security positions; address delays in processing agent applications	81,000	
PA 309	Transforms the Bridgeport Jai - Alai Fronton to another form of gaming operation (e.g. a second greyhound track) to increase patronage and contribution		1,600,000
			6,200,000*
	*Estimated revenue FY 1992-93		

Higher Education

PA 174	Department of Higher Ed to recommend a portion of costs to be supported by tuition and fees (recommended in governor's budget)		12,400,000
	Requires out-of-state students reside in state for 12 months to obtain resident status (recommended in governor's budget)		980,000
	Discontinues practice of using bond funds to purchase equipment with shorter life span than bonds (recommended in governor's budget)	1,820,000	

Savings

Revenue

Have Board of Governors establish and enforce transfer agreements between public colleges. Higher Ed commissioner must establish an advisory council to develop agreements for approval by boards of trustees by Jan. 1, 1993

Have Board of Governors establish a formal process with OPM and the General Assembly to ensure that the effect of public decisions on the independent colleges is fully assessed before they are made. BOG must evaluate the effect.

Expands financial aid programs for students attending independent colleges and establish other programs fully to use the capacity of the independent colleges to educate state residents.

BOG must make legislative proposals to utilize programs and facilities of private colleges

Prohibits colleges from designating graduate students as graduate assistants solely to provide nonresident fee waivers

Requires each college to have a strong fund-raising program and to report annually to BOG on its success and use of the funds

Requires public colleges to grant credits for students' prior learning that is equivalent to college level learning

Savings

Revenue

Gives the Board for State Academic Awards the responsibility to work with public colleges to approve criteria for credit-by-exam programs, for portfolio programs and for business and industry training programs

PA 208

Provides a more flexible needs analysis for financial aid to students who would not be eligible, and allows set aside of 1% of tuition funds for this

PA 230

Have BOG instead of the Department of Public Works (DPW) administer higher education construction projects up to \$1 million

Authorizes BOG to hire architects, engineers and contractors; approve facility master plans and priority lists; allocate appropriated funds according to its own and institutional priorities; and contract with DPW or delegate to the institutional boards the authority to do these things

Annually estimate the available revenue for projects during the subsequent five-year period and do not approve projects for which funding is not expected to be available during that period

Savings

Revenue

PA 256

Have Board of Governors allocate operating and capital budget appropriations to the constituent units and approve operating budgets

Requires all public colleges to follow standard institutional accounting procedures for the deposit and expenditure of funds established by BOG and OPM in accordance with guidelines established by the American Institute of Certified Public Accountants and the National Association of College and University Business Officers

Appropriates a lump sum budget to the BOG which would then allocate lump sums to the constituent units and ultimately to the colleges, which would, in turn, submit operating budgets through the system for final BOG approval

Repeals the provision that summer school programs have to be self-supporting

Gives boards of trustees, instead of DPW, authority to manage surplus property

Charges tuition for summer school comparable to that charged by local districts

Savings

Revenue

Examines adult education programs around the state, determines how the programs could most appropriately be standardized, and sets statutory requirements for adult education programs

Gives authority to CEOs of constituent units or CSU institutions for the following:

- a. fill positions within budget constraints
- b. classify positions subject to Personnel Division rules and regulations
- c. make direct purchases from vendors under state contract, subject to Purchasing Division rules and regulations
- d. make purchases from other vendors, in accordance with state rules and regulations and subject to annual audit, if they cost less than state bids or if they are not available under state contract
- e. specify printing requirements and buy from the lowest qualified bidder if the state printing office is given the opportunity to bid on all printing contracts
- f. approve all travel, subject to budget constraints
Creates a budget task force with representation from the Legislature, OPM, the Comptroller, DHE and the constituent units

		<u>Savings</u>	<u>Revenue</u>
<u>Judicial Department</u>			
Gov/Leg	Cancels planned lease/ purchase construction of new court facilities in Willimantic and Danielson with existing state-owned facilities used instead <u>(Will lead to annual cost avoidance of \$1,781,000)</u>	859,131	
Gov/Leg	Implements 1 day/1 trial jury system statewide	48,000	
Gov/Leg	Extends surcharge to various motor vehicle violations	60,000	619,000
Gov/Leg	Increases from three to five the number of days an employer pays an employee's wages while on jury duty	485,300	
EC Bill	Provides court transcripts at no cost to prosecutors whenever a transcript is requested by party of record in the case; prosecutors and public defenders share cost when both request copy; requires court reporters to inform court and provide copy if requested when both prosecutors and parties of record request transcript	40,000	

		<u>Savings</u>	<u>Revenue</u>
<u>Office of Policy and Management</u>			
Budget	The growth of the budget for any fiscal year shall be limited to the previous year's budget plus the greater of the increase in personal income or the increase in inflation. A popular referendum on a constitutional amendment to make this more permanent will be voted on in 1992	(Potential for holding down budget growth)	
Budget	The aggregate amount of state indebtedness cannot exceed 1.6 times the General Fund tax receipts for the previous fiscal year. Two exceptions: (1) short-term borrowing to meet cash flow needs in times of crisis, and (2) funding to cover emergency needs in time of natural disaster.	(Future debt service savings indeterminate)	
Budget	Return to a biennial budget effective 1993. The present system does not allow enough time to review expenditures in depth. The State Auditors say a biennial process would diminish the possibility of disruptive stopgap fiscal policies, relieve budget personnel of almost continual involvement in budget formulation, and produce substantial administrative savings	(Future year savings and cost avoidance indeterminate)	
Budget	Municipal and non-profit agency aid programs were held close to the FY 91 funding levels -- an actual reduction of \$4 million. This represented a \$314 million saving over the November, 1990, budget projections		4,000,000

		<u>Savings</u>	<u>Revenue</u>
OPM	Develop a 5-year capital plan that will link long-range and immediate capital budget needs.		
OPM	A Federal Revenue Maximization unit was established in OPM. The consultant estimated potential revenue enhancements of \$37 to \$100 million annually		
PA 40	Transfers the responsibility for the Bridgeport Financial Review Board from the State Treasurer's Office to OPM		
PA 220	Discontinues building plan reviews and instead insures that the town has obtained the appropriate reviews and approvals before the grant is awarded		
PA 343	Formalizes Secretary Cibes' reorganization of OPM		
PA 387	Confirms Office of Information and Technology's role and purchasing authority covering all elected officials (significant but undetermined savings)	(Potential savings indeterminate)	
PA 401	Establishes uniform standards for a single, comprehensive financial audit of municipalities, municipal instrumentalities and non-profit agencies, including independent colleges, that receive state aid and have budgets averaging over \$200,000 annually	(Potential savings indeterminate)	

		<u>Savings</u>	<u>Revenue</u>
EC Bill	Requires the executive director of the Office of Information and Technology to keep a current inventory of state agency information system components; prohibits him from approving an agency's proposal for system hardware, software or services unless it complies with the office's strategic plan and the agency's approved systems plan (Commission consultant estimated potential savings in excess of \$50 million).	10,000,000	
Gov/Leg	Transfers the Advisory Commission on Intergovernmental Relations from Legislative Management to OPM	43,200	
OPM	Four hundred and ten Commission recommendations have been completed or are under way through executive actions taken by the agencies. OPM estimates the savings realized at \$77 million	77,000,000	
<u>State Library</u>			
Gov/Leg	Eliminates audio-visual and inter-library loan programs	14,000	
Gov/Leg	Reduces funding for Connecticut	50,000	
OFA/Budget	Eliminates Willimantic/Middletown service centers	65,000	
OFA/Budget	Service Staff reductions	91,820	
PA 104	Eliminates the positions of deputy and associate state librarians (savings included in above item)		

		<u>Savings</u>	<u>Revenue</u>
<u>University of Connecticut Health Center</u>			
Gov/Leg	Reduces houskeeping staff	59,000	
Gov/Leg	Reduces Dempsey staff	386,000	
Gov/Leg	Improves operations (reduces staff, purchase laundry services competitively	254,000	
Gov/Leg	Streamline middle management and eliminate specified positions	401,000	
PA 174	Exempts the Health Center from the state's leasing policies when lease payments are made with agency-generated funds		
	Increases to \$1 million the limit below which the Health Center can manage its own construction projects		
	Increases Dempsey Hospital charges (recommended in governor's budget)		2,760,000
	Permits preparation of one budget document to satisfy the needs of the Uconn Board of Trustees, the Department of Higher Education and OPM		

Savings

Revenue

Eliminates pre-audit of
Health Center financial
transactions in favor of
post-audit review and
overall dollar spending
controls

Have Board of Governors
establish policies and
guidelines for fundraising
and for the auditing and use
of privately raised funds

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1991 PUBLIC ACTS

IMPLEMENTING

THOMAS COMMISSION RECOMMENDATIONS

- PA 13 -- Establishes a \$15 fee for providing an appointment for MV operator's license exam
- SA 37 -- Requires a study of technical education in Connecticut
- PA 40 -- Transfers the responsibility for the Bridgeport Financial Review Board from the State Treasurer's Office to the Office of Policy and Management
- SA 43 -- Requires the Commissioner of Administrative Services to conduct a study of the state job classifications and merit system administration and report his findings and specific recommendations, including a schedule for implementation, to the General Assembly on or before January 1, 1992.
- PA 62 -- Provides the Department of Agriculture with regulatory authority regarding bird and poultry diseases
- PA 104 -- Eliminates positions of deputy state librarian and associate librarians
- PA 107 -- Provides incentives for employers to furnish input into unemployment compensation fact-finding hearings
- PA 124 -- Allows Department of Transportation to contract with architects and engineers without Properties Review Board's review and approval

- PA 160 -- Increases from three to five the number of days an employer pays an employee's wages while on jury duty
- PA 174 -- Concerns tuition and tuition waivers at public colleges; UConn Health Center leases; raises the residency requirement for in-state student status to one year; the effect of policy decisions on private colleges; student transfer agreements; college credit for non-college experience; and the promotion of college fundraising
- PA 188 -- Stipulates the membership of the Teachers' Retirement Board
- PA 200 -- Clarifies construction relationship between the Department of Environmental Protection and the Department of Public Works
- PA 208 -- Provides flexibility in administering financial aid to students
- PA 220 -- Reduces state mandates on school boards regarding construction and other matters
- PA 230 -- Permits expedited infrastructure renewal program for priority higher educational facilities; diminishes Higher Education BOG authority
- PA 256 -- Redesigns higher educational budgetary system, giving new and increased authority to constituent units
- PA 263 -- Streamlines certain water-related permitting processes of the Department of Environmental Protection
- PA 264 -- Requires fees for teacher professional development institutes

- PA 265 -- Requires coalition bargaining with all 27 state employee collective bargaining units at once in negotiating for state employee health and welfare plan benefits beginning July 1, 1994. The Thomas Commission concern involved the present method of "sharing" cost containment savings
- PA 278 -- Deals with phasing out Mansfield Training School
- PA 295 -- Concerns adult education, post-secondary schools, and tuition for apprenticeship programs
- PA 309 -- Permits Bridgeport Jai-Alai to conduct dog racing
- PA 321 -- Delays for two years the deadline for eliminating wage inequities among state jobs demonstrated by the state's objective job evaluation program
- PA 329 -- Provides licensing and inspection requirements for publicly-owned youth camps
- PA 339 -- Reduces the worker's compensation benefit rate from 85% to 80% of the average weekly earnings (after federal tax/insurance deductions); reduces the cap on the maximum compensation received for partial incapacity and permanent partial disabilities from 150% to 100% of the state's average weekly industrial wage (from \$719 to \$480); and allows employees to utilize medical providers who are not listed on the employer's approved plan of medical providers

- PA 343 -- Formalizes Secretary Cibes' reorganization of the Office of Policy and Management
- PA 355 -- Permits the performance of motor vehicle safety inspections at official emissions inspection stations
- PA 371 -- Requires the Department of Income Maintenance to develop a four-year plan to establish full state administration of the General Assistance program (now handled by the towns); requires the Department of Human Resources to plan and implement a unit cost system of reimbursing state-funded child day care services
- PA 387 -- Confirms Office of Information and Technology's role and authority covering all elected officials
- PA 401 -- Establishes uniform standards for a single, comprehensive financial audit of municipalities, municipal instrumentalities and non-profit agencies, including independent colleges, that receive state aid and have budgets averaging over \$200,000 annually

SECTION II

GOVERNOR'S STATUS REPORT

INTRODUCTION

This section contains a compilation of the recommendations of the Commission to Study the Management of State Government as prepared by the Office of Policy and Management.

Listed in detail are the implementation actions that have been taken by each state agency under the direction of Governor Lowell P. Weicker, Jr. and the secretary of the Office of Policy and Management, William J. Cibes.

The list is divided into four categories:

- . Implementation Completed
- . Implementation Under Way
- . Implementation Under Study
- . Recommendations Rejected

SUMMARY OF EXECUTIVE ACTION TAKEN

ON COMMISSION RECOMMENDATIONS

<u>Agency</u>	<u>Completed</u>	<u>Under Way</u>	<u>Under Study</u>	<u>Rejected</u>
Admim. Services	3	11	17	11
Aging	2	1	4	4
Agriculture	6	3	4	1
Blind Services	2	5	6	1
Bureau of Purchases	9	6	3	12
CADAC	2	10	21	7
Child Support	23	2	2	6
Consumer Protection	0	5	6	5
Corrections	1	3	33	1
County Sheriffs	3	2	6	6
Criminal Justice	2	0	6	2
Economic Development	11	11	17	2
Education	5	16	12	17
Environmental Protect.	47	21	14	9
Health Services	6	5	17	6
Higher Education	14	26	57	12
Housing	2	9	5	4
Human Resources	0	4	1	0

<u>Agency</u>	<u>Completed</u>	<u>Under Way</u>	<u>Under Study</u>	<u>Rejected</u>
Income Maintenance	4	8	2	2
Judicial	0	0	6	2
Labor	1	3	4	1
Mental Health	6	8	5	1
Motor Vehicles	1	1	2	1
Mental Retardation	9	5	0	1
OPM	1	3	3	2
Public Defender	0	1	5	0
Public Safety	0	9	26	1
Public Works	0	4	8	6
Revenue Services	7	12	6	3
Special Revenue	5	2	8	7
State Library	0	1	3	6
Transportation	10	24	13	6
Uconn Health Center	0	0	1	2
Veterans Affairs	1	6	2	3
TOTALS	183	227	319	149

IMPLEMENTATION COMPLETED

BY STATE AGENCIES

Board of Education & Services for the Blind

Hold state funding for production workshop constant at FY90-91 level. Implementation completed. Reduction of five positions in Industries Program.

Create set-aside fund under control of owners-operators for Randolph-Sheppard Vending Program. After the \$16,000 state reduction, the program is now self-supporting without state funds.

Bureau of Purchases

Improve utilization of motor vehicle fleet.

Develop statewide data processing contracts.

Improve operating practices (vehicles/mechanic) to that of best facility in state.

Eliminate duplicate courier routes.

Identify potential vendors to provide forms management service. Privatize forms management for one department to provide a pilot program to evaluate the costs and benefits of privatizing this service.

Competitively bid or negotiate current AT&T long distance tele-communications service and overnight delivery service.

Contract for private mop and mat cleaning.

Continue to execute bidding process for large system acquisitions.

Review requisitions for smaller systems to ensure compliance with purchasing requirements.

Ct. Alcohol & Drug Abuse Commission

Assign to Commission public hearing responsibility.

Implement ambulance transport study recommendations.

Child Support Enforcement

Identify and claim DMR administrative costs for the waiver program.

Standardize contracts for privately provided residential, day and resource services.

Several forms and procedures were revised to provide more uniformity. A court manager has been appointed for this purpose.

Examine model outreach programs to expedite program enrollment.

Reduce case processing time for paternity establishment to an average of six months from referral to final determination.

Review guidelines to simplify computation and ensure consistent application by DHR staff and magistrates.

Streamline enforcement referral process.

Complete application programming.

DHR should direct that system contractor should complete accurate and timely system interface as expeditiously as possible.

Convert manual non-AFDC caseload and process all payments through the automated system.

CSE intake interview should be concurrent with AFDC/DIM intake. DHR implemented in Hartford, New Haven and Bridgeport. A.G.'s office has hired four additional paralegals and two secretaries.

Further paternity interviews should be scheduled at intake.

Paternity discussion should be within first 30 days; prior to receipt of assistance.

Philosophy of "Mutual Obligation" to assure mother's involvement.

Attorney General should dedicate more resources to the establishment of paternity.

Train staff in uses of automated enforcement techniques.

Centralize payment processing.

Transfer payment processing responsibility to experts.

Centralize all payment processing at the Bureau of Collection Services.

Significantly increase the number of paternities established as quickly as possible.

Do a one-time review of all active cases for wage withholding potential. Increased revenue (\$360,000) reflected in the FY92 budget.

Attorney General should locate paralegals at the local AFDC offices.

Implement process to review at a minimum 1/3 of all cases annually for modification of support orders.

County Sheriffs

Develop minimum level scheduling plan.

Establish statewide minimum qualifications for court security officers and develop comprehensive training program for all courthouse security personnel (as specified).

Partial elimination of courthouse security from civil courtrooms except in high risk cases.

Department of Administrative Services

Improve pay phone revenues. A sole source agreement has been made with AT&T.

Eliminate a Gandalf PACX.

Competitive bidding of interstate telephone service.

Department of Agriculture

Redefine State Veterinarian position.

Clearly define Supervisory Sanitarian position.

Consolidate clerical support within bureaus.

Restructure Department to implement planned regulatory consolidations and other organizational issues.

Institute revised livestock damage requirements by using local dog wardens to do inspections for claims under \$50.

Increase fees for dairy, canine, aquaculture and other areas.

Department of Correction

Consolidate institution transportation units under one centrally managed unit.

Department of Economic Development

Continue to explore opportunities such as feature films. Many states have motion picture commissions, and this recommendation will be pursued on an ongoing basis.

Continue to emphasize microcomputer platform and focus future expansion on WAN development.

Re-evaluate capabilities of communications systems.

Provide computer training to staff.

Develop comprehensive guide on programs and services.

Improve employee understanding of merit promotion program.

Pursue formal policy linkages with OPM, DRS and Banking Department. An Economic Development Cabinet has been established.

Management should encourage dialogue with employees on career issues.

Develop policies and procedures handbook.

Encourage various agency representatives to participate in visits to businesses.

Maintain Set-Aisde Program participants database.

Department of Education

Utilize flexible scheduling and/or longer work day for some clerical/secretarial personnel. Within limits of collective bargaining.

Superintendent of VTSS should be responsible for overtime use within schools.

Close Essex vocational-technical satellite school.

Charge tuition for VTSS summer school.

Establish tuition for registered apprentices.

Department of Environmental Protection

Continue the current alignment of Environmental Conservation with Environmental Quality within DEP.

Establish dedicated revenue arrangements for the Department, as provided for in H6041.

Establish a cash flow/position flow methodology which will facilitate the Department's accumulation of dedicated revenues and addition of staff.

Initiate an arrangement whereby the Department's dedicated revenue flow is tied to the addition of new positions.

Improve definition of responsibilities and criteria for Planning and Standards Division as support for bureau programs as specified.

Assign permit coordination responsibilities to one individual in each Bureau's Planning and Standards Division for multiple permit projects.

Establish goals for permit and enforcement action turnaround by program area and establish procedures to better track permit/enforcement progress within each bureau.

Work with DAS to establish better criteria for assigning autos to DEP inspectors; consider greater use existing DEP vehicle pool.

Continue the current arrangement of maintaining systems development and support resources within each bureau.

Establish enhanced billing and collection procedures and systems to enhance revenue flows.

Seventeen new positions provided from the Spills Fund for site remediation will help keep up with new transfer applications, and assist in reducing backlogs.

Seek legislative revisions to approve many small projects associated with roadway maintenance/safety improvements through use of a general permit.

Merge Ambient Modeling unit (Enforcement Division) with the Ambient analysis unit within Planning and Standards Division.

Transfer Emissions Monitoring unit to Enforcement Division; rotate personnel within Field Enforcement with personnel in Emissions Monitoring and Permitting to facilitate crosstraining and increase coordination.

Redefine current responsibilities of the Conservation Field Support Division to focus upon true field support activities for the Branch.

Realign the Boating Safety Division and four conservation officers to the Law Enforcement Division. Create a separate Boating Safety unit within the Law Enforcement Division which will be directly responsible to the division director.

Realign the boating safety education and certification unit to the Parks and Recreation Division.

Realign the land acquisition and management function from the commissioner's office to the Bureau of Parks and Recreation within the Environmental Conservation Branch.

Transfer Municipal Recreation unit to the Parks and Recreation Division to allow coordination of both state and municipal parks programs.

Consider the increased use of outside contractors to alleviate appraisal backlogs. Continue to utilize contracts appraisers on at least one of each property's two required appraisals.

Establish policies, procedures and system to enhance billing and collection function for environmental quality line bureaus and licensing and revenue function.

The Bureau of Administration should redefine internal policies and procedures to address financial informational needs of line management.

Further automate the Superfund's expenditure track process to perform required "site" expenditure calculations utilizing the unit's existing microcomputer and spreadsheet software.

Institute a department-wide planning and budget process which integrally involves both central office and line bureau personnel.

Consider three options to address Waste Bureau's Transfer Program backlog and level of work (add more staff with fee funds).

Add one full time adjudicator position to Legal Unit to address the significant backlog in cases (paid for by DOT).

In the short term, enhanced billing, collection and receivable management activities should be supported by two more licensing and revenue unit clerks and a pc.

Purchasing unit responsiveness could be improved through the purchase of an automated purchase request (requisition) tracking application.

Address mandated program requirements where appropriate through streamlined regulations and procedures.

Merge solid waste and RCRA inspection into one unit under existing three district approach. Maintain solid waste and RCRA permitting as separate units. Expedite filling of Director Waste Eng. & Enf. position.

Abolish support service as distinct unit within Plg. and Stds. Eliminate supervisor and transfer three staff positions. Fill and transfer Health & Safety Spec. position. Supervisor position eliminated and positions being transferred.

Inc. delegation of responsibilities from Bureau Chief to Division Directors. Establish reasonable timeframe for internal approval. Fill director position in Eng. & Enf. Division.

Work with DOT to better aggregate small wetland impact applications (e.g. 1 acre) associated with one project or a group of related projects into a single application.

Streamline permitting and enforcement procedures to allow staff to focus on priority projects. Expand utilization of "general" permits.

Make certain other divisional realignments and changes in responsibilities.

Reduce service levels at specific rec. units to either protected or monitored status.

In the long term, an integrated billing and collection system should provide "on-line" access to revenue information by line and fiscal staff.

Define responsibilities of DEP managers with respect to personnel administration, performance administration, timesheet prep, etc., for staff within their span of control.

Create permit coordinator position under new Sr. Operations Mgr. position to coordinate multiple permit projects, work involving reviews by other bureaus, and scheduling/performance of high priority projects.

Streamline the organization and eliminate two director/assistant director positions. Consolidate the Land Negotiation Function and Survey Function into a single unit.

Establish a central DP unit within Bureau of Administration headed by a systems administration position responsible for computer sys activities on a department-wide basis.

Develop and implement a policy and methodology to allow for cost recovery for services provided to other state departments.

Streamline operations by eliminating positions in those areas identified as overstaffed.

Establish enclosed area for Human Resources unit to conduct confidential discussions.

Realign and consolidate Environmental Services Bureau functions to enhance and streamline operations, as specified.

Reduce Environmental Review staff to two full-time positions.

Eliminate the License and Prog. Review unit as separate entity by realigning unit's functions to other units within the Bureau of Administration.

Department of Health Services

Eliminate respite care program.

Repeal CHHC nursing home disclosure requirement.

Reduce management staff.

Reduce support staff.

Increase storage capacity and upgrade processing system.

Clarify agency roles for elderly services.

Department of Housing

Limit recipients to those specified by the program's income levels.

Review the current need for the programs which have had no expenditures and have been in effect for four years.

Department of Income Maintenance

Implement random moment methodology to document distribution of eligibility technician time.

Transfer food stamp employment and training program to DIM.

Review caseload and expenditure effects and implementation of operational improvements resulting from Substitute House Bill 5703 (programs to prevent homelessness).

Claim certain DHR administrative costs not presently claimed for Federal cost reimbursement (one-time savings in SFY 1991 of \$200,000).

Department of Labor

Implement procedures for direct data entry of client registration and referral data by local job service interviewers; eliminate 27 DED positions in local job service offices.

Department of Mental Health

Evaluate existing community residential program "surplus" capacity.

Eliminate excess capacity by targeting institutional candidates for closure.

Ensure that policies are formulated and followed which prevent or limit the admission of individuals with TBI who do not have a major psychiatric disorder to state mental hospitals.

Ensure that policies are formulated and followed which prevent or limit the admission of individuals with a primary diagnosis of mental retardation to state mental hospitals.

Ensure that policies are formulated and followed which prevent or limit the admission of individuals with TBI who do not have a major psychiatric disorder to state mental hospitals.

Ensure that policies are formulated and followed which prevent or limit the admission of individuals with a primary diagnosis of mental retardation to state mental hospitals.

Department of Mental Retardation

Convert the Mansfield Training School plant to alternative uses.

Hold case managers accountable to use publicly-funded, specialized services only when determined that natural supports and generic services are inadequate or inappropriate to meet the needs of individual clients.

Consolidate the MTS management staff into the regional administrative structure.

Maximize Federal Financial Participation (FFP) in the cost of operating MTS during the phase-down.

Increase the number of eligible waiver-funded clients.

Expedite payment of suspended waiver bills (suspended claims have been reduced from over \$3.2 million to approximately \$1.7 million).

Develop and implement a master personnel allocation plan (DMR has conducted in-house work-force analyses and intends to utilize this information to accomplish the significant workforce reductions required to achieve FY 91 and FY 92 goals).

Identify and claim DMR administrative costs for the waiver program.

Standardize contracts for privately provided residential, day and resource services.

Department of Motor Vehicles

Extend branch office hours by rotating employee shifts. Flex time is being used at all offices.

Department of Revenue Services

Develop strategic plan.

Rename Internal Audit Unit to the Quality Control and ACS Administration Unit.

Improve Collection Subdivision productivity: Enforce contact quota for agents; improve communication through informal counseling; address overcrowding.

Reorganize Administrative and Fiscal Services Division.

Eliminate vacant Unit Manager position.

Assign staff to focus on Nexus opportunities.

Identify lawyers evading occupational tax.

Department of Transportation

Make consultant selections for several comparable projects simultaneously.

Eliminate full-time assignments to consultant selection panel.

Create interdisciplinary team to develop project scopes.

Strengthen enforcement of construction and maintenance practices.

Establish equipment user charges.

Consolidate units within the Bureau of Planning.

Consolidate water-related permits with DEP.

Eliminate SPRB approval of consultant selection and architectural design work.

Implement a single permit tracking system.

Improve environmental permit approval and tracking procedures.

Department of Veterans' Affairs

Hire psychiatrist.

Department on Aging

Institute participatory management.

Return field representative from volunteer program to Title III monitoring.

Division of Criminal Justice

Use part-time contractual prosecutors to meet short term needs.

Develop staff training program.

Division of Special Revenue

Develop performance measures

Improve internal communications (performance objectives set).

Investigate new lottery games (studies ongoing).

Institute ticket inventory controls as specified.

Review lottery drawing procedures.

Higher Education

Delay construction of additional facilities at the Naugatuck Center; enhance evening and weekend utilization of facilities.

Establish policies and guidelines for private fund-raising, uses of funds, and audits of programs.

Continue institutional accreditation reviews.

Continue the current policy of providing a financial aid/scholarship budget equal to 15% of E & G. tuition and fee revenue.

Grant institutional boards authority to transfer a limited amount of E & G budget among line item categories.

Grant institutional boards authority to carry forward unspent E & G. equipment funds at end of each FY.

Give institutional boards authority to choose budget categories for any midyear budget reduction.

Deposit tuition and fees into appropriate funds.

Delegate to the BOG for further delegation to the institutional boards and DHE authority to approve all travel subject to budget constraints.

Delegate to the BOG for further delegation to the institutions and DHE full authority to fill positions within budget.

Delegate to DHE and the institutional boards authority to make purchases directly from vendors under state contract.

Delegate to DHE and the institutional boards authority to make purchases from vendors not on state contract under certain conditions.

Delegate to DHE and the institutional boards authority to purchase from the lowest qualified printing vendor.

Divide the financial operations of each institution into three budgets: E&G, Aux. and C&G.

Office of Policy and Management

Restructure OPM: Make realignments and create three divisions.

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IMPLEMENTATION UNDER WAY

BY STATE AGENCIES

Board of Education and Services for the Blind

Establish criteria and develop written policies to control travel and expenses.

Develop criteria to measure performance and effectiveness.

Develop alternative methods of service delivery to decrease travel time and expenses. Agency is reviewing methods.

Consider Medicaid and Medicare reimbursement for special education funds for blind students.

Consider reducing scope of services not required by Federal guidelines.

Bureau of Purchases

Modify central warehouse price mark-ups.

Eliminate certain agency warehouses. Eliminate warehousing of office supplies if cost effective; if not increase service from central warehouse and eliminate agency warehouses.

Develop management reporting system.

Increase product standardization and simplification.

Pursue additional direct-from-manufacturer purchases of food. Review quality standards in certain food commodity groups to provide more cost effective standards and reduce state costs.

Improve inventory management practices.

Ct. Alcohol & Drug Abuse Commission

Develop model service delivery plan guidelines for each region.

Review all contracts with community-based programs.

Establish written policies and procedures for grant monitoring.

Legislature should establish and fund integrated delivery system.

Develop least costly/least restrictive program.

Emphasize prevention and early intervention programs that target high risk population.

Conduct periodic evaluations of Governor's initiative grants.

Develop written policies and procedures for programmatic areas.

Create and use client identifier.

Develop non-ambulance transport system.

Child Support Enforcement

Adjust staff resources to handle increased volume.

Policy level consideration required of DIM/CSE interrelationship.

County Sheriffs

Install hot buttons (duress alarms) in every courtroom.

Reduce staff levels based on proposed court facility consolidation.

Department of Administrative Services

CATER staffing and operations automation.

Project manager job position and software.

Centralize the benefits and compensation policy and planning functions.

Reconfiguration of Sys Dev Res (SDR) and part of Sys Dev Suppt (SDS).

Billing reconciliation and equipment inventory.

Billing operations restructure.

Collection operations.

Require flat 20% employee contribution to medical plans; requires collective bargaining negotiations.

Implement premium conversion plan; requires collective bargaining negotiations.

Negotiate further claim administration performance guarantees.

Audit premium payments for employee benefits and collection of contributions.

Department of Agriculture

Integrate existing dairy and livestock divisions into single unit.

Complete development and documentation of policies and procedures for major functions (to be completed 1/92).

Reclassify dairy and livestock inspector positions to achieve pay equity with marketing inspector positions.

Department of Consumer Protection

Centralize clerical processing of licensing functions.

Establish fee reassessment schedule.

Reorganize agency.

Centralize mailroom.

Coordinate complaint/licensing process.

Department of Correction

Document impact of parole legislation and correctional policy on inmate population.

Develop specified goals and objectives for prison industries program. Expected completion date 6/30/92 for business plan and three-year plan.

Keep all alternative incarceration center program slots filled.

Department of Economic Development

Increase communication of roles and responsibilities between management and staff.

Improve quality of service.

Address abuses of work policy in timely manner.

Management and staff should work together to improve the low morale.

Explore opportunities for inter-agency operational linkages to improve state's economy.

Provide career growth and development training.

Evaluate office space utilization and excess capacity.

Establish task force for information sharing and joint research.

Develop economic skills within department while continuing to rely on Council of Economic Advisors.

Foster development of small businesses and entrepreneurs.

Monitor computer usage to assess demand and allocate resources accordingly.

Department of Education

Develop comprehensive performance program for education (accountability).

Work closely with Legislature and OFA concerning revenue and staffing impact of new programs.

Expand upon Data Processing Plan and role of ISUN Committee.

Seek blanket approval from OPM for authority to make position reclassification at Division level or below.

Train and deploy support personnel to allow for sharing across bureaus.

Build upon pilot project to develop methodology for centralized purchasing.

Include VTSS facilities planning position in DPW negotiations with architects.

Standardize adult education programs and propose statutory requirements.

Develop curriculum of professional development opportunities for department employees. Will be implemented in FY92.

Continue effort to consolidate forms for hiring new employees and develop automated means of data entry.

Establish historical database for Office of Staff and Organizational Development.

Move school finance calculations function to Office of Planning once expertise is developed in Office of Planning.

Evaluate cost of relying on state DP for SAS and SAAAs as compared with department's purchase and support of own computer.

Continue to analyze costs and benefits of supporting GED processing and TPL billing within department.

Monitor trial cluster of VTSS business functions and evaluate extension to entire VTSS.

Restructure Office of Management Information Systems.

Department of Environmental Protection

Increase department staffing in key program areas to address current critical program mandates, reduce backlogs, and provide adequate service delivery levels.

Continue to assess department staffing levels in the longer term to meet the future needs of new and emerging programs and service delivery objectives.

DEP should continue to work closely with Legislature and OFA with respect to revenue and staffing impact of new programs.

Enhance branch-wide communication.

Air, Waste and Water Bureaus should establish as a priority the development of a common identifier key to link the bureaus' permitting systems. Common identifier mechanism agreed on.

Establish new fees.

Redefine groundwater program responsibilities as specified.

Implement "memo of understanding" between the DEP and DOT to enable DEP to conduct its primary reviews related to wetland impacts during the EIS phase of a project.

Address permit workloads through increased staff/resource and by consolidating Permit & Enf. & Inspections Units into Municipal Unit & Industrial Unit.

Consider the feasibility of utilizing private contractors to perform certain "routine" functions should internal staff resources not be available for these purposes.

Formalize process of coordination between DEP's Land Acquisition Unit and Dept. of Agriculture's Farmland Preservation unit.

Reinforce the Bureau of Administration's focus as a "support" entity to the department's line operations.

Work with the DAS Personnel and OPM on turnaround standards for classification review and approvals.

Purchasing and Central Services unit should be responsible for assuring consistent purchasing practices, optimal utilization of staff and consistent service standards.

Modify Waste Bureau staffing commensurate with its program mandates, workload and organizational recommendations.

Modify Water Bureau staffing by adding nine positions and filling two vacancies as specified.

Modify Air Management Bureau staff as appropriate; add five positions, eliminate three positions, fill three vacancies.

Increase parks and rec. supervisors and maintenance staff to provide adequate service to parks and rec. areas which remain on full operation status.

Acquire two beach cleaners (one for Sherwood Island State Park and one for Hammonasset State Park) to provide adequate beach maintenance.

Add two conservation officers to the law Enforcement Division to increase shell fish enforcement.

Fiscal unit should utilize a pc to develop applications to more effectively perform required processes and calculations.

Department of Health Services

Establish formal program to increase support.

Establish interagency contract monitoring system.

Strengthen and centralize personnel actions.

Repeal 19 unimplemented legislative mandates.

Centralize contract development and monitoring.

Department of Housing

Develop mechanisms for translating agency goals and targets into specific numerical objectives for each division and section and hold managers accountable.

Develop standard contract language for all state construction contracts with regard to architect liability.

Accelerate the program currently underway at DOH to develop standard drawings.

Amend general statutes which requires public hearings for affordable and moderate rental housing projects.

Establish a five-year formalized housing planning process.

Allow DOH to take a shared equity position with homeowners under the Downpayment Assistance Program.

Develop formal written procedures to review change orders.

Defer the purchase of \$175,000 in additional ADAPT equipment.

Develop specific performance measures for each program.

Department of Human Resources

Develop an information systems master plan.

Implement systematic district office workload assessment and staff distribution procedures.

Streamline grant audit and collection process.

Perform mass revision of position descriptions.

Department of Income Maintenance

Implement integrated overpayments tracking system.

Consider legislation to facilitate third-party liability recovery.

Proceed with mass revision of position descriptions.

Comptroller should review SWCAP allocation methods.

OPM should develop plan to improve day care cash program operations.

Perform additional TPL data matches.

Enhance Medicaid/Medicare interface.

Pursue billing denials and receivables more effectively.

Department of Labor

Provide technical assistance to the SDAs.

Upgrade the department's data processing unit.

Enhance procedures for processing initial UI claims.

Department of Mental Health

Initiate plans to develop the necessary administrative and programmatic structure to support Medicaid funding.

Develop the specifications to define the system to system interfaces in order to clarify the vendors obligations in this area.

Initiate plans to transition patients who require less intensive/restrictive treatment to alternative community residential settings.

Increase the number of community residential beds.

Identify state mental hospital patients who no longer have a major psychiatric disability and initiate plans to transfer patients who meet the profile for placement in long term care facilities.

Initiate plans to transfer patients with a primary diagnosis of mental retardation to alternative care settings provided by the Department of Mental Retardation.

Identify patients currently residing in the Extended Care Facility (ECF) who can be placed in community residential programs.

Amend the State Medicaid Plan to include coverage of case

management services under the "targeted case management service" option.

Department of Mental Retardation

Perform exhaustive determination of eligibility for entitled benefits for each client receiving DMR funded services at the time of intake and annually thereafter.

Improve program administration through implementation of financial management standards.

Modify the process by which the CT Automated Mental Retardation Information System (CAMRIS) is being implemented.

Deploy MTS personnel in the most cost-effective manner commensurate with the well-being of clients during the phase-down. Redeploying 437 staff from MTS to regions; additional staff to be phased out according to collective bargaining agreements.

Modify the method of estimating room and board costs for the waiver program.

Department of Motor Vehicles

Improve branch office layouts and directional signs. Agency implementing many innovative ideas.

Department of Public Safety

Pursue plans to implement AFIS.

Pursue plans to develop UAR/Fingerprint card.

Require applicants to be at least 21.

Civilianize 10 selected positions in certain units.

Evaluate use of DEP forest land for range functions.

Dispose of the range facility at Simsbury and using an alternative site; colocate the Eastern District HA with the new Troop C.

Evaluate the use of protective services officers in other agencies.

Implement procedures for electronic transmission of court disposition data to SPBI.

Conduct analysis of automation and technology needs.

Department of Public Works

Clarify roles and responsibilities of OPN and DPW.
Preliminary studies initiated.

Use CM firms and Design/Build approaches.

Improve management of change orders.

Conduct state building inspector and fire marshal reviews concurrent with DPW reviews.

Department of Revenue Services

Improve personnel system; address worker morale and productivity; introduce agency-wide production measures; fill vacant positions; institute absenteeism reduction program.

Rename Border State Unit to the Special Projects Unit.

Reassign field office supervisors to adjust spans of control.

Implement recommendations for Information Services Division: revise record retention schedule; develop standard agency manual for record keeping procedures.

Improve on-line operations in accounts receivable: provide on-line error correction process for accounts receivable data entry operation; institute on-line corrections of returns; modify interest calculation system.

Develop training and motivation program for research unit staff: develop taxpayer information system; develop expert system.

Rewrite Legal Division regulations.

Add six revenue processor positions; rotate examiners to different supervisors.

Improve DRS equipment and technology: enter into service contracts for copiers; purchase telephone auto-dialing system; utilize telephone headsets; purchase new cigarette stamping equipment.

Add four revenue examiner positions to Interstate Sales and Use Unit from Border State Unit; replace with new hires in Border Unit.

Develop and implement ACIS; set maximums for audit inventory levels and time limits; exemption certification limits; travel reservation improvements.

Examiner productivity enhancements; strengthening of Appellate Division.

Department of Transportation

Consolidate water-related permits with DEP.

Develop a wetlands banking program.

Create strategic management unit.

Broaden existing impact assessment program.

Prequalify for design projects.

Eliminate SPRB approval of consultant selection and architectural design work.

Develop a more efficient and accurate methodology for in-house estimates of project design cost.

Develop standard permit application form.

Establish conditions for permit approval.

Establish a permit approval process model after Corps of Engineers.

Coordinate permit applications reviews.

Establish review timeframes for all permit applications.
Implement a single permit tracking system.
Develop compensation and mitigation policy.
Identify conflicts between environmental statutes.
Establish systems and standardizations steering committee and evaluate Office of Data Processing.
Establish a personal computer subcommittee.
Examine intergration of CAD with ConnDot mainframe.
Establish a strong governing strategy for information systems activities.
Improve procedures for consultant selection for design projects.
Reorganize procurement personnel.
Improve environmental permit approval and tracking procedures.
Assess fleet requirements.
Evaluate aviation program staffing.

Department of Veterans' Affairs

Emphasize advocacy and assistance.
Reword statutes to indicate services are benefit rather than entitlement.
Change current VHH Board to DOVA Board.
Increase emphasis upon rehab. programs and outreach to homeless veterans.
Expand pilot billing program.
Strengthen programs for substance abuses; cease serving alcohol on the grounds; implement transitional living program; assign some acute care beds for hospital detox.

Department on Aging

Reevaluate and discontinue optional programs.

Division of Public Defender Services

Enforce CGS Section 51-296 to reduce misdemeanor caseload to GA court.

Division of Special Revenue

Investigate additional ticket outlets.

Establish planning and research program.

Higher Education

Report annually on accomplishment of higher education goals.

Establish process to assess the impact of pending public decisions on independent institution.

Expand student financial aid and fully utilize the capacity of the state's independent institutions.

Establish cooperative relationships with independent sector that serve the best interests of the state.

Develop a long range plan to meet educational needs of SW Connecticut.

Administer the Naugatuck Center as a single site within Community College responsible for service area surrounding Center.

Annually assess the need for financial aid; report to the governor how much of the total need is being met.

Annually assess the effectiveness of the state's financial aid programs.

Authorize the Board for State Academic Awards (BSAA) responsibility for approving criteria and procedures for credit for prior learning.

Inform high school seniors and first time in college students about credit for prior learning.

Fund remedial education enrollments in the same way as other enrollments.

Base annual capital budget requests on analyses of facility need versus inventory.

Separately charge admin. costs of E&G, Aux and C&G to the appropriate entity.

Establish a standard institutional accounting manual which adheres to AICPA and NACUBO guidelines.

Appoint Task Force to oversee fund management program.

Strictly follow AICPA guidelines for the deposit and expenditure of funds.

Incorporate accounting procedures requirements into common accounting software.

Establish specific higher education enrollment and degree production goals.

Establish goals for utilizing state's independent institutions.

Charge BOG with statutory responsibility to design academic transfer agreements among all higher educational public institutions.

Establish formal programs for granting college credits for prior learning.

Establish specialized remedial education programs.

Assign the primary responsibility for remedial education to the state's community colleges.

Adopt a policy of using federal and other financial aid rather than low tuition.

Establish a standard facility inventory system.

Authorize BOG to select and hire architects, engineers, contractors and subcontractors.

Office of Policy and Management

Develop revenue estimating and analysis process.

Expand and automate capital budgeting process as specified.

Adopt single agency audit process.

State Library

Replace telephone system and fill vacant position in automation.

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IMPLEMENTATION UNDER STUDY

BY STATE AGENCIES

Board of Education and Services for the Blind

Convene task force to develop detailed action plan for creation of Commission for the Blind and Visually Impaired. Recommendation for task force to be presented to agency board for immediate consideration and implementation.

Develop means test and sliding fee scale for other selected services.

Establish criteria and develop written policies to control equipment purchase, repair and replacement expenses.

Form transition committee to conduct management review and feasibility study to plan for conversion of workshop to 501(c)(3) organization.

Develop means test criteria for expenditures and sliding fee scale for provision of equipment, repair and replacement.

Consolidate business operations of business offices and finance office in Industries and Sales Division.

Bureau of Purchases

Bid office supplies for direct distributor servicing of end users. If acquisition cost for office supplies is more than projected warehouse delivered price, continue warehouse office supply service.

Reevaluate following practices: definite vs. indefinite quantity contracts; contract ext. policies & practices; blanket order applications & EDI billing; cooperative purchasing agreements.

Evaluate current grades of Central warehouse food supplies relative to cost.

Ct. Alcohol & Drug Abuse Commission

Designate CADAC as single state agency for substance abuse prevention and treatment.

Define responsibilities of CADAC.

Clarify CADAC's functions.

Identify CADAC's and other agencies administrative roles in plan.

Assign to CADAC responsibility for state plan.

Establish unit cost payment system for providers.

Renegotiate DMH agreement.

Legislature should transfer payment responsibilities to DIM.

Develop Interagency Coordinating Council.

Assign Interagency Council review of state plan.

Consider work management system study in each state treatment center.

Be conservative about expanding Medicaid coverage.

Restructure Commission.

Establish management information system.

Conduct prevalence study.

Develop sobering-up center.

Establish temporary grants position.

Child Support Enforcement

If Attorney General staff are not able to expeditiously process paternities then local private attorneys should be utilized.

DIM system edits should be re-examined to require hard data.

Department of Administrative Services

Adjust method for "Sharing" cost containment savings.

Streamline the employee selection/competitive examination process.

Job classification flexibility. In process through inter-agency task force.

Review effects of revisions to the merit promotion system.

Revise compensation and salary administration processes.

Integrate training and development into the promotion process.

Information Resources Management.

Electronic Data Interchange (EDI) for P.O. & Invoice Information.

Telephone bill allocation. Trying to determine how best to accomplish.

Medicaid eligibility. Referred to Governor's Federal Revenue Maximization Task Force.

A/R Management. Same as above.

Service EXpansion. Direct TPL billing; new TPL initiatives; use of certified beds XIX at High Meadow. Same as above.

Implement an 80% premium contribution to retiree medical plan.

Implement managed prescription drug pharmacy network/drug UR. Requires collective bargaining negotiations.

Charge for personnel development courses.

Create a director of Human Resources Planning, Compensation and Benefits position.

Fund Management Incentive Compensation. Subject for collective bargaining.

Department of Agriculture

Establish formal process of coordination between Farmland Preservation Unit and DEP's Land Acquisition function.

Increase emphasis on marketing and technology to support agriculture industry.

Reclassify dairy and livestock inspector positions to achieve pay equity with marketing inspector position.

Automate major manual processes to enhance and streamline operations.

Department of Consumer Protection

Provide clear statutory authority to Commissioner.

Relocate mobile home park enforcement to Housing Department or local building enforcement.

Stagger renewal schedule by license type. Could result in cost avoidance in future.

Recoup cost of laws brochure in the fee.

Merge boards.

Develop revenue incentives pilot project.

Department of Correction

Create participation guidelines for intensive imprisonment program.

Expand use of postconfinement sanctions.

Introduce legislation to reduce time served prior to parole eligibility to 25%.

Designate separate facility to confine technical parole violators.

When sufficient bedspace for all inmates achieved in future, close, convert, renovate or expand facilities as needed.

Assign two additional staff in central office to monitor compliance with staffing only authorized positions.

Eliminate multiple levels of approval required to fill vacant positions.

Obtain OPM and DAS agreement on posts and staffing sufficient to fill them without use of overtime.

Improve working conditions and job satisfaction to reduce absenteeism.

Develop employee support and assistance programs to encourage workers to return to work.

Bring appropriate action against employees who abuse workers' compensation law.

Establish automated system to track workers' com. claims by institution.

Create array of temporary assignment for light duty status employees.

Study "cook-chill" systems for regional food service.

Automate repetitive and routine food service management tasks.

Implement more realistic accounting system for prison industries.

Integrate inmate transportation system into an automated inmate tracking system.

Reduce number of transport vehicles by purchasing sufficient number at appropriate size.

Renegotiate contracts with telephone company.

Assign more staff to contract compliance monitoring.

Divide institutional services division into five regions instead of two.

Provide two support staff for each region.

Maintain current average time served at approximately 9.1 months.

Maintain full staff complement and establish uniform schedule for correctional officers on all shifts in all institutions.

Credit unused sick leave day for day toward service longevity at retirement.

Modify statutes and regulations to exclude overtime earnings when computing retirement compensation.

Expand contracting for on-site food service.

Contract with private provider to deliver health services.

Expand prison industries to provide work for 15% of sentenced inmates.

Increase federal funding of educational services

Use competitive bidding for half-way house beds and pay for community program slots on actual use basis.

Convert time and attendance methods to standardized single entry system.

Purchase integrated inmate payroll, inmate account, commissary and banking system.

Department of Economic Development

Remove certain professional positions from Civil Service system.

Merge Business Recruitment Division with Business Expansion Unit of Business Services Division.

Develop performance measures.

Reassess position classifications to broaden range of career options in department or with other state agencies.
OPM: Why not?

Merge Business Recruitment Division's function of attracting companies to Connecticut with Business Expansion unit.

Consolidate real estate databases.

Include administrative costs in Special Act appropriations and evaluate certain grants.

Community and Business Assistance Division should separate grant and loan administration as staff function and expand financial analysts capability.

Develop performance measures for foreign business offices.

Provide for one director to be responsible for management of marketing and tourism. Reclassify existing directors as business specialists.

Reallocate marketing funds to fewer, consolidated districts. Expand marketing to business.

Consider offering photographer services on fee basis to other state agencies.

Catalogue and track information requests.

Reorganize department by consolidating certain divisions and groups.

Charge application fee for Set-Aside Program.

Develop automated client tracking system.

Determine potential trade and investment benefits of an international office in Canada.

Department of Education

Assess use of state funds for teacher retirement program to determine to what extent local jurisdictions should be responsible for costs.

Study feasibility of establishing centralized grant management function.

Schedule program compliance reviews based on each school district's record of compliance.

Fully automate interface between department and other state agencies.

Consolidate bureaus into one physical location for Division of Education Support Services.

Relocate drivers education (to DMV), licensing of private occupational schools (to DHE or DCP) and issuance of work permits (to DOL).

Consider relocating nine adult programs to community-technical colleges.

Fiscal services and grants processing should clarify communications with LEAs.

Provide additional staff and delete certain positions to support department's information needs.

VTSS should contract with private company for operation of school lunch program.

Increase tuition for adults in VTSS trade program.

Sell Essex vocational-technical satellite school facility.

Department of Environmental Protection

Establish a central DP unit within Bureau of Administration headed by a systems administration position responsible for computer systems activities on a department-wide basis.

Establish procedures to better assess priority of special projects requested by legislature/legislators in conjunction with other department projects.

Create four distinct operating units with each reporting directly to the division director: Preremediation, Superfund, Post-closure and UST.

Enhance water permitting coordination. Move two environ. analyst from Coastal Division to Planning & Stds.

Develop and implement a policy and methodology to allow for cost recovery for services provided to other state departments.

Work with the Attorney General's office to develop standardized legal forms where practical to streamline processing and communications.

Establish a policy whereby new supervisors/managers without prior supervisory experience/training receive basic manager training.

Work with DAS Personnel and OPM to create a senior technical position classification for proficient technical personnel without supervisory responsibilities.

Reinforce the focus of the Purchasing unit as a support function to service the needs and requirements of DEP line units in a timely and responsive nature.

Streamline operations by eliminating positions in those areas identified as overstaffed.

Enhance division efficiency by reducing staff phone information responsibilities through installation of 1-800 line and answering machine.

Increase branch data processing resources by adding one system programmer position.

Develop a land record data base to be used in conjunction with other planning and development data base system.

Restructure Bureau of Administration to consolidate similar activities and streamline operations as specified.

Department of Health Services

Reduce number of position classifications.

Designate personnel office to monitor actions.

Centralize purchasing and develop internal manual.

Improve effectiveness of advisory committees.

Develop unit cost for provider contracts.

Clarify agency roles for pregnant substance abusers programs.

Transfer regulation of hairdresser/cosmetologist/barber schools to SDE.

Relocate CHHC with DHS.

Utilize DHS resources to support staffing.

Establish CON batching cycles.

Reduce number of advisory committees.

Reduce staff liaison assignments.

Develop master contract.

Establish uniform local health delivery system.

Review employee retirement benefits.

Centralize all day care licensure registration and inspection.

OPM and Comptroller should establish consistent indirect cost rate.

Department of Housing

Revise the housing coordinator, specialist and supervisor classification specification.

Develop a comprehensive, reliable and valid pre-employment paper and pencil examination for housing division staff.

Review the overall mix of housing division staff to ensure that a proper balance between experienced and inexperienced staff is achieved.

Establish a single entity with full authority to manage and control all housing programs in the state.

Revise the organization of DOH.

Department of Human Resources

Implement staff time recording procedure to support administration cost allocation to DIM. Implementation expected by Sept. 30, 1991.

Department of Income Maintenance.

Redeploy existing staff. Some clerical support staff have been moved to increase efficiency. Difficult to do within existing collective bargaining agreements and job classifications.

Initiate four-year plan to transfer General Assistance program to full state administration.

Department of Labor

Conduct a study of whether Connecticut should continue to have nine SDAs. OPM: Good idea.

Consolidate local office management structure. OPM: Good idea.

Improve automation of Office of Job Training and Skills Development, Board of Labor Relations, Board of Mediation and Arbitration and Office of Wage Regulation.

Introduce incentives for employers to provide input to Unemployment Insurance (UI) fact-finding hearings.

Department of Mental Health

Initiate plans to transition identified traumatic brain injured (TBI) patients to alternative care settings.

Institute a planning process to bring collective institutional capacity in line with projected client requirements.

Improve DMH's ability to affect revenues by creating a Revenue Management Unit.

Amend the State Medicaid Plan to include coverage of the social rehabilitation service under the "rehabilitation services" option.

Accurately determine the true costs associated with providing selected support services and privatize the service(s) if there is a cost benefit to the Department.

Department of Motor Vehicles

Increase level of privatization of emissions inspection stations. Legislation submitted for pilot programs.

Privatize vehicle safety inspection facilities. Legislation submitted for pilot programs. Also requires collective bargaining agreement.

Department of Public Safety

Study option of developing regional law enforcement agencies for rural town consortia.

Institute procedures for on-line review and report edits.

Eliminate data entry staff.

Replace SPRAMIS with off-the-shelf software that allows on-line retrieval.

Implement procedures for electronic transmission data storage and retrieval.

Implement procedures for on-line booking.

Implement computer-aided dispatching.

Implement automated E-911/CAD interface.

Install mobile digital terminals in police cars.

Allow troopers to have direct access to NCIC with MDTs.

Evaluate option of district-level dispatch operations.

Rewrite code to reduce operating costs.

Implement a 5-2 schedule for all sworn personnel and eliminate the portal-to-portal system. Would require renegotiation of contract due to expire June 30, 1993.

Develop more specific guidelines for use of investigative overtime and allocation plan.

Establish stricter criteria for DOT requests for state troopers.

Provide DIM staff with the authority to process arrest affidavits.

Reduce officers in welfare fraud unit once backlog is eliminated. May be able to reduce number from 9 to 6.

Abolish the resident trooper program and implement a contract policing system.

Charge local police departments for COLLECT usage.

Provide laptop computers for data entry in field.

Use PCs and modems for electronic transmission of reports.

Implement improved interfaces between COLLECT, SPRAMIS and other systems.

Retain systems contractor to implement enhancements.

Require personnel to reimburse the department for personal use of cars. Would require renegotiation.

Improve the automation of the time and attendance system.

Provide DIM with authority to process welfare fraud cases up to \$5,000.

Department of Public Works

Produce Capital Outlay Manual.

Improve infrastructure budgeting process.

Modify contracts for A/E services and capital construction.

Develop work standards for design and review staff.

Revise Title 4B of CGS.

Clarify and modify DPW scope of authority.

Establish Real Property Subcommittee under existing Leg. Committee.

Revise organization structure to have two deputies and seven division managers.

Department of Revenue Services

Incorporate OPMS IGR Division Municipal Assessment & Taxation Unit and Equalization & Elderly Tax Relations Unit into Taxpayer Service Division of DRS.

Consolidate DRS in one site.

Add Attorney General position to increase bankruptcy collections. Position added to the A.G.'s office.

Serve warrants through the mail.

Implement H-13 auto sales tax processing recommendation.

Add two new positions to Legal Division.

Department of Transportation

Adopt methodology for future systems development.

Conduct a comprehensive facilities planning study.

Perform a cost-benefit analysis for conversion to IBM systems.

Identify future potential from current revenue sources.

Work to reduce restrictive civil service regulations.

Perform a detailed assessment of information systems.

Appoint a database administrator.

Reduce on site parts inventories.

Reduce the number of mechanics.

Establish Systems and Standardization Steering Committee and evaluate Office of Data Processing.

Establish a personal computer subcommittee.

Examine integration of CAD with ConnDot mainframe.

Establish a strong governing strategy for information systems activities.

Department of Veterans' Affairs

Reopen closed ward.

Change bed mix in hospital.

Department on Aging

Work with Attorney General to develop master contracts.

Speak before targeted groups.

Improve grants monitoring.

Implement changes in Ombudsman program: consolidate five offices into three, reduce clerical positions by three, conduct two more unannounced nursing home visits per month.

Division of Criminal Justice

Develop division plan for automation.

Review role and staff support for housing attorneys.

Improve public access to prosecutor.

Develop workload measures

Implement a fleet approach to vehicles.

Review command chain; perform evaluation procedure.

Division of Public Defender Services

Collect cost recovery from clients.

Impose court costs/filing fees in GA courts.

Consolidate public defender offices and reduce administrative staff.

Review eligibility determination process--create new position for "indigency screener" in each PD office.

Implement early screening program in all courts.

Division of Special Revenue

Update collection of receivables. Provide sales agents with marketing and sales training.

Consider transforming Bridgeport Jai Lai fronton to other form of gaming operation.

Improve interface between vendors and accounting system; and review staffing needs accordingly.

Establish stolen ticket policy.

Consolidate to a single location.

Privatize OTB: Reevaluate vendor contracts; analyze advertising costs; reassess refurbishing aging sites; renew OTB data processing requirements.

Review instant ticket settlement audits and staffing.

Realign staff for central accounts receivable and accounts payable. Reorganize A/R and A/P.

Higher Education

Adopt goal of achieving highest higher educational enrollments and degree output per w.a.p. in the nation.

Design and annually update a plan for achieving enrollment and degree output goals.

Convert all state tuition charges to a per credit hour by level of course charge.

Insist on productivity improvement as a primary item in all future labor negotiations.

Develop methods for charging each functional entity for direct supplies and services.

Appropriate only those bond funds available for expenditure during next five-year period.

Preclude management and upper level supervisory positions from being in collective bargaining units.

Insist that commensurate increases in productivity are obtained when new benefits are given.

Base facility planning standards on specified formula.

Authorize BOG to utilize a limited amount of E&G for purpose of raising private funds.

Require each institution to establish a strong private fund raising program.

Clarify that private funds raised by the State's higher education institutions are not to be brought under state control.

Enact matching programs to enhance higher education.

Develop asset management program as specified.

Delegate authority for management of surplus property from DPW to BOG for further delegation to institutional boards.

Establish detailed set of information on students receiving higher education sponsored or managed financial aid.

Utilize the recently adopted MA articulation agreement as a starting point in developing a set of statewide transfer agreements.

Report to BOG on how the institution will work with the BSAA to provide credit for prior learning.

Adopt new 12-step budgeting process.

Establish a cost effective set of facility planning standards.

Base institutional campus master plans upon the adopted facility planning standards.

Develop complete inventory of facilities in accordance with the BGHE inventory system.

Appropriate capital funds to the BGHE in a lump sum.

Allocate the funds to projects based on level and priority of unmet need as shown by the planning standards.

Hold higher education officials accountable for staying within budget constraints and all statutory and regulatory requirements.

Delegate to DHE and the institutional boards full authority to classify all positions subject to Department of Personnel rules.

Establish a budget task force and an administrative task force.

Authorize the Bureau of Purchases to handle minority vendor qualification.

Authorize BOG to contract with DPW for service.

Authorize BOG to delegate any of its facilities authority to institutional boards as it deems appropriate.

Develop a full-costing study to determine the amount of overhead that should be charged to each entity.

Assure that E & G administrative units are reimbursed for resources they contribute to the operation of the self-supporting entities.

Adopt very specific role and mission statements for the constituent units.

Establish upper limits on the dollar amount of tuition and fee revenue that may be waived by the institutions.

For CSU, charge all out-of-state, part-time students the out-of-state fee.

For CSU, set the undergrad tuition and fee level for resident students approx. equal to regional average, excl VT.

For comm-tech colleges, establish a single tuition and fee structure for both tech and comm. college students.

Establish on-going formal productivity improvement programs (WMS).

Establish a separate pool of bond funds specifically for higher education.

Delegate authority from DPW to the BOG for the administration of higher ed construction projects.

Return the state to a 40-hour work week.

Eliminate binding arbitration process and replace it with fact-finding procedure.

Establish a foundation to raise private funds.

Reduce personal leave days for employees from three to one per year.

Reduce state paid holidays from 12 to 9 days per year.

Reopen bargaining on multi-year contracts to adjust salary settlements in order to avoid layoffs due to budget reductions.

Assign responsibility for asset management to a single institution officer.

Establish and implement a program which guarantees that no student graduates from high school without minimum basic skills.

Mandate community college collective bargaining contract provisions shall prevail for all employees of consolidated community colleges.

Divide the financial operations of each institution into three budgets: E&G, Aux. and C&G.

Delegate to the BOG for further delegation to the institutions and DHE full authority to fill positions within budget.

Delegate to DHE and the institutional boards authority to make purchases directly from vendors under state contract.

Delegate to DHE and the institutional boards authority to make purchases from vendors not on state contract under certain conditions.

Delegate to DHE and the institutional boards authority to purchase from the lowest qualified printing vendor.

Authorize institutional boards to privatize ancillary support services when cost-effective.

Adopt system-wide guidelines on the payment of overhead costs by self-supporting entities.

Judicial Department

Eliminate statutory right to individual voir dire.

Reduce number of peremptory challenges.

Change court management practices as specified.

Avoid planned lease/purchase construction in East Haven.

Expand use of existing facilities through application of flexible work hours.

Avoid planned expansion of existing leases through application of flexible work hours.

Office of Policy and Management

Adopt a biennial budget process, implement ABS.

Streamline budget process: enforce guidelines for agency budget submissions; coord. budget development with prog/perform data; include OPM in labor negot. proc.; extl review of leases & contr.

Clearly define & communicate OIT's role & responsibilities: consolidate info & telecomm func.; support state OIT initiatives through Exec. Steering Comm.; consolidate functions in single location.

State Library

Streamline management: add director of administrative services; eliminate deputy state librarian position; eliminate associate state librarian position; eliminate director of public information position.

Redirect federal funding from A-V and S-L programs to the State Library Automation program.

Support programs at risk (preservation, archives, library for the blind and physically handicapped) by adding staff.

University of Connecticut Health Center

Increase tuition levels for schools of Medicine and Dental Medicine.

SECTION III

MAJOR RECOMMENDATIONS YET TO BE IMPLEMENTED

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People in the Legislature have said that this is the first commission in some 50 years of studies in Connecticut that can point to a record of outstanding success. Yet more remains to be done. Hopefully much of it can be accomplished during the coming year. Here are some of the major recommendations that have not been implemented:

1. Establish by statute the position of chief operating officer.

With all due respect to the present administration, it needs a chief operating officer. Neither the Governor nor the Secretary of OPM can fill this role. And even if they could, what about the next administration? The machinery should be put in place.

No one is charged with the day-to-day operation of the \$7 billion enterprise that is state government. For example, there is an alarming lack of accountability in the state's grants programs which account for 57 percent of the state's budget. The Commission found the grants program in FY 1990-91 made up of the following:

Payments to local government

. Aid to education	\$1.2 billion
. Teachers' retirement fund	322 million
. Payments in lieu of taxes	210 million

Payments to other than local government

. Statutory grants	210 million
. Medicaid	1.2 billion
. Welfare	500 million
. Non-profit agencies	350 million

Many towns lack controls necessary to minimize payment errors. Administrative costs appear higher than necessary. Procedures to identify third-party payors are insufficient. And the state is losing potential federal matching funds for general assistance clients who become AFDC eligible.

The consultants estimated that by setting caps on these grants, savings of \$71 to \$170 million could be achieved.

The Legislature made a start this year by holding payments to local government just about even (there was an actual reduction of \$4 million). But Medicaid and welfare together soared by \$300 million. OPM has instituted controls to more closely monitor the huge Medicaid and welfare monies. It is a good start. But there is much remaining to be done.

2. Data processing is a multiple-agency issue that is desperately in need of attention.

Information technology functions should be centralized and directed by a Chief Information Executive in an independent agency (tied to OPM for administrative purposes only) with an annual planning cycle in which all agencies participate. An advisory council composed of leading information authorities from the private sector has been established, as the Commission recommended.

One consultant feels that at least \$60 million could be saved through the above recommendations. An estimated \$300 million was spent on data processing last year and \$1 billion the last three or four years.

This huge amount of money has not been spent effectively. It took almost nine months for the Commission staff to obtain the above totals. A Department of Transportation manual count showed the department had only half as many vehicles as were indicated in a computer inventory.

There is no master plan in place. A variety of software prevents interagency communication. The Commission found that the state currently uses 13 personnel, nine accounting, eight time and attendance, seven payroll and two purchasing systems. Seven additional systems are under development, and 18 more are in planning.

All but vital expenditures should be curtailed in the 1991-92 fiscal year. The more money we spend on competing and incompatible systems, the harder it will be to consolidate operations into a single entity.

3. A comprehensive system of accountability should be established in the State Department of Education.

The Department and the local school systems need to evaluate the effective use of the \$1.2 billion Connecticut is spending each year on its public school system (up 62% in the last five years from \$740 million). There is almost no information available to show an increase in student progress to match the huge outlay of funds.

4. Continue to review the "hold harmless" provision.

While some progress was made this year, further consideration is warranted of the state statute covering the education cost sharing (ECS) formula for grants to towns. The reallocation of these funds to poorer communities could provide much-needed relief.

5. Another imbalance favoring the wealthier towns is the local teacher retirement fund cost borne by the state.

Communities with higher salary levels place a heavier burden on the fund. The current estimated contribution needed by the fund is \$350 million annually. One hundred percent of this expense is picked up by the state. A more equitable sharing of these costs should be studied. Adding increased urgency to this situation is the fact the fund is actuarially under-financed.

6. The state's 12 community colleges and five technical colleges should be merged into six comprehensive community colleges.

Each community college should be assigned a specific geographical service area and permitted to operate out of multiple sites within its assigned service area.

The Commission consultant believes this administrative decentralization will result in better fund management and budgeting, improved facility planning, privatization of ancillary support, and decentralization of administrative

processes to increase the flexibility and efficiency of the institutions.

Higher educational leaders agreed to this consolidation.

The consultant estimated annual savings at \$9.75 million a year or \$49 million over a five-year period.

7. Merge Mattatuck Community College, Waterbury State Technical College and the Central Naugatuck Center into a single, high quality, comprehensive community college.

The consolidated community college should occupy the facilities at Mattatuck Community College, Waterbury State Technical College and the Naugatuck Center.

The consultant and OPM agreed the annual savings would be \$1.1 million annually or \$6 million over a five-year period.

The legislature authorized a study of this proposal.

8. Establish a single entity with full authority to manage and control all housing programs in the state for citizens with low and moderate income.

Such an entity would have oversight control over the functions now being performed by the Department of Housing, the Connecticut Housing Finance Authority and the Connecticut Housing Authority.

Because of the scattered responsibilities for housing, planning and development, there is presently no central control over how money is expended, no process for evaluating how effective the expenditures are in meeting the state's housing needs, and there is considerable duplication of capabilities.

Savings have been projected at \$1.9 million for the first year and a five-year total of \$33.3 million.

The ground work done by the Commission should benefit the new Reorganization Commission which has been charged with studying this matter.

9. Consolidate the current 72 judicial facilities in Connecticut to 37, and reduce the number of planned facilities to be constructed from eight to six.

All facility consolidation involves canceling leases with non-state owned buildings.

The Judicial Department inherited a local, county-based system that has not been a cost-effective method for addressing the needs of its constituency. Although the centralized format has focused on an attempt to solve problems associated with the previous court organization, the department must continue to devote considerable effort and resources to overcome historic inefficiencies that have lingered within the system.

Many recommendations contained in this report are contingent upon significant revisions to important statutes. This is particularly true in the areas of jurisdiction, classification of offenses and jury selection. In addition to the need to redraft statutes, there is a need to revise rules of court with respect to personnel matters and organization of resources.

10. Establish by statute a mechanism to identify and evaluate candidates for privatization.

Privatization has been recommended as a method to save money and improve efficiency in the government in nine of the reports for this Commission.

Twelve projects already have been identified for consideration. Annual savings are estimated at \$6.2 million.

There are examples of states that have successfully privatized services. While privatization is not the answer to every governmental service problem, it is an option that state decision makers should consider.

A barrier to further privatization in Connecticut is the current state collective bargaining laws and agreements.

RECOMMENDATIONS RELATED TO PRIVATIZATION

Recommendation	Study	First Year Savings	Cummulative 5 Year Savings
Contract out custodial services	DPW	\$ 807,550	\$ 7,267,958
Use private contractor for trauma recovery	DIM	\$ 1,500,000	\$ 13,500,000
Privatization of support services	DMH	NA	NA
Privatize vehicle safety inspections	DMV	0	\$ 1,680,000
Increase privatization of emissions inspection stations	DMV	0	\$ 720,000
Investigation of outsourcing equipment refueling stations	DOT	0	\$ 4,000,000
Privatize VTSS school lunch program	DOE	0	\$ 493,000
Privatize regional laundry service	BP/DAS	\$ 300,000	\$ 3,500,000
Privatize mop and mat cleaning service	BP/DAS	\$ 250,000	\$ 1,250,000
Expand contracts for on-site food service	DOC	\$ 640,400	\$ 3,909,706
Contract with a private provider to deliver health services	DOC	\$ 2,700,780	\$ 16,233,032
The legislature should enable institutional boards to privatize ancillary support services when it is cost effective	BGHE	N/A	N/A
	TOTALS	\$ 6,198,730	\$ 52,553,696

11. Consolidate personnel administration functions in an independent Department of Personnel directly accountable to the governor.

At present the personnel bureaucracy is spread across multiple agencies and there is no central, unified attention paid to the causes and effects of the various personnel expenses. The agency should encompass merit system administration, human resources administration, financial management and labor relations.

12. Flexibility is desperately needed in the classification system.

A special act of the legislature requires the Commissioner of Administrative Services to study this problem and report his recommendations on or before January 1, 1992.

State government currently has 3,998 job classifications; 567 classified positions have fewer than five incumbents; 464 individuals hold single-incumbent positions.

Almost every agency studied complained about the lack of flexibility in the classification system. Commissioners have almost no freedom to transfer, promote or replace people to meet changing needs. The hiring process is cumbersome. Bureaucratic barriers cause delays that run for months and cripple efficiency.

Commissioners are frustrated by their inability to manage. Morale suffers.

The Commission studies produced a series of recommendations to incorporate into law and reform the system.

13. The state needs a reexamination of the entire spectrum of labor relations.

This is not labor bashing. The present setup just has not kept pace with the times. The entire benefit structure and the ability to move people from place to place needs to be reviewed.

The Sense of the Legislature Resolution adopted in concert with Governor Weicker is an appropriate vehicle for this examination. It calls for a study of the 40-hour work week, providing for co-pay of health insurance premiums and substantial reduction through attrition in the number of state employees.

Responsibility for labor negotiations should be placed on one person who is working in the state's interests. If a bad agreement is reached, that person should be held accountable.

Insure that the management staff which deals with grievances, labor policy, negotiations and labor agreements is excluded from collective bargaining.

Binding arbitration provisions are limiting the state's ability to react to fiscal crises. Twenty-seven separate bargaining units, their corresponding number of representatives, and the variety of contract expiration dates overwhelm the limited state negotiating force.

14. Review the potential for privatization of OTB operations.

The consultant saw possible annual savings ranging from \$10 to \$41 million.

This is one of the areas that the new Commission to Effect Government Reorganization is required to study and report on to the General Assembly.

15. Review State Police personnel policies.

These are a major issue because of the need to provide round-the-clock service as part of the patrol function. The consultant recommended:

Require towns to pay 100% of the cost of resident troopers (annual savings \$2.1 million)

Charge local police for computerized information system usage (\$864,000)

Reimburse for personal use of cars (\$1.3 million)

Implement a "5-2" schedule for all sworn personnel and eliminate portal-to-portal system (\$3 million starting third year)

16. Take a new look at the way the state manages its properties and facilities.

The Department of Public Works lacks authority to initiate necessary planning inventories or enforce their use, leading to wasteful expenditures and leases of unnecessary space for state agencies. There is no effective preventive maintenance programs.

Identify and sell surplus and marginally used state property.

Improve the screening of capital outlay and leasing requests.

Develop preventive maintenance programs and establish standards.

Some of the new construction that has been authorized is not needed and the authority should be withdrawn (e.g. construction of Division of Special Revenue new computer data center for which funding has already been provided by the Bond Commission). In view of the present real estate market, any expansion needed could well be handled through leasing opportunities.

17. Department of Corrections requires major moves to cope with inmate population increase.

With the inmate population expanding rapidly, personnel issues are significant because of the large number of employees involved in shift work. Currently, approximately six persons are required to fill a single round-the-clock post in an institution. Consultant recommendations included:

Establish uniform work schedule and eliminate "every-other-weekend-off" system in accordance with national standards (estimated savings \$790,000)

Exclude overtime earnings when computing retirement compensation (\$188,000)

Credit unused sick leave towards retirement
(\$778,000)

Expand food and health service contracting
(\$3,341,140)

Consolidate transportation (\$800,000)

Maximize education federal funding (\$252,608)

Automate time, attendance, accounting systems
(\$283,000)

Keep program slots filled and competitively bid all
community service contracts (\$1,763,085)

The total potential annual savings from the
Department of Corrections recommendations are
\$22.7 million

FROM: Commission to Study the Management of State
Government Tel.: 547-4837

RELEASE AT 2 P.M. WEDNESDAY, OCT. 2, 1991

Hartford, Oct. 2 -- Savings and revenue increases totaling more than \$333 million have been achieved to date for the State of Connecticut through implementation of Thomas Commission recommendations. Savings for the present year alone amount to nearly \$240 million.

The Commission, charged with improving efficiency and increasing revenue for state government, completed more than two years' work today with a final report of results achieved. Chairman DeRoy C. (Pete) Thomas said 638 individual Commission recommendations -- including some major fiscal reforms -- have been adopted or are in progress.

"While the dollar achievements are impressive, more important are the fiscal reforms and restructuring that have been put into place," Thomas said. "These are precursors to improved efficiencies and attitudinal changes. Combined, they should endure and benefit the state for many years to come."

(more)

Thomas had high praise for both the administration and the General Assembly.

"The support of the administration of Governor Weicker was been extraordinary," the report read. "By executive action, the administration has completed implementation of 183 recommendations. Implementation of another 227 are under way, and 319 more are being studied. The estimated savings for FY 1992 from these recommendations alone is an impressive \$77 million."

Thomas said 238 Commission recommendations, headed by some historical measures, were adopted during the recent session of the Legislature. He called it a "remarkable achievement."

"The fiscal 1992 budget, in the important area of payments to local government, was \$4 million under last year's total of nearly \$1.8 billion," Thomas pointed out. "It was the first time in anyone's memory that this appropriation was held below the previous year's figure. It also was \$314 million less than was recommended in the preliminary budget last November."

(more)

Thomas said major recommendations adopted included: limiting state grants, capping the state debt, developing a five-year capital plan, returning to a biennial budget in 1993, modifying binding arbitration procedures, workers' compensation reforms, partial restructuring of the education cost sharing formula, reducing the motor vehicles 19-office system to 12, reducing the state motor vehicle fleet, adopting a single audit process, reviewing state employees' work week and benefits, streamlining design selection procedures in the Department of Transportation, embarking on a study of the job classification system and a wide range of improvements in both education and higher education.

The report noted that much more can be done and listed such areas as data processing, more accountability in the education area, combining the community and technical colleges, establishing the position of chief operating officer, consolidating the housing programs, reducing the 72 judicial facilities to 37, developing a more equitable sharing of the teacher retirement fund costs, establishing a mechanism to identify and evaluate candidates for privatization, consolidating personnel administration functions, reviewing State Police and Department of Corrections personnel policies, examining the management of state properties and facilities and reexamining the entire spectrum of labor relations.

The report noted the contribution that state employees are making to Connecticut, saying:

"The cooperation and contributions of hundreds of state employees, both in the original Commission study and in this implementation report, should be recognized. They provided ideas and offered suggestions -- some of which had been nurtured for years and reflected a high degree of professionalism. These dedicated men and women are one of the great resources of state government."

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