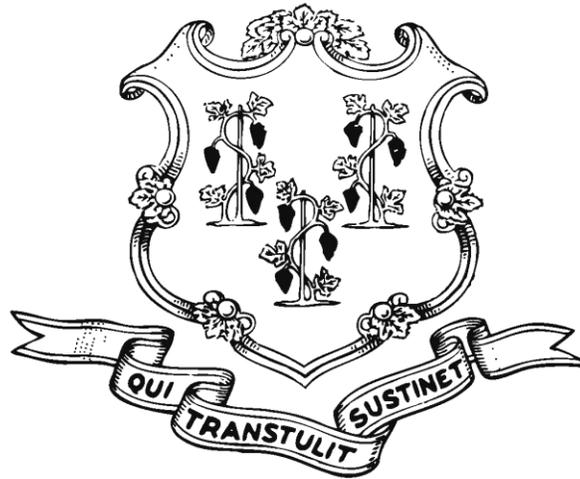


# STATE OF CONNECTICUT



## **REPORT TO THE GOVERNOR:** *Changing How Connecticut State Government Does Business*

Compiled by the Office of Policy and Management  
September 25, 2012

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**MEMO FROM THE OFFICE OF POLICY AND MANAGEMENT**

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**To:** The Honorable Dannel Malloy, Governor  
**From:** Ben Barnes, Secretary, Office of Policy and Management  
**Date:** September 25, 2012  
**Subject:** Report: Changes in State Government, Fall 2012



Dear Governor Malloy:

This summer, you asked for a review of the many changes in Connecticut state government since January, 2011. To that end my office worked with agency commissioners and their staff to compile the attached report, which we are now submitting for your review. The initiatives in the report reflect how we have been able to reduce the cost of state government by more than \$1 billion in each year of this biennium, compared to the budget we found back in January, 2011.

Taken as a whole, I believe this document demonstrates a successful beginning – but only a beginning – to an expansive and fundamental transformation of Connecticut’s state government. Although we still have more to do, we have turned around the uncontrolled growth in costs, and we have weaned ourselves from one-time fixes and gimmicks.

While this process has been led by your commissioners, these changes are responsive to the needs and demands of all Connecticut’s residents, and they reflect the hard work of many frontline state employees. Together, we are beginning to make state government more efficient, more responsive, and more business-friendly. And we of course are grateful to our many partners in the General Assembly who have stood with us as we’ve begun to change the face of state government.

We’ve worked toward these goals while at the same time beginning to put the State’s finances back in order:

- We cut more than \$2 billion from the 2-year current services budget.
- We held budget growth to rates lower than the two previous administrations.
- We reduced long-term liabilities by over \$20 billion.
- We trimmed permanent executive branch employees by approximately 2,500 over an 18 month period.
- We shrunk the number of budgeted state agencies from 81 to 60.
- We started funding the Rainy Day fund again.

<b>Growth Rates</b>	
<u>Fiscal Years</u>	<u>Total All Funds</u>
FY '96- FY '05	4.8%
FY '06 - FY '11	4.5%
FY '12 - FY '13	3.3%
(adopt.)	

In short, Connecticut state government is doing more with less. Yet as you've made clear, there is still a great deal of work ahead. Slower than expected economic growth has resulted in revenues that have come in under projection. We have to keep making changes along the way to keep our budget balanced. Connecticut needs to continue finding ways to make state government smaller and more efficient.

Finally, please keep in mind the following when reviewing this report:

- This document is not exhaustive of all changes to state government. Our goal was to compile a report that shows a diverse and representative sample.
- While the vast majority of items in the report are new initiatives that have begun since January 2011, there are some areas where agencies are building on or expanding programs that did exist before that time. We make clear where this is the case.
- For each item, we've attempted to summarize the impact of that specific change. This is often represented as dollar savings, but could be in the form of fewer work hours or a higher level of services being provided to state residents at no additional cost. Every example of change is unique.

My staff is available to work with state agencies to answer any questions you may have, or to gather additional information as needed.

Sincerely,

A handwritten signature in blue ink that reads "Benjamin Barnes". The signature is written in a cursive style with a large initial "B".

Ben Barnes

# REPORT HIGHLIGHTS

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## Delivery Time Savings

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1. DEEP Underground Storage Tank Inspections – reduced from 47.6 days to 1.4 hours
2. DMV Title Issuance Processing - reduced from 145 to 22 days
3. DEEP Long Island Sound Certificate for Permission – reduced from 53 days to 26 days
4. DMV Commercial Vehicle Registration for Interstate Carriers – reduced from 18 days to less than 2 days
5. DPH enterprise-wide licensing system enabled 1900 more inspections

## Staff Time Savings

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1. CTDOT project close-out process reform saves 1200 staff hours with a 45% reduction in process steps
2. DMV Commercial Vehicle Registration for Interstate Carriers process reform saves 2 staff
3. DEEP E-File of Industrial Storm Water General Permit saves 200 staff hours
4. Workers Compensation Commission Virtual Staff Meetings saves 400 staff hours
5. CT insurance Department (CID) Online initiatives saves 1-2 staff annually

## Dollar Savings

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1. DAS P-Card Initiative - \$4 million annual savings
2. DCF new policy direction and re-organization - \$38 million savings
3. Board of Regents for Higher Education streamlining the central office - \$5.5 million savings reallocated to tenure track teaching professors
4. DESPP reallocation of resources by civilianizing and consolidating dispatch functions - \$4.4 million in savings reallocated to patrol functions and hazardous duty
5. DAS purchasing power initiative - \$9.8 million saved
6. DCP/DSR merger - \$1.85 million saved
7. CTDOT/DESPP transit communications system shared service - \$4 million saved
8. DSS Medication Administration initiative - \$15.4 million savings
9. DOL “No More Paper Checks” program - \$3 million in savings annually
10. DRS reduction in paper processes and increase electronic processing - \$533,000 in savings

## Energy Efficiency Savings

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- The state energy bill reduced by \$1.52 million annually
- 37 energy efficiency projects in state buildings will save the state 45 billion British Thermal Units (BTUs) annually. 45 BTUs is equivalent of:
  - Using 358,700 fewer gallons of gasoline, or;
  - Removing 1,460 CT from the electricity grid, or;
  - Using 3,530,900 fewer pounds of coal, or;
  - Using 322,900 fewer gallons of home heating oil.

# RESTRUCTURING STATE GOVERNMENT

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## Expanding the Use of State Purchasing Cards (P-Cards)

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### *Department of Administrative Services (DAS)*

Challenge: The P-Card online (POL) system was developed to reduce P-card administrative overhead and save time and money by reducing paper and labor intensive processes.

Initiative: The P-Card program, administered jointly by DAS and the Office of the State Comptroller (OSC), is essentially a credit card that is designed and intended to more effectively meet agency purchasing and travel needs. It does not authorize any additional purchasing by state agencies, nor does it modify any contracting rules or requirements; it is merely a more efficient payment tool for existing purchasing needs.

Using P-Cards instead of traditional paper invoicing and payment processes facilitates the timely acquisition of materials, automates data transactions for accounting purposes (saving time and paper, and improving reporting capabilities), enables the state to receive significant rebate monies from the P-Card contractor (which are deposited into the General Fund), and allows companies that sell goods and services to the state receive state payments faster.

In the past 18 months, the following changes/improvements have been made to the P-Card Program:

- *Online Applications.* In 2011, DAS developed and rolled out the P-Card Online (POL) system, the Internet application created for the request, issuing, maintenance, documentation and reporting of Purchasing Cards (P-Cards).
- *OSC Mandated all agency Purchases Under \$1,000 be Made with the P-Card.* In May 2011, OSC issued Memorandum No. 2011-11, which mandates that all state agencies use P-Cards for all purchases of goods, services and/or utilities under \$1,000.
- *Legislation Increasing the Use of P-Cards for Approved Purchases.* Section 249 of P.A. 12-1 (June Spec. Sess.) raises the statutory P-Card limit. Effective July 1, 2012, agencies will be able to utilize this efficient payment tool for larger single-item purchases and for bulk purchases.
- *Impact on CT Citizens & Others.* Utilizing P-Cards for state purchases enables vendors who do business with the state to receive their payments more quickly than if traditional purchase order/invoicing and paper check processes are used. Municipalities that join the state's P-Card Program can and have also benefitted from the efficiency savings and rebates offered through the Program.

Impact: Utilizing P-Cards also creates savings through efficiencies. In 2011, OSC undertook a Cost Analysis related to the P-Card and found that the cost of utilizing traditional paper accounts payable processes amounted to \$89-\$98 per transaction. When utilizing a P-Card, these costs were reduced to \$21-\$24 per transaction.

Based on these numbers and the volume of purchasing transactions in executive branch agencies in 2008, 2009 and 2010, OSC estimated that agencies would have saved nearly \$12.5 million had agencies used P-Cards for all transactions less than \$1,000. If agencies used P-Cards for all transactions under \$2,500, that 3-year savings would have amounted to more than \$15.5 million.

- ✓ **The annual statewide savings associated with this mandate is approximately \$4 million.**

Under the P-Card vendor contract, the state also receives an annual rebate based on the dollar value of P-card purchases made by P-Card users. This money is deposited into the state's General Fund.

- ✓ **Expanded use of the P-Card in 2011 resulted in a near doubling of the state's rebate – from \$205,863 in 2010 to \$396,704 for Calendar Year 2011. Additional rebates were received in 2012 totaling \$279,155 after identification of a rebate calculation error from 2008-2010.**

We expect the state's rebate to increase significantly next year and in the out years as a result of the new Public Act and the other P-Card innovations.

## **Renegotiating & Collapsing State Leases**

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### ***Department of Administrative Services (DAS)***

Challenge: Our ongoing program has sought savings by collapsing existing leases and locating agencies in state owned buildings and negotiating cost reductions.

Initiative: The DAS Leasing Unit has been working to eliminate property leases wherever possible, to renegotiate rental rates on buildings that the state leases, and obtain credits for unnecessary services such as carpet replacement and painting when not needed. In FY12, DAS collapsed/terminated 7 leases renegotiated 4 leases resulting in savings, and enforced lease provisions on 8 other leases to obtain credits from lessors or realize savings for the state.

Impact: These efforts have resulted in reducing the state's leasing costs, saving money for Connecticut taxpayers.

- DAS realized lease **savings in the amount of \$121,672.11 in the second half of Fiscal Year 2011, and \$913,540.30 in Fiscal Year 2012.**
- Many of these savings will continue in the out years.

## Purchasing Alliances

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### *Department of Administrative Services (DAS)*

Challenge: Faced with the challenge to reduce purchasing costs, DAS has teamed with other governmental entities and organizations to cooperatively use our purchasing power to achieve cost savings for State Agencies.

Initiative: Legislation passed in 2010 providing DAS with the authority to join existing regional and/or national cooperative purchasing agreements. Participating in these cooperative contracts enables the state to take advantage of increased purchasing power, resulting in lower contract prices. The administrative costs of joining a cooperative agreement are also lower than preparing and administering our own state contract for products, since efforts are often led by other state procurement shops. Since 2011, DAS has leveraged the state's purchasing power by joining 12 cooperative contracts.

Impact:

- ✓ Savings from these agreements are substantial and, when added to the savings resulting for the intensive contract renegotiation strategies employed by DAS, **total more than \$9.8 million.**

## Utilizing Reverse Auction Technology

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### *Department of Administrative Services (DAS)*

Challenge: Faced with the challenge to reduce purchasing costs, DAS has used innovative purchasing tools to achieve cost savings for State Agencies through the contracts we administer.

Initiative: In June of 2011, DAS Procurement implemented the use of Reverse Auction technology for certain product procurements in an effort to determine if there were additional savings opportunities that could be achieved by using this type of bidding process. DAS partnered with CRCOG, at no cost to the state, to utilize the online reverse auction technology. Through this technology, bidders compete online with each other for the state's business, and continue to offer lower costs until the auction "close" date/time. Unlike a sealed bid where prices are not exposed until the public bid opening, this enables the state to achieve savings that may not have occurred had the bids been sealed.

Impact: While reverse auctions are not appropriate for every procurement solicitation, our efforts to utilize online Reverse Auction technology have resulted in reducing the state's procurement costs, saving money for Connecticut taxpayers. In the past year, DAS has conducted ten reverse auctions; we have two more upcoming auctions next month.

- ✓ **Total savings achieved using this procurement tool: \$207,230.**

## **Agriculture Experiment Station Patents and Licensing Agreements**

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### ***Agriculture Experiment Station***

***Challenge:*** Benefit Connecticut farmers and consumers through improved agricultural research.

***Initiative:*** During 2010, a new statute (Sec. 22-82a, Inventions and discoveries by employees) provided authority to protect intellectual property and to raise new revenue for The Connecticut Agricultural Experiment Station. Royalties from discoveries will be evenly divided, after legal expenses have been paid, for the inventor(s), the inventor's research program, and for payment of general operating expenses (e.g., utilities) of the agency. Applications have been submitted to the U.S. Patent Office for a new strawberry cultivar (called Rubicon) and a new formulation for bed bug control that is non-toxic to mammals. In addition, a licensing agreement was secured for selling seeds of newly developed tobacco cultivars that are resistant to pathogenic fungi and other pests. The tobacco leaves are used to make premium cigars.

### ***Impact:***

- ✓ Scientific advancements and protection of intellectual property will benefit Connecticut residents by providing new plants that are resistant to serious pest problems and by providing **new sources of revenue for research.**
- ✓ It is expected that less pesticides will be used, thereby **reducing production costs for farming, lowering the risks of human exposure to chemicals, and decreasing ground and surface water pollution.**
- ✓ **The first royalty payment (\$9,944) has been received** for sales of the new tobacco cultivars. These payments are expected to continue for several years. Marketing for other discoveries will start when patents have been secured. **These accomplishments and efficiencies were made with existing personnel.**

## **Timely Resolutions of Claims**

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### ***Department of Construction Services (DCS)***

***Challenge:*** Prior to 2011, one dedicated project manager, who was utilized as a contract technician to hire outside claims consultants, and the former DPW Deputy Commissioner worked in tandem with the Office of the Attorney General to defend the state against various contractors' claims.

***Initiative:*** The claims unit now consists of one Assistant Director of Project Management, one secretary, one Assistant Project Manager (contract technician to hire outside claim consultants) with assistance from DCS legal, and the effected project manager for the project subject to a claim, all of whom support the Attorney General's office in its defense of contractor claims. It should be noted that the work on claims is in addition to, and not in lieu of, these individual staff members' full time duties and responsibilities.

Impact:

- ✓ During 2011/2012 one claim was successfully mediated by the APDM and the Attorney General's office and a settlement was reached. Two other claims were negotiated and settlements were reached prior to moving on to mediation which meant the resolutions of the claims were resolved at a lower cost for the state. **This resulted in significant savings of arbitration and/or court costs and fees.**
- ✓ One claim is in the process of reaching resolution through the state court system due the inability of reaching a settlement by utilizing the mediation process. The pre-trial fact gathering, the hiring of consultants and expert witnesses, pretrial preparation and the actual trial will, again, be in addition to the afore mentioned claims team full time job duties.

## **Improving and Streamlining Technical Plan Review Processes**

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### ***Department of Construction Services (DCS)***

Challenge: Over the years, the Bureau of School Facilities and Grants review staff was reduced in size, but the workload remained. This led to staff taking on additional responsibilities and responding to changing environmental, code, and construction laws.

Initiative: Within the past fiscal year, the Local School Construction Grant Program supported over 195 projects and approximately \$318 million in state money. The integration of the former DPW Technical Services staff (Code and Environmental), DPW Project Managers and the former Bureau of School Facilities and Grants review staff has generated synergies.

With the integration of technical staff, some of these responsibilities have been reassigned to former DPW technical staff who were conducting the same type of reviews and processes for state construction projects. This has produced a number of benefits for the local school construction plan review, site analysis and approval, and environmental permitting processes.

For example, former DPW technical staff have been reviewing Bureau of School Facilities and Grants environmental documents/permits and incorporating it into their existing workflow and processes. The former DPW environmental review processes have led to quicker approvals through regulatory agencies while working within a project's schedule and eliminating environmental costs during construction. Incorporating this process into the Bureau of School Facilities and Grants process will reduce time and costs for the local school projects. Also, this sharing of workload allows Bureau of School Facilities and Grants technical staff to focus in their areas of expertise of code review of submitted plans and other Department initiatives, such as the School Building Projects Advisory Council. In addition, Bureau of School Facilities and Grants Plan Review staff has shared their efficient review process with other Code Review staff.

Impact:

- ✓ The integration of former DPW Project Managers with the Bureau of School Facilities and Grants staff is allowing a cross-sharing of policies and procedures in the areas of change orders and project closeouts. The purpose of this cross-sharing should make the processes not only more predictable, but result in cost savings.
- ✓ The assessment of change-orders and allowances and the completion of project close out in a timely manner will save the State **several million dollars on its bonded liability** for those projects and ultimately the tax payer. Furthermore, with local school districts and municipalities battling with their own tight budgets, the state's involvement in plan reviews allows municipalities to reduce or in many cases eliminate cost of hiring a third party to review those documents while better educating the town's local authorities on the state process.
- ✓ The shared expertise has mitigated the need to address the understaffed Bureau of School Facilities and Grants with additional staffing.
- ✓ In the areas of "site analysis" and "site approvals" for local school projects, the "shared" knowledge and experience has led to the identification of site issues in the advance of design, allowing for **quicker site approvals**, and a **reduction in paper work for the local school districts**. Within the next few months, technical staff will work together and apply needed efficiencies in the information gathering process and revised forms. The goal is to provide a simplified process to add a level of predictability/familiarity for the towns, as well as identifying potential design and construction issues that can lead to project delays and cost overruns.

## **Efficiency Driven Cost-Savings**

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### ***Department of Consumer Protection (DCP)***

Challenge: In July 2011, the Division of Special Revenue was consolidated into the Department of Consumer Protection with the expectation that the two agencies would quickly become integrated and generate efficiencies and cost savings for tax-payers.

Initiative: DCP, through its merger with the former Division of Special Revenue, has reduced the combined agencies' costs thereby enabling the agency to devote more resources to expenses that directly benefit consumers. Specifically, the agency has:

- *Eliminated several positions, including managerial and administrative positions that were redundant in light of the merger.* Although a portion of this workforce reduction reflects the loss of regulatory jobs, where the work that was performed by the former employees is being absorbed by other DCP employees, many of the eliminated positions were redundant due to the agency consolidation. A portion of these savings have already been shifted to areas that focus more directly on protecting consumers. The funds that previously were allocated to the DCP fiscal administrative supervisor, for example, are now being used to fund a staff attorney

position, which has enabled the agency to initiate several significant unfair trade practice investigations.

- *Relocated DOSR into the State Office Building where DCP is located.* DOSR's move from Newington to the State Office Building in Hartford has resulted in significant savings and has enabled the combined agency to realize significant synergies from the merger.
- *More efficiently utilized shared resources.* In addition to the avoidance of costs associated with the Newington building, by co-locating the two agencies, DCP is able to more seamlessly merge divisions within each agency and better utilize shared resources. DCP is consolidating the two agencies' car fleets and equipment, eliminating the need for three vehicles and four copiers. By merging several of the divisions within the agency, such as the business offices, licensing, IT and legal divisions, DCP is able to adopt best-practices from each area and engage in a greater degree of cross-training.
- *Removed state government from the sealed ticket business.* Finally, this past year, DCP ceased providing services related to sealed tickets. In addition to the personnel savings that will be realized by enabling staff to focus on its core mission of protecting consumers rather than selling sealed tickets, the agency will achieve significant savings by eliminating the warehouse needs associated with this function.

Impact:

- ✓ Savings from a reduction in the number of employees working for the agency: **Nearly \$1.2 million saved.**
- ✓ DOSR's move from Newington to the State Office Building in Hartford has resulted in more than **\$550,000 in savings.**
- ✓ More efficiently utilizing shared resources: DCP is saving approximately **\$25,000** by consolidating the two agencies' car fleets and equipment.
- ✓ Transition from sealed tickets to licensees **saving more than \$75,000.**

## **DEEP Evaluation of Certificate of Permission Process for Coastal Projects**

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### ***Department of Energy and Environmental Protection (DEEP)***

Challenge: Reducing the timeframe needed to review and act on applications for a Certificate of Decision, which is required for certain coastal construction activities.

Initiative: The Department's Office of Long Island Sound Programs initiated a LEAN event to evaluate the existing Certificate of Permission process from pre-application to decision, to identify areas where the process could be improved and streamlined. The Certificate of Permission process is a "short" permit process used to facilitate permitting of maintenance dredging and substantial maintenance or minor modifications to previously permitted or grandfathered structures, such as docks and seawalls, or filling in any tidal, coastal or navigable waters of the state. DEEP discovered that there was a lack of consistency in interpreting eligibility criteria and inefficiencies in the pre-application process.

Impact: The Certificate of Permission LEAN team identified the following opportunities for improvement: provide clearly defined standards for certain categories and enhanced tools to assist applicants with determining eligibility; shift certain types of activities from the Certificate of Permission process to short process general permits; create a robust pre-application process that will result in more complete application submissions; and increase staff availability for other type of priority work such as more complex permits, enforcement, compliance assistance and outreach.

- ✓ As a result, when implementation of improvements identified through the LEAN process have been completed, **90% of applications will be processed within 26 calendar days – compared to the current average of 53 days**; these improvements will result in more timely receipt of issued permits and an increase in responsiveness and predictability for CT residents.
- ✓ The 50% shorter wait time for permit applicants will also **reduce staff time spent on Certificates of Permission an estimated threefold** – this time savings will increase coastal program staff availability to address other agency priorities.

## **Online Processing for Licensing, Revenue Collections and Rate and Form Filings**

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### ***Connecticut Insurance Department (CID)***

Challenge: The decades-old paper processing was a highly inefficient, expensive and labor-intensive way to handle licensing, rate-filings and revenue collections. Workload was increasing, postage costs were on the rise while staffing remained at lean levels.

Initiative: In 2011, Department converted to online processes for producer license applications and revenue collections of license fees and assessments. CID is responsible for:

- Licensing 160,000 agents, brokers, bail bondsmen, claims adjusters and consultants.
- Collecting \$30 million annually in licensing fees.
- Assessing and collecting \$35 million from industry to fund the CID, Office of Health Care Advocate and other state initiatives including childhood immunization fund.

Impact: Online capabilities have resulted in:

- ✓ Quicker turn-around times for licensing– **from 7-10 days down to 2 days.**
- ✓ Greater efficiencies in revenue collection, electronic fund transfers.
- ✓ Greater online transparency for the public.
- ✓ **\$80,000 saved annually in postage and paper costs.**
- ✓ Revenue collections – which will double from \$60 million to \$120 million due to fee increases and expansion of the childhood immunization programs – can be processed with **two full-time staffers instead of three or four.**
- ✓ Consumers can verify online that his or her agent is properly licensed.
- ✓ Consumers can verify online whether an agent has been cited and/or sanctioned for violations.

## **Audit Selection Process**

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### ***Department of Labor (DOL)***

Challenge: Develop a more targeted and effective approach for conducting employer UI tax audits by selecting companies based on their likelihood of being non-compliant. Staff reductions in the Tax Division's audit group and increased workloads resulting from the high claim load for benefits required the agency to develop ways to use its audit staff more efficiently.

Initiative: The Labor Department was able to refine its unemployment tax audit selection parameters – switching from a random selection to a more targeted approach – utilizing new guidelines from the USDOL that allow more flexibility in selecting audits. Selection criteria includes, but is not limited to: complaints received from the public and other state and federal agencies; audits due to unemployment claims by workers improperly classified; and review of past audits to identify non-compliant employers and/or industries.

### Impact:

- ✓ During the past year the audit team recovered more than \$70 million in previously unreported or under-reported payroll – an increase of approximately 20% from the previous fiscal year. In addition, UI tax recovery this past fiscal year was nearly \$1 million, also an increase of approximately 20%.
- ✓ The agency reclassified approximately 6,000 workers as employees who were previously treated as independent contractors as a result of our audits. This is noteworthy as the reclassifications result in protections under the unemployment insurance program should a worker become unemployed – protections not afforded to true independent contractors.

## **Drug Expenditure Savings**

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### ***Department of Mental Health and Addiction Services (DMHAS)***

Challenge: The unit cost of behavioral health medications for inpatient and outpatient clients continues to rise.

Initiative: DMHAS clinical program staff continuously work with outpatient clients to secure entitlement funds to cover the cost of client medications. During FY12, DMHAS, in collaboration with the University of Connecticut Health Center (UCHC), entered into a contract with a new pharmaceutical distributor. The new contract became effective October 15, 2011.

### Impact:

- ✓ **The savings realized between FY10 through FY12 amounted to \$803,616 for drug expenditures.**

## **Administrative Cost Project (ACP)**

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### ***Department of Mental Health and Addiction Services (DMHAS)***

Challenge: Expenditures for administrative costs by line item were targeted for reduction to stay within the budgeted amount for Other Expense.

Initiative: ACP, initiated in FY2009, includes certain OE line items (Office Supplies and Equipment, Temporary Services, Advertising/Publications/Promotions, Consultant/Fees/Dues and Employee training) and consumption of natural gas, electricity, gasoline and mileage reimbursement (miles used). New approval policies and procedures were instituted for these commodities and quarterly reports to include figures, graphs, and/or pie charts were sent to each facility CEO and CFO.

Impact: There were dramatic reductions in expenditures comparing each fiscal year to the previous one (FY2008 vs. FY2009, FY2009 to FY2010, FY2010 to FY2011). For example, the following percentage reductions were realized FY2011 over FY2010:

- ✓ Pharmacy - **19.24%**
- ✓ Cell phones - **15%**
- ✓ Office supplies - **7.91%**
- ✓ Client food - **7.8%**
- ✓ Vehicle repairs - **4%**
- ✓ Natural gas consumption - **9.26%**
- ✓ Electricity consumption - **4.95%**

These reductions were realized after even larger reductions in FY2010 over FY2009 and FY2009 over FY2008. ACP FY12 figures are pending. Comparisons against FY11 will be then computed.

## **Centralization/Consolidation of Functions and Staff**

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### ***Department of Mental Health and Addiction Services (DMHAS)***

Challenge: A 37% reduction in staff across the DMHAS Fiscal Administrative Units necessitated the centralization/consolidation of functions and staff.

Initiative: DMHAS centralized the functions of Purchasing, Accounts Payable General Ledger Accounting, Travel, Asset Management, and Physical Inventory Function into a new Fiscal Services Bureau. Agency-wide, fiscal administrative staff has been reduced by number and by job class. Between FY2009 through FY12 there has been a twenty-one (21) position reduction: six managers, thirteen A&R staff, one clerical and one 1199 staff person. In addition, through attrition, three out of six fiscal administrative positions have been refilled at a managerial level that is three salary grades lower. This staff level change will continue through attrition at the three remaining community facilities.

Impact:

- ✓ 21 positions X \$65,000/position = **\$1,3650,000**

## **Quality Management and Service System Enhancements**

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### ***Department of Mental Health and Addiction Services (DMHAS)***

Challenge: Monitoring of agency performance has been difficult because the Department lacked a coordinated performance measurement system that evaluates whether contracted and operated agencies meet established contractual goals. Additionally, family members have been unable to evaluate agency performance when they are selecting a treatment provider.

Initiative: DMHAS began working with both state funded and private non-profit agencies on a provider report card performance evaluation system in 2009. The reporting system is designed to evaluate client outcomes and agency and program performance on a wide range of measures and indicators, many of which are Nationally Accepted Outcome Measures for Behavioral Health. These Quality Reports also provide summary information regarding an agency's clients, including demographic information and the services they receive. The Quality Reports, based on results-based accountability (RBA) methodology, are viewed as a feedback tool that is focused on improving quality within the DMHAS system. These report cards will be posted on DMHAS's website by the end of December 2012.

Impact:

- ✓ These reports will allow providers, consumers and families an opportunity to evaluate how an agency is doing and begin to make choices about where to receive their healthcare.
- ✓ Additionally, use of the Quality Reports has resulted in more efficient monitoring of the DMHAS service system and reconfiguration of staff functions within the Community Services Division.

## **Mail Processing and Delivery**

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### ***Department of Motor Vehicles (DMV)***

Challenge: DMV was spending too much money on undeliverable mail and customers were not receiving notices that they should have.

Initiative: The use of Pitney Bowes to assist DMV with the pickup and delivery of DMV mail. DMV also conducted a LEAN Event to address the department's undeliverable mail costs and processes and identified opportunities for DMV to enhance mail operations' efficiency. DMV also conducted a Lean 5S (sort, straighten, standardize, shine, and sustain) effort whereby the mailroom was cleaned and organized for a better work process.

Impact:

- ✓ The impact of these efforts has led to the increased productivity of DMV's mailroom staff. The mail operations area is better organized and is more able to sort and **deliver the customer's mail to the correspondence operating units in a timelier manner**. With the faster turn-around, processing and delivery of the mail, the operating units are able to **more quickly and efficiently process a customer's request** for a transaction or service resulting in higher levels of customer satisfaction.
- ✓ Since implementing the use of Pitney Bowes (February 1, 2012 – September 1, 2012), the agency has been able to avoid USPS fines in the amount of \$68,376.52 for not being in compliance with certain USPS regulations. This includes avoiding costs associated with upgrading to current barcode software/equipment which would have otherwise been required if not for the use of Pitney Bowes. A reduction in the undeliverable mail volume and the percentage of undeliverable mail has resulted in a decrease in DMV's expenditures for handling such mail, including material and postage waste as well as unnecessary labor costs.

## **Purchase-of-Service Contract Efficiency Project Office**

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### ***Office of Policy and Management (OPM)***

Challenge: There are six purchase-of-service (POS) state agencies which purchase health and human services from non-profit providers. While some standardization has been implemented across the six POS agencies, including procurement requirements and standard contract language, the POS contracting processes are often cumbersome and inefficient in a number of areas, with non-profit providers having to comply with different reporting requirements of the individual agencies or submitting the same information to multiple state agencies.

Initiative: The annual expenditures of the 1,100 POS contracts exceed \$1.4 billion. Within the last year, the Secretary of OPM has further standardized reporting deadlines and the budget revision threshold amounts used by POS agencies. In addition, OPM set a target for state POS contracts to be executed not later than 15 days prior to their commencement. With the exception of a few agencies for which much work remains, significant progress has been made in timely contract executions.

The Secretary recognized that a more focused initiative would be needed to streamline these processes and realize greater efficiencies. Earlier this year, the Secretary established the Purchase of Service Contract Efficiency Project Office, which is comprised of staff donated three days per week from POS agencies. The purpose of the Project Office is to streamline, standardize and automate contract development and execution, financial reporting, and payment systems associated with POS contracts.

The Project Office is nearing the completion of its review of the contract development and execution, budget and payment processes associated with POS contracts. The next steps will be to issue its findings, recommendations and implementation steps, which will include Project Office staff and "Lean",

IT and other consultants working with agencies to implement changes associated with the processing efficiencies and streamlining opportunities identified. The Project Office has also commenced work on developing a standardized financial reporting system aimed at replacing the multiple systems now in existence, which will result in significant productivity improvements.

Impact:

- ✓ The Office's major implementation action to date has been the creation of an electronic document vault for uploading contract compliance forms once per year as opposed to these forms being submitted for each separate contractor amendment. **Non-profit providers have long advocated this step.**
- ✓ The Project Office has worked with DAS and private providers to utilize DAS's BizNet system as the document vault. As a private provider enters into a new or amended contract, they will upload their required forms on BizNet. **BizNet will reduce the administrative burdens for the 152 providers** having two or more contacts with individual state agencies and, although there is some overlap, the 201 providers having contracts with two or more separate state agencies. This will also benefit all those doing contract amendments.

## **Coordination of Geographic Information Systems (GIS) Efforts**

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*Office of Policy and Management (OPM)*

Challenge: Coordinating the use and application of GIS technology amongst state and federal agencies as well as local government.

Initiative: GIS is a technology that creates digital interactive maps and location based services. The technology plays a critical role in improving many aspects of government functions from planning, environmental protection, permitting, economic development, emergency preparedness, public safety, and first responders.

OPM coordinated the procurement of statewide digital aerial photography in the spring of 2012, leveraging planned federal investments in areas of the state along with planned acquisitions in neighboring states. The last statewide acquisition in Connecticut was in 2004 and cost the state \$1.4 million.

Impact:

- ✓ Due to OPM's coordination efforts, the Department of Transportation and the Department of Emergency Services and Public Protection contributed \$300,000 toward the recent acquisition in partnership with the U.S. Geological Survey and the National Geospatial Intelligence Agency, which **saved the state approximately \$1 million.** This acquisition can further **save municipalities \$35,000.**

- ✓ OPM also coordinated expanded access to the state’s GIS platform to allow agencies to create interactive web based mapping applications. This will allow agencies to provide more on-line applications and services to improve operations and better interact with citizens and businesses. **OPM leveraged funds from an existing federal grant to upgrade and expand capabilities at no cost to the state.**
- ✓ OPM also coordinated and developed enhanced GIS capabilities for emergency preparedness and response by working with federal agencies and other state agencies at no cost to the state.

Additional planned uses include an on-line permitting application for the Department of Energy and Environmental Protection and a bridge inspection application for the Department of Transportation.

## Higher Ed Central Office Savings

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### *Board of Regents for Higher Education (BORHE)*

**Challenge:** Prior to the reorganization of higher education, there were four separate boards overseeing different sectors of higher education (Board of Trustees for the Connecticut State University System; Board of Trustees for the Connecticut Community College System; Board for State Academic Awards; and the Board of Governors for Higher Education) and two separate central systems offices.

**Initiative:** Following the consolidation of Connecticut’s public higher education governance structure, the Board of Regents identified 24 central office administrative positions that could be eliminated due to duplicity of work function, none of which were involved in directly teaching, advising or counseling students on the campuses.

**Impact:** Savings will be reallocated back to the 16 campuses in the form of 47 new tenure-track faculty or direct student support services positions. It’s important to note that these positions will be funded directly through central office savings, and at no additional cost to students who attend Connecticut colleges and universities. Additionally, these positions will be used in already-identified areas of expertise and those which support the state’s workforce development objectives (engineering, bioinformatics/genetics, business, STEM).

- ✓ **Identified savings of \$5.5 million** within the BOR budget (not from the state budget), which is in the process of being allocated back to the campuses in the form of 47 tenure track faculty and direct student support service positions.

## Bulk Purchasing and Procurement

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### *Board of Regents for Higher Education (BORHE)*

**Challenge:** Because of separate governance structures, the colleges, universities and Charter Oak State College purchased equipment separately and did not take full advantage of bulk purchasing.

Initiative: Prior to this reorganization, there were four universities, which were distinctly separate from the 12 community colleges, which were distinctly separate from Charter Oak State College. In a single combined organization of 17 institutions, the state is better able to take advantage of bulk purchasing and procurement opportunities across its campuses.

As an example, as the BOR move forward with launching the three new community college manufacturing centers in Bridgeport, Waterbury and Danielson, its new size and statewide reach worked to its advantage. By purchasing the manufacturing equipment as one organization instead of three separate community colleges, it was able to save a significant amount of money above and beyond the bulk purchase prices offered to the state.

Impact: Identified savings for bulk purchasing:

- ✓ **Specific to the three newly-launched Manufacturing Centers, nearly \$100,000 was saved by bulk purchasing over the spring and summer, above and beyond the existing discounted prices available to the state.**

## **Re-Evaluating Higher Ed Contracts**

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### ***Board of Regents for Higher Education (BORHE)***

Challenge: Understanding that federal and state funding streams are under pressure, the Board of Regents leadership reexamined contracts held by the previous system offices that didn't necessarily make sense in these tight fiscal times.

Initiative: Taking three separate governance structures and consolidating them under one with new board and leadership staff has allowed the BORHE to evaluate existing contracts and obligations of the former boards. Many of these contracts and obligations originated at a time when the state's fiscal outlook was much more positive.

Understanding that public higher education is financed with taxpayer dollars, evaluating expenses will allow BORHE to adapt to changing state and national fiscal outlooks.

Impact:

- ✓ Discontinuing contract with federal lobbying firm, instead utilizing the services of the Connecticut State Office in Washington, DC: **\$100,000/year.**
- ✓ Discontinuing an institutional funds auditing contract for matching funds from the state, which are no longer available: **\$25,000/year.**

## **Enhanced Accounts Receivable Management**

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### ***Department of Revenue Services (DRS)***

***Challenge:*** In the past, the agency has allowed far too much in tax deficiency “accounts receivable” to be written off rather than settled and substantially collected.

***Initiative:*** Strategic project to reduce \$400 million backlog in accounts receivable that would otherwise go into suspension and be written off.

### ***Impact:***

- ✓ Resolution of longstanding taxpayer uncertainties and significant state revenue gain from existing taxes.
- ✓ **\$186 million (47%) increase in collections of accounts receivable.**

## **DRS Agency Consolidation**

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### ***Department of Revenue Services (DRS)***

***Challenge:*** The agency needed to adjust its administrative superstructure and its ways of doing business to reflect overall reduced staffing, shift resources to core performance, provide more responsive taxpayer services and operate with less bureaucracy and more intra-agency collaboration.

***Initiative:*** Agency reorganized from 5 to 4 bureaus, resulting in one less top level manager, elimination of two stand-alone business units, redeployment to accommodate overall staffing reductions and re-introduction of cross-agency project management. Also, 5 regional offices reduced to 4 with some savings reallocated to add general taxpayer services at each location.

### ***Impact:***

- ✓ Reduced operating costs, clarified staff accountability, improved taxpayer access and services creating efficiencies due to LEAN project management.
- ✓ **Found \$8.25 million in operational savings.**

## **Rebid of Medical Plan Management Services**

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### ***Teachers Retirement Board (TRB)***

***Challenge:*** Managing the cost of health insurance programs for eligible retirees and dependents is an ongoing effort.

***Initiative:*** TRB sponsors a health insurance plan. We rebid our Medical Plan Management Services which resulted in a reduction of administrative fees. This will allow us to maintain the same level of

coverage to our retired teachers at a reduced cost. Also, we outsourced the mailing and explanation of the health insurance application and summary plan description to the Medical Plan Administrator. This frees up our health insurance enrollment staff member to enter the applications into our administrative software, as the enrollment in the health plan continues to grow.

Impact:

- ✓ Reduction of administrative fees **in excess of \$200,000 annually.**

## **Rebid of Dental Plan Management Services**

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### ***Teachers Retirement Board (TRB)***

Challenge: Managing the cost of health insurance programs for eligible retirees and dependents is an ongoing effort.

Initiative: The Teachers' Retirement Board sponsors an optional dental plan for eligible retirees and dependents. We rebid our Dental Plan Management Services which resulted in a significant reduction in administrative fees. This will allow eligible retired teachers and dependents continued access to a dental plan at a reduced cost. There is a link between healthy teeth (and gums) and good health in general; participating in a dental plan encourages good overall health which ultimately helps to maintain an affordable health care plan at a reduced cost of which the State of CT pays a share.

Impact:

- ✓ Reduction in administrative fees that will **save about \$200,000 annually.**

## **Road Salt Purchases**

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### ***Department of Transportation (CTDOT)***

Challenge: Due to the mild winter that the New England area experienced, the Department was unable to physically take possession of the remaining 10,743 tons of road salt required under contract.

Initiative: The State of Connecticut's Road Salt contracts have a 100 percent minimum purchase guarantee for the state's projected purchase portion and a 50 percent minimum guarantee for the municipality's portion, which affords better prices at the time of bid and resupply commitment from awarded vendors. Due to the mild winter that the New England area experienced, these minimum purchase amounts were difficult to meet. The Department filled every salt pile to its capacity in an attempt to meet the guarantee specification. The Department was granted approval by DAS to contact the awarded vendors to discuss any arrangements that could help mitigate the state's and municipality's payout costs.

Impact: As a result of the Department's initiative to work cooperatively with the vendors, avoid payout costs for both the state and participating municipalities, and alleviate associated bidding costs, the vendors forgave the minimum payment guarantee, agreed to a contract extension and a minimal cost increase of two percent. Specifically, the Department was able to:

- ✓ **Save the Department \$625,000** in payout costs.
- ✓ Fill salt piles to 100 percent of their annual operating requirements at a lower cost.
- ✓ Extend the contract to eliminate bidding costs.
- ✓ Limit product cost increases to two percent for FY 2013.
- ✓ **Assist municipalities in cost savings** by releasing their 50 percent minimum contractual guarantee.

## **Transit Communications System Solution**

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*Connecticut Department of Transportation (CTDOT)*

*Department of Emergency Services and Public Protection (DESPP)*

Challenge: Replace CTDOTs outdated and inadequate radio communications system, address interagency communication gaps, and enhance capacity of DESPP statewide radio communications system.

Initiative: The formation of a partnership between CT Transit / CTDOT and DESPP enables the implementation of a transit communications system solution that builds upon the Connecticut Project 25 Radio Network. This network provides interoperable voice communications designed to comply with mission-critical public safety standards.

The system will significantly improve CT Transit's radio communications coverage compared to existing systems, and will provide mobile coverage for all bus routes throughout the State. This system will support voice, vehicle location and other future technological applications. This system will also provide the interoperability necessary to sustain a statewide system, while also providing the option for fully integrated emergency communications with transit properties and other agencies in neighboring states.

Impact:

- ✓ By the time the system is fully operational, the partnership will **save CTDOT up to \$4 million** out of an original budget that was estimated at more than \$22 million.
- ✓ In addition, DESPP's share of the ongoing maintenance expenses of the coordinated system will be comparable with originally projected expenses, but having DESPP perform that maintenance assures a higher level of system availability since it will be maintained to public safety standards which require virtually 100 percent availability.
- ✓ The Completion of this project enables added radio capacity to be used by all statewide DESPP radio users in the future.

## **Municipal Master Agreement (MMA)**

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### ***Department of Transportation (CTDOT)***

***Challenge:*** The Department has six different types of agreements that our municipal partners may enter into with us (Design Projects, Rights-of-Way Activities, Construction Projects, Wheel Chair Accessible Motor Vehicle Purchases, Transportation Services for the Elderly and Disabled, and Alternative Fuel Vehicle Procurements). Each one is processed individually; requiring significant staff resources and processing time at DOT, the municipality, and the Office of the Attorney General.

***Initiative:*** The overall objective of this process has been to execute a master funding agreement with the municipalities for each type of agreement with the intent of reducing the time it takes for the State to process such agreements. The MMA will cover a ten-year term and incorporate all required state and federal rules and regulations, applicable to each type of funding agreement. Once an MMA for a type of funding agreement is in place, the Department will issue Project Authorization Letters that provide the funding for specific projects, procurements or provision of services.

The MMA for the construction phase of municipal projects is the first MMA for this initiative, and it is in the final phases of drafting. It is our intention to submit it to the OAG for approval in the coming week or two. In developing this agreement, the Department partnered with the Regional Planning Organization, the South Central Region Council of Governments, the Capital Region Council of Governments, the FHWA and the FTA.

Once this first MMA is complete, the Department plans to develop MMAs for the remaining five types of municipal agreements; starting with the ones for Preliminary Engineering and Rights-of-Way activities. The lessons learned and the language from the Construction MMA will allow the Department to expedite the process for developing MMAs for the remaining municipal agreements.

***Impact:*** Based on a three year average, there are about 141 Design and Construction Project Agreements per year, and the average processing time is 100 days. Rights-of-Way activities has about nine agreements per year averaging 103 days and Dial-a-Ride vehicles and grants average 68 agreements per year and 49 days to process.

- ✓ All of these individual agreements would be eliminated by the use of an MMA. **This would result in savings equivalent to three full time staff members.**
- ✓ The MMA will also free up critical engineering staff time from the preparation of agreements and refocus their time on engineering activities directly related to the project they are overseeing for the municipality.
- ✓ The MMA will also cut project delivery time significantly. The agreement processing time for the above agreements averaged approximately 84 days per agreement for the last three fiscal years. Using this new process, the **DOT will cut the time down to just a few days.**

While it is difficult to quantify the savings as a result of shortened project delivery times, the perception that projects can be moved with a minimum of delay will be appreciated by all parties involved. The public will see that when funding is approved for a particular project, the project actually starts and is not delayed waiting for agreements to be executed many months later.

## **State Traffic Commission (STC) Major Traffic Generator (MTG) Process (LEAN)**

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### ***Department of Transportation (CTDOT)***

***Challenge:*** The STC had been harshly criticized for years regarding how long it took for major traffic generators to receive authorizing certificates. For example, the STC reviewed 585 applications between 2007 and 2010 and averaged 94 days to issue a certificate decision from the time of application submittal until the time of STC approval.

Digging into the issue, it was determined that many applications were being submitted without sufficient information, applicants were not following the MTG checklist, applicants were in need of further education, and some STC actions were being subject to complete reviews, even if no substantial impacts to highways would occur because of the state of the legislation controlling STC certificates.

The STC implemented process improvements to address these items several years ago. A portion of the legislation passed during the jobs legislative session, resulted in the need for further improvements to achieve the stricter processing timelines for application processing than previously set forth in statute. Additionally, the certificate application processing procedure is currently undergoing further improvement, at the Department's initiative, through the LEAN process.

***Initiative:*** The STC Lean event determined that there were some 81 steps in the application processing process. As a result of the LEAN process, the number of steps has been reduced to 14; an 83% reduction. The LEAN team is on schedule to implement all of the action items for the new LEAN process, and already has accomplished the following through LEAN or through the prior process improvements:

- Traffic volumes are approved prior to developers submitting their mitigation plan;
- Technical pre-meetings are held with the developer's engineers to identify areas that the Department is concerned with and to identify how best to address them prior to formal submittal;
- More efficient electronic processing of applications is underway;
- A new checklist has been developed that gives clearer direction to the developers' engineers;
- A user-friendly web site has been created with Major Traffic Generator mapping available online;
- The State Traffic Commission (STC) (made up of Commissioners from DMV, State Police, CTDOT and DECD) has been replaced with a new Office of the State Traffic Administration (OSTA);
- The Executive Director (ED) of the OSTA is approving all applications without the need to go before a commission; thereby allowing for certifications and decisions to be issued as soon as

the ED makes his decision, instead of waiting for a commission meeting to act on the same. These applications include those for Major Traffic Generators, Speed Limits, and traffic control signals;

- OSTA is utilizing an Administrative Decision process which allows for quicker approvals when there is no significant impact to a state highway.

Impact:

- ✓ It is anticipated that once all of the recommendations have been rolled out, the Department will be able to issue a certificate of approval within 60 days of the formal application submittal. Administrative Decisions so far are averaging review and approval in 35 days. By obtaining a faster approval, **developers will be able to get people working sooner.**
- ✓ The process and LEAN improvements that have been implemented to date have been favorably received by developers and their engineers.

## **Project Close-Out (LEAN)**

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### ***Department of Transportation (CTDOT)***

Challenge: Funding balances on completed or significantly completed projects needlessly tie up limited funding which could be utilized on other important initiatives. In order to maximize efficiencies in this area, the Department needs to establish a unified system which captures project completion milestone dates, analyzes existing budget balances removing excess funding, and provides for timely resolution of all vendor audit related issues and ultimately timely project closeout.

Initiative: In April 2012, the Division of Financial Management and Support, within the Office of Finance, participated in a Lean process review focused on project close out, specifically construction projects that began after July 1, 2007 and have reached completion milestones as of January 1, 2012. The goal of this review was to decrease the number of steps within the process, reduce the time it takes to close out a construction project, free up resources and funds as well as clearly identify areas of responsibility.

The process review quickly revealed that it took an average of approximately 5.3 years to close out a construction project, a timeframe that was agreed by all involved to be unacceptable. This was due, in part, to a large number of unneeded steps and redundancies. It was also discovered that our current audit practices could be modified to a more risk-based process. The audit process, at times, could take up to two years to complete due to a conservative based practice that had led to a substantial backlog.

Impact: Upon completion of the week long review, several changes were made:

- ✓ First, the number of steps in the overall process, including redundant District project reviews, was reduced from 182 to 101, **a 45 percent decrease.** The overall process will now take less than two years.

- ✓ Then, a more risk-based audit process was implemented. The new audit process reduces the number of contracts that are audited, which will lead to **a potential savings of over 1,200 staff hours per year**, freeing up time to be used to address the existing backlog.
- ✓ Many of the tasks required to close out a project were shifted to an earlier time within the life of the project, thus requiring less work to be done once the project has been completed. Also, a change was made to electronic notification of key milestones.
- ✓ During the lifespan of a job, the project management team within Financial Management and Support would review projects that had large unexpended balances in an effort to release funds back into the capital program. **These funds are then re-programmed and utilized on new projects.**
- ✓ In summary, the results of the project close out Lean review have significantly reduced the time and resources it takes to close out a construction project. By implementing this process we have already identified excess funding on 17 projects freeing up over \$21 million in unexpended federal and state monies that will be used to fund new projects, create and maintain jobs as well as address critical infrastructure needs within Connecticut's highway system.

## **DBE Monitoring of Contractor Compliance (LEAN)**

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### ***Department of Transportation (CTDOT)***

***Challenge:*** Inconsistencies in program administration are impacting agency compliance, causing unnecessary work loops and delays in closing out projects.

***Initiative:*** The Office of Contract Compliance and the Office of Construction reviewed the Department's Contractor Compliance program and looked at ways to streamline the process to eliminate duplicity and improve product quality. This process included a review of the contractor compliance review process and Equal Employment Opportunity (EEO) contractor compliance monitoring processes. Throughout the LEAN process, we determined that there was an opportunity to eliminate several process loops. The Department was able to take one process from 27 steps to seven. Overall, we reduced the number of steps in all process by 66 percent. The revised process will save time and manpower and decrease the amount of time it takes to close-out a project.

The following are some of the identified process improvements:

- Eliminate EEO pre-construction meeting by providing an overview in the Preconstruction meeting and a resource guide.
- Establish uniformity of forms used to track compliance
- Establish standards for reviews and determinations
- Develop a process that utilizes the existing resources in both office to meet monitoring requirements

Impact: The tools have just been developed, so it is too early to determine impacts. Results will not be apparent until the projects that we are applying these processes to are completed and closed out.

The goals of this effort are:

- ✓ Standardization in the application and use of monitoring tools.
- ✓ Increase in identifying issues upfront for a proactive approach.
- ✓ 100% Compliance with the regulatory requirements.
- ✓ A **67% reduction in DBE-related project closeout activities.**

# STREAMLINING SERVICES

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## **Bureau of Agricultural Development and Resource Protection Farmland Restoration Program (FRP)**

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### *CT Department of Agriculture (DAG)*

Challenge: To restore, reclaim and improve fallow or underutilized farmland through a farmland restoration plan, thereby enhancing farm businesses through increased production, providing jobs, food security, and more locally grown products for Connecticut residents and export.

Initiative: The Farmland Restoration Program (FRP) was instituted at the Governor's direction through P.A. 11-1 and became effective as of November, 2011. The State Bond Commission approved \$5,000,000.00 for the FRP in January of this year. Since that time, the Department of Agriculture prepared all the documentation & criteria for the Program and discussed the concept with outside partners such as the USDA, Natural Resources Conservation Service and the North Central Conservation District, Inc. and the Farmland Preservation Advisory Board. The CT Department of Agriculture has now begun implementing the Program.

Interest within the farming community has been high. We now have 46 applications, of which 30 have already been approved for funding. The 46 applications total \$1,866,690 in anticipated project costs, averaging \$42,425 per project. Restoration estimated of over 684.2 acres of farmland, averaging 14.9 acres per farm. The grant requests noted herein are for \$703,436 or an average of \$15,987 per application, with a cap of \$20,000 per grant. Applications are being received at a rate of 4 to 8 per month. Seventy percent of the grant requests are from full-time farmers. Fruit and vegetable production farms represent about 75% of the grant requests, while the balance is for livestock and livestock support land put into hay and corn.

The following are some types of restoration activities funded by the Farmland Restoration Program:

- Reclamation of grown over pastures, meadows and cropland including the removal of invasive plants and hedge row management.
- Clearing and removal of trees, stumps, stones and brush to create or restore agricultural use.
- Installation of fencing to keep livestock within reclaimed pasture areas and out of riparian areas.
- Installation of wildlife management fencing to protect crop fields on FRP area(s).
- Restoration of water runoff and drainage of crop fields to improve cropland areas and restore water runoff patterns and water conservation.
- Restoration of shellfish beds or aquaculture ponds.

Impact: The program is assisting farmers across the state by:

- ✓ Developing farm conservation and resource management plans intended to restore farmlands.
- ✓ Reestablishing use of the state's prime and important agricultural lands.
- ✓ Providing an opportunity to enhance the use of agricultural lands that are currently underutilized.
- ✓ Helping farmers afford the cost of developing qualified plans and conducting restoration activities by paying up to 50% of the cost, or \$20,000, whichever is less; on State or municipal owned farmland, under long term agricultural leases of 5years or more, the total state share may be up to 90% of the restoration costs on such lands up to \$20,000.
- ✓ Providing the opportunity to enhance farm businesses through increased production.

The program is assisting other Connecticut residents by:

- ✓ Providing more locally grown food products.
- ✓ Helping ensure food security.
- ✓ Providing jobs, both for the actual restoration work and additional production labor.

As farmers increase the productive areas of their land they can bring more locally grown products to market. The CT Department of Agriculture anticipates the FRP will **restore approximately 4,725 acres of underutilized farmland** at a cost of approximately \$2,484 per acre. Five million dollars of State funds is expected to leverage approximately \$7.7 million of private capital for a total of \$12.7 million.

## **Homeowners Mortgage Assistance Events**

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### ***Department of Banking (DOB)***

Challenge: In this difficult economy, Connecticut is faced with the problem of many homeowners falling behind or struggling to make their mortgage payments. The Department of Banking receives approximately twenty calls per day to the Foreclosure Assistance Hotline. A common theme from consumers is difficulty communicating with their lender and lack of information about the loan modification process.

Initiative: The Department of Banking, in coordination with Governor Dannel P. Malloy and Attorney General George Jepsen, has sponsored free Mortgage Assistance Events. These events provide an opportunity for troubled borrowers to meet face to face with their mortgage company to discuss their options and find appropriate workout solutions.

Banks and loan servicers work one-on-one with homeowners. Participants have included Bank of America, Wells Fargo, JPMorgan Chase, Citibank, GMAC, Webster Bank, First Niagara Bank, McCue Mortgage, One West/Indy Mac and Ocwen Loan Servicing.

Housing counseling agencies, Fannie Mae, Freddie Mac, the Connecticut Housing Finance Authority, Judicial Foreclosure Mediation Program and pro bono attorneys provide additional assistance to homeowners.

The first event took place on November 15, 2011 at the Connecticut Convention Center in Hartford. Over 1,500 people attended. On March 29, 2012, a second event was held at the Webster Bank Arena in Bridgeport. Over 1,300 people attended. A third event will take place on July 10, 2012 at the University of Connecticut in Storrs, CT. Approximately 600 people attended and a fourth event is being planned for November 28, 2012 in Waterbury.

Impact:

- ✓ Mortgage Assistance Events provides **direct help for Connecticut homeowners struggling to make their mortgage payments** or who are in foreclosure.
- ✓ Residents who are behind on their mortgage payments or at risk of foreclosure are given an opportunity to meet with their lender or a housing counselor to help find a solution. Each person who meets with their lender leaves that day with a single point of contact for future communication.
- ✓ The program **allows residents direct access to other state and federal programs**. Besides their lender, borrowers can meet with counselors or other state and federal agencies to determine their options. Representatives from the Connecticut Housing Finance Authority offer information on the EMAP and CT FAMILIES programs; the Department of Housing and Urban Development (HUD) provides information on Federal Housing Administration (FHA) programs; the U.S. Department of Veterans Affairs provides information to veterans; the Judicial Branch Foreclosure Mediators provide homeowners who are in mediation with assistance; Community Action Agencies provide information on fuel assistance, weatherization, and food pantries; Info line 2-1-1 provides information and referrals to community resources; and the Mortgage Crisis Job Training Program provides information on job training.

Feedback received from event attendees through exit surveys and calls to the Foreclosure Assistance Hotline has been overwhelmingly positive. These events have become a national model for other states.

## **Strategic Financial Reinvestment Strategy**

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### ***Department of Children and Families (DCF)***

Challenge: In early 2011, DCF's new leadership team faced a series of core challenges. First, children and families served by the agency experience significant trauma and adversity. To address these needs, staff came to over-rely on child removal and placement into congregate settings. Second, the agency had devolved to a rigidly categorical structure that did not integrate services around family needs, and agency staff did not feel supported in dealing with the daily trauma of the families they served.

Initiative: DCF Commissioner Joette Katz took three key actions to address these challenges: a reduction in the use of congregate care; statewide implementation of a Strengthening Families engagement model, including a new Family Assessment Response system to enable communities to serve more families without DCF ongoing intervention; and an increase in family and community-based programming for children and families. The Department has been able to reduce expenditures while maintaining and improving quality services by providing strong financial management and accountability.

These savings have allowed DCF to reinvest in services and supports at the community level that will eventually become six regional networks of care. The use of community based services, rather than the more expensive residential congregate care models, will not only result in better outcomes but will generally be far less expensive.

Impact: The Commissioner's new policy direction and change to a family based practice model have allowed for the following fiscal impacts:

- ✓ DCF reduced its operating budget from \$842,055,806 in SFY11 appropriated funds to \$803,104,306 in actual expenditures in SFY12, representing a reduction of \$38,951,500, a decrease of 4.85%.
- ✓ Department's position count was reduced from 3364 to 3247, a 3.6% reduction in the workforce, while still maintaining the required consent decree caseload ratios.

Despite a smaller workforce and reduced budget, the Department has accomplished the following outcomes over the period **January 2011 through August 2012:**

- ✓ Number of Children in Congregate and Foster Family Placement: 4,784 to 4,159 (**13.1% decrease**)
- ✓ Percent of Children in Congregate Care: 29.8% to 23.7% (**20.6% decrease**)
- ✓ Number of Children in Out of State Placement: 364 to 105 (**71.2% decrease**)
- ✓ Percent of Children in Kinship Placements: 19% to 24.8% (**30.4% increase**)
- ✓ Percent of Intakes through the new Family Assessment Response Track: **38%**
- ✓ Staff trained in the Strengthening Families Practice Model: 2000 (**nearly 2/3rds of workforce**)

## **Family and Community Ties Foster Care Program**

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### ***Department of Children and Families (DCF)***

Challenge: A September 2011 review of the Department's foster family care system revealed the need to expand treatment-oriented foster family care for children who were or otherwise would be placed in congregate settings.

Initiative: The Family and Community Ties Foster Care Program at DCF combines a wraparound approach to service delivery with professional foster parenting. This model is designed to provide in-

state individualized and comprehensive treatment to some of the most complex youth in family-based settings in order to provide alternatives to and transitions from residential placement. Through high quality intensive clinical services, this program will provide support and structure to youth with complex needs, their foster families and biological families.

Impact:

- ✓ The Department will support the development of **six Family and Community Ties homes, one per region**, that begin accepting placements by October 1, 2012. By April of 2013, the goal is for there to be ten homes in each of the six DCF regions, with the capacity to serve a total of 60 youngsters in a family-based treatment foster care setting. Further expansion will be sought in 2013-2014 as part of the continued congregate downsizing process.

## **Reviewing and Modifying Enforcement and Investigatory Protocols to Focus on Regulatory, Investigatory and Enforcement Tasks**

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### ***Department of Consumer Protection (DCP)***

Challenge: Due to retirements and personnel attrition, DCP has fewer investigators and other employees available to provide oversight to the many industries that the Agency regulates. Rather than refilling every vacant position, DCP is attempting to provide the same level of effective oversight by more strategically allocating its remaining resources.

Initiative: DCP is closely examining the way it does business to focus its resources on activities that will provide the greatest return for taxpayer dollars. As an example, in recognition of the fact that there are certain days and times when liquor violations are more likely to occur, the agency shifted its liquor investigators' schedules to focus more on those times rather than times when violations are less frequent. In addition, DCP is reviewing how it performs certain licensing and auditing responsibilities to determine whether the benefits of this oversight can be achieved with less periodic reviews.

Impact:

- ✓ Identified areas where a high level of scrutiny results in DCP uncovering few problems and, as a result, DCP reduced the frequency of reviews in those areas and focused efforts in areas of greater concern.
- ✓ These efforts enable DCP to provide Connecticut citizens **the same level of effective oversight using fewer resources**. As DCP continues to closely scrutinize its internal protocols, it is almost certain that further adjustments will be made.

## Partnering With Non-Governmental Organizations to Expand Ability to Enforce Consumer Protection Laws

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### *Department of Consumer Protection (DCP)*

Challenge: DCP receives thousands of consumer complaints a year. In instances where the agency detects a pattern of bad conduct or become aware of particularly egregious conduct, we want to be more efficient and effective at going after the wrongdoer, which in some instances means holding an administrative hearing where compensation can be awarded to the victim if appropriate.

Each hearing requires two staff attorneys - one to present the agency's case and another to serve as the hearing officer and to draft the agency's opinion. A separate challenge is helping the many consumers who file a complaint but for whom the agency cannot hold an administrative hearing. Although DCP attempts to mediate disputes, some consumers may only be able to obtain redress by filing a lawsuit, often in small claims court. DCP constantly seeks ways to provide more assistance for consumers who will have to engage in a greater degree of self-help.

Initiative: DCP is reaching out to law schools and other non-governmental organizations to form new relationships in an effort to expand its ability to protect consumers. These efforts are ongoing, but the foundation for these partnerships is in place and the early results have been promising.

### Impact:

- ✓ Through these partnerships, DCP anticipates being able to **hold more administrative hearings, mediate more disputes and offer more support** to consumers going to small claims court, all without incurring any additional costs for taxpayers.

Already, a promising partnership is underway with Yale law school whereby law students under the supervision of a faculty member, and in close consultation with DCP staff, are being trained on the administrative hearing process and have recently begun accepting assignments as hearing officers. This is enabling the agency to schedule more hearings without over-burdening our existing personnel.

In addition, DCP has been working with a student group at the University of Connecticut School of Law to develop a Small Claims Assistance Program whereby U Conn law students, working with local attorneys, will assist consumers in filing small claims court cases. Once the program is in place, DCP intends to update its website and the letters it sends consumers to direct them to this Program when the Agency itself cannot bring a case on the consumer's behalf. This added consumer assistance will come at no cost to tax-payers.

## Creation of an Innovation Ecosystem

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### *Department of Economic and Community Development (DECD)*

Challenge: Between 1989 and 2009 Connecticut was 48th in job growth in the US. Why? The majority of new jobs in the US are created by a few young companies growing quickly. Connecticut, however, has a structural issue, due to the high percentage of the state's jobs based in mature companies.

Thus, faster-growing states tend to have more early-stage companies in development than Connecticut. When, in 2010, CEOs of the fastest-growing companies in Connecticut were asked how this could be a better place to grow, each said we need better networks. To them that means places with more density and interaction of entrepreneurs and researchers, easier relationships with the state, and simpler ways to collaborate with universities on research. It is just such places that are seeing the greatest growth of technology-based companies and to which our fastest-growing companies say they would go if they were to leave Connecticut.

Therefore, to effectively grow the economy and add jobs more quickly, we need to develop new, business-friendly ways to build a critical mass of entrepreneurial activity in the state.

### Initiative:

The 2011 Jobs Bill created the Innovation Ecosystem Program and allocated \$4.8 million to it in the first year. The program has a component that operates statewide and one that operates in local regions. Based on our research of very successful areas for high growth company startups (e.g., Silicon Valley, Silicon Alley, Cambridge and Tennessee) the strategy was designed to create condensed areas, near key research centers, for people to interact and develop business ideas. These new "Innovation Centers" are the core of the initiative.

Together, DECD and CI requested proposals from entrepreneurs to develop innovation centers in a few locations across the state. These centers, or "hubs," will serve early-stage companies that could grow big quickly. Hubs will concentrate entrepreneurs and provide resources in close proximity, making it easier to develop new ideas, build teams, learn skills rapidly, meet investors, contact mentors, commercialize product and find customers. DECD and CI have selected four locations and are in contract negotiations with leaders in those locations.

DECD and CI also requested proposals to develop a statewide system to connect these centers so each may learn from the others, and so a company in one center has access to resources in all others and to existing resources throughout the state. These resources include mentorship, research, prototyping, entrepreneur education, networking, sources of capital, legal and accounting help, and customer connections. This statewide system is developing a tool for company intake, assessment and referral to link companies to the most appropriate resources.

Impact:

- ✓ The Innovation Ecosystem is an effort to spur entrepreneurial energy by leveraging the private sector in early-stage company development aimed at generating significant amounts of new jobs and revenue growth by 2017.
- ✓ State savings will come from building capacity in the private sector rather than in state departments and from engaging in constant assessment of what efforts across the state are leading to job and revenue growth and basing future decisions on those assessments.
- ✓ If successful, Connecticut jobs growth will be positively impacted and our research institutes will find more readily available avenues to commercialize their emerging new ideas.

## **State Department of Education Streamlining**

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### ***State Department of Education (SDE)***

Challenge: Among the State Department of Education's challenges, one was to become a better partner with the state's school districts by eliminating duplicative and time-consuming paperwork, red tape, and other barriers to academic success.

Initiative: To remove red tape and barriers to success, SDE is pursuing two parallel tracks. First, following an internal review of the forms used to request data from districts, SDE identified for reduction by one-third the thirty-five forms issued to districts for data collections.

The second began track with Governor Malloy convening a Red Tape Review and Removal Task Force to examine comprehensive solutions to streamline state regulations and consolidate unnecessarily burdensome state regulations and mandates. This Task Force has engaged in a public process to solicit input from superintendents, members of local boards of education, district and school business administrators, educators, subject area experts, among other stakeholders. The task force will develop initial recommendations by January 2013, but will continue the process of re-evaluating regulations and mandates in subsequent years.

Impact:

- ✓ SDE eliminated 12 forms and consolidated 4 other forms, streamlining the requirements districts face.
- ✓ The Governor's Red Tape Task Force has been meeting in a transparent process and frank dialogue. The Task Force's activities are expected to yield a first round of legislative recommendations to the Governor ahead of the 2013 legislative session.
- ✓ SDE is working on a comprehensive review of all data collections from districts by engaging staff in a full update of the Department's Data Acquisition Plan. The findings of this effort will be presented to the red Tape Review and Removal Task Force. This will allow the Bureau of Data,

Research and Evaluation to align the Department's data collections with its overall education reform strategy, and will help inform the Task Force of additional areas of work to consider.

- ✓ In 2013, the Task Force will continue to meet and determine additional areas where its members may be able to reduce burdens to schools and districts. Initial topics to be discussed by Task Force members include the use of technology to streamline processes, school construction, special education, and other areas.

## **Improvement of Underground Storage Tank Inspection and Enforcement Processes**

### ***Department of Energy and Environmental Protection (DEEP)***

***Challenge:*** The purpose of the Underground Storage Tank program is to prevent releases of petroleum products from underground tanks that could impact the state's drinking water. The Department had a database of 4,000 facilities, and each facility was required to be inspected at least once every three years under the federal Energy Policy Act. Due to the then-existing time consuming inspection process, the Department was forced to bring in less-experienced, supplemental staff to meet this federal requirement.

***Initiative:*** The federal Environmental Protection Agency requires that the Department's Underground Storage Tank program inspect 4,000 facilities at least once every 3 years, return facilities to compliance, and improve facility compliance rates. Through a LEAN initiative, the Underground Storage Tank program streamlined its inspection process through the development of a consistent Standard Operating Procedure for staff. The Underground Storage Tank program also implemented an electronic tool – i.e., "toughbook" computers and mobile printers – to document inspection results in the field and instantly share the results with the regulated community. The new streamlined inspection approach allowed DEEP to eliminate its reliance on supplemental staff, and helped ensure a thorough evaluation of program compliance and equipment by knowledgeable in-house staff.

### ***Impact:***

- ✓ **The total processing time for an Underground Storage Tank inspection decreased from 47.6 days to 1.4 hours.** This dramatic increase in speed allows the Department to conduct more inspections with existing staff, and eliminate the need for supplemental staff.
- ✓ Improvements in the Underground Storage Tank inspection program will reduce the detrimental impacts to soil and groundwater – thereby **protecting groundwater and drinking water for Connecticut residents**. More than 1 million Connecticut residents rely on groundwater for their drinking water.
- ✓ The Underground Storage Tank program improvements provide the regulated community with a clear, consistent, predictable, and transparent inspection and enforcement process.
- ✓ The time saved on conducting inspections allows staff to provide improved compliance assistance services and better customer service.

- ✓ The improved inspections helped staff update its database of Underground Storage Tanks, and led to a reduction in the total number of regulated facilities from 4,000 to 2,500.
- ✓ Just this past year, **compliance rates by facilities with Underground Storage Tanks have increased 10%**. This increase in compliance rates translates to fewer detrimental releases to groundwater, avoids clean up costs, and **ultimately reduces state expenditures** for the cleanup of Underground Storage Tanks.

## **DESPP/DOT Fueling Initiative**

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*Department of Emergency Services and Public Protection (DESPP)*  
*Department of Transportation (CTDOT)*

Challenge: State Police Troopers had to travel too far to obtain fuel for their vehicles at their assigned barracks, especially after hours.

Initiative: DESPP contacted DOT in April 2012 to request access to fueling facilities in areas where state troopers have lengthy travel routes back to their assigned fueling sites, some as far as 40 miles away. In some cases, DESPP vehicles were traveling past DOT fueling facilities to fuel at their assigned barracks. This request was targeted for the western and southeast portion of Connecticut; four Department stations were identified that would benefit their operation by saving fuel, reducing travel time and vehicle wear.

DOT retrofitted these four stations in accordance with code requirements to allow 24/7 access. DOT then made the fuel keys and DESPP distributed them to 40 of their Troopers. The entire project was completed within approximately two months from the initial request and in June DESPP employees started accessing DOT fueling facilities reducing travel time, **saving fuel and decreasing mileage on their vehicles**.

Impact:

- ✓ As DESPP reorganizes their agency, DOT is able to provide services to meet their fueling requirements within daily operations with **little to no additional cost to the State**.
- ✓ Closer and easily accessible fueling facilities mean **less travel time to obtain fuel** and **State Troopers are able to remain in their assigned areas longer providing safety to those residents**.
- ✓ Less mileage on vehicles means better performance and decreased repair costs.

## **Bradley Airport Law Enforcement**

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### ***Department of Emergency Services and Public Protection (DESPP)***

***Challenge:*** Provide law enforcement services at Bradley International Airport within allocated DOT budget.

***Initiative:*** The Division of State Police consolidated Troop “W” located at Bradley International Airport into Troop “H” in Hartford. The consolidation created efficient staffing levels for both troop areas and enhanced the state police ability to respond to public safety emergencies at the airport. All sworn personnel of the now expanded Troop “H” were trained and certified to work within the secure areas of Bradley International Airport.

***Impact:*** The annual cost to the Department of Transportation for State Police services in FY 2013 is projected to be approximately 5 million dollars. DOT allocates approximately 5 million dollars per fiscal year for law enforcement services at Bradley International Airport. The cost to DESPP to maintain Troop “W” at the airport is an additional 4 million dollars, bringing the total to approximately 9 million dollars.

- ✓ By providing law enforcement services to Bradley International Airport out of Troop “H” a **\$4 million savings is realized.**

## **Dispatch Consolidation**

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### ***Department of Emergency Services and Public Protection (DESPP)***

***Challenge:*** Reduce the number of CSP dispatch locations and return troopers assigned to dispatch functions to hazardous duty patrol, where they are best utilized.

***Initiative:*** Consolidate as many dispatch locations in state police jurisdiction as practical and civilianize the function, allowing troopers that had been used as desk officers/dispatchers to return to performing law enforcement patrol duties. A study of the traditional dispatch operation suggested significant “change” in the dispatch function. Consolidate dispatching from twelve (12) troop locations to only five (5) locations and civilianize dispatching positions to non-sworn employees.

The Western District dispatch functions of Troops “A” Southbury, “B” Canaan and “L” Litchfield, were consolidated during April and May of 2012 as the first phase of the initiative. Phase two is scheduled for late this year and includes Troops “C” Tolland, “D” Danielson, “E” Montville and “K” Colchester. In 2013-2014, Troops “F” Westbrook, “I” Bethany, and “H” Hartford are slated as phase three of consolidation. Once all phases of consolidation are completed, there will be five dispatch locations instead of the original twelve. Troops “L” Litchfield, “C” Tolland, “G” Bridgeport, “HQ” Middletown and Bradley International Airport.

Once completed, the consolidation effort will return 50 to 55 troopers from dispatching assignments to law enforcement patrol duties. The statewide troop dispatch consolidation initiative will take approximately two years to complete.

Impact:

- ✓ Reallocation of resources by civilianizing and consolidating dispatch functions will conservatively **allow \$4.4 million in hazardous duty resources to be allocated to patrol functions.** The direct impact will be placing more troopers on the road dealing directly with public safety issues.

## **Civilianization of Appropriate Positions**

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### ***Department of Emergency Services and Public Protection (DESPP)***

Challenge: Reducing sworn overtime expenditures by redeploying sworn staff assigned to administrative functions to the field and hiring civilian staff to carry out the administrative duties.

Initiative: Civilianization at DESPP is a process that is intended to maximize the talents and use of one of the state's greatest resources, our highly trained state police personnel. It is also intended to provide cost savings for the state in these challenging fiscal times.

Over the years, the General Assembly has delegated numerous responsibilities to the then Department of Public Safety, now the Department of Emergency Services and Public Protection. Some of these responsibilities are not traditional public safety functions and the responsibilities were often given to the agency without corresponding fiscal resources to carry them out. As a matter of necessity, the agency used its sworn force members to carry out these responsibilities.

At this time, the agency's sworn staffing numbers and the state's limited fiscal resources require that these positions, which are not hazardous duty and can be carried out by civilians, be "civilianized." It is the right thing to do both for increased public safety and for fiscal responsibility.

The agency's goal is to return hazardous duty personnel to hazardous duty assignments and to have civilians carry out duties that do not require a trooper. This effort will put more troopers on the road.

Impact:

- ✓ To date, the Department has civilianized twenty-seven (27) positions. Sworn hazardous duty personnel have been reassigned to hazardous duty functions.
- ✓ Created a **cost saving of \$720,000 in personal services budget.**
- ✓ **Enhanced public safety** by making more troopers available for hazardous duty functions.

## Disaster Response & Recovery

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### *Insurance Department (CID)*

**Challenge:** Consumers often learned too late – after a disaster – what their policies did and did not cover. The Insurance Department had been under-utilized as that important state resource that helps consumers be better prepared for disaster, understand the claims process, connect with their insurers and recover from their losses as soon as possible.

**Initiative:** CID began a top-to-bottom restructuring of its disaster response policies, ensuring for the quick licensing and mobilization of emergency adjusters before, during and after a catastrophe in the short term. Priorities included a proactive communication campaign for consumers that identified seasonal risks – hurricanes, flooding, winter storms – and provided answers to coverage FAQs. For the long term, the Department is actively participating in the Governor’s long term disaster recovery initiative and has revised its own disaster recovery plan by securing workspace at Eastern Connecticut State University (ECSU) as a backup location should Department lose the use of its headquarters or data systems.

### **Impact:**

- ✓ During devastating weather events of 2011, CID **issued 4,200 emergency claims adjuster licenses** within a week after Tropical Storm Irene hit.
- ✓ CID **processed total of nearly 7,000 emergency licenses** by the time October nor’easter struck Connecticut.
- ✓ Emergency licensing allowed industry expeditiously deploy an “army” of adjusters to help policyholders begin to recoup their losses.
- ✓ Enhanced communications kept consumers updated quickly on essential information from their insurers, such as location of mobile claims vans and storm-specific contact information.
- ✓ CID leadership on Long Term Recovery task force is helping develop an integrated framework to assist communities in becoming more proactive in managing risks. By identifying and mitigating risks before a significant event, communities are more resilient and can minimize economic losses. Industry statistics indicate that 25 percent of small businesses – the backbone of job creation in Connecticut – do not reopen after a disaster. The faster a community recovers, the better the chance of minimizing job losses, permanent business loss or dislocation.

## Fraud Prevention Initiative Surveillance

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### *Department of Labor (DOL)*

**Challenge:** Although Connecticut is ranked by USDOL as fourth best among states in regard to improper Unemployment Insurance payments, the agency wanted to increase and improve its efforts and methods of detecting and preventing fraudulently filed unemployment claims.

*Initiative:* DOL contracted with two state vendors to provide surveillance to substantiate “working under the table” or undocumented employment. This initiative allows the Department’s fraud auditors to continue their investigations by referring tips and leads from our Fraud Hot Line and requesting video surveillance to document employment when the same individual files for unemployment benefits.

*Impact:*

- ✓ Surveillance was implemented in June 2011 and to date, 90 investigations have been completed. Of these cases, 58% have resulted in documented employment.
- ✓ This work has allowed the agency to establish the recovery of more than \$936,439 in overpayments and disqualifications of future benefits.

## **Partnerships for More Efficient and Effective Care**

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### ***Department of Mental Health and Addiction Services (DMHAS)***

*Challenge:* In April 2010, CT expanded Medicaid to include Low Income Adults previously covered by the State Administered General Assistance (SAGA) Program. Behavioral health services for this population had previously been funded and managed via the Department of Mental Health and Addiction Services SAGA Behavioral Health Program; however, behavioral health services for other Medicaid populations were managed through the CT Behavioral Health Partnership, the Department of Social Services, or not at all.

*Initiative:* The Connecticut Behavioral Health Partnership (CT BHP), expanded in 2011, is a partnership between DMHAS, the Department of Children and Families (DCF), and the Department of Social Services (DSS), overseen by a legislatively mandated Oversight Council. In April 2011, the departments contracted with an Administrative Services Organization (ValueOptions® -CT) to help redesign an integrated behavioral health service system for all of Connecticut’s Medicaid populations of approximately 600,000 covered lives including children, families, adults with low income, and adults with disabilities.

*Impact:* The expanded CT BHP was implemented in April 2011, and ValueOptions CT is providing utilization management, care coordination, and provider and consumer customer service for all Medicaid coverage groups. Due to the Medicaid claims lag, the state partners are just beginning to get data on the operations of the program, but preliminary information shows that the ASO is assisting individuals to receive the care they need in the appropriate setting, with the goal of helping individuals avoid unnecessary admissions to inpatient hospital units and hospital emergency departments.

## **Establishment of a Dedicated Centralized Teen License Testing Center**

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### ***Department of Motor Vehicles (DMV)***

***Challenge:*** Decrease DMV Branch Lines and provide first time customers with a better service experience. DMV needs to move more services to a scheduled appointment basis and this is serving as the Pilot for future scheduling programs.

***Initiative:*** A dedicated licensing test center has been established for 16 and 17 year olds who are seeking to take the Learner's Permit test. These individuals, or their parents, can now schedule an appointment via the internet and make an electronic payment on-line for taking the mandated learner's permit test.

The customer now has the ability to preschedule and pay for the learner's permit test without having to wait in line. The Test Center offers flexible hours to better meet family demands. In addition, the Test Center environment was structured to be nurturing so that 16 and 17 years old would feel more at ease when taking the test.

In the future, the internet scheduler system will be available to the public in providing 'at home' scheduling for additional DMV functions such as vehicle inspections, hearings, etc....The system will also replace an antiquated stand-alone testing process with a new web-based knowledge testing system that will be deployed agency-wide without reoccurring costs.

### ***Impact:***

- ✓ **The initial customer survey reflects a 98% "very satisfied" rating along with a high rating for customer service, ease of locating the Test Center and overall satisfaction with the service.**
- ✓ Implementation of the Testing Center has allowed for a shift of resources providing for **increased staffing to DMV's customer service areas.** The automated appointment scheduler allows the public to select more convenient times and provides for a no wait process. Additionally, it allows the customer to make an e-payment so that they are assured of their appointment. **A quick in-and-out system including the testing process itself has been kept to ½ hour duration.**
- ✓ A combination of all of the above provides the customer and DMV staff with a more efficient and customer oriented process.

## Issuance of Vehicle Titles to Owners

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### *Department of Motor Vehicles (DMV)*

Challenge: Issuing Vehicle Titles in 145 days was not an acceptable business practice for DMV and caused a very negative impact on the new and used car business as well as the general public. The Registration and Title Application Form H-13 is the most used form at DMV and needs to be easily accessible by customers.

Initiative: The public is now able to transfer, trade-in, resell, and sell vehicles in a timely manner. In addition, dealers are now able to sell vehicles with the availability of proper titles without an extended delay to the consumer, providing for increased customer satisfaction and ultimately revenue increases. The process of titling is conducted in a more efficient, effective and customer friendly manner. In addition, to making titling easier we have moved the triplicate H-13 Registration Form to a “downloadable, fill in, print” format on line. This will make registering a privately purchased car much easier. This form serves two purposes: applying for registration and applying for a title.

### Impact:

- ✓ The operational modifications and the elimination of the processing backlog have brought about a welcomed **shift in labor resources allowing for enhanced customer service** in the title service area with a corresponding decrease in customer wait time.
- ✓ Decreased title issuance time to the public from **145 days to 30 days**. We recently have decreased processing time to **22 days** and our new goal is to accomplish this within 15 days.
- ✓ Additionally, the department is able to **avoid incurring the costs associated with having to use outside vendor services** for title data entry.
- ✓ A more convenient and economical customer friendly process.

## Renewal of Commercial Vehicle Registration for Interstate Carriers

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### *Department of Motor Vehicles (DMV)*

Challenge: The commercial trucking industry required a better way to service their needs due to their business schedule. They required a shorter renewal time and the ability to pay their fees online.

Initiative: The renewal time taken to process a commercial International Registration Plan vehicle registration was 18 days. By establishing a LEAN review process and eliminating unnecessary steps and customer paperwork, a reduction in renewal time was realized. Additionally, the Kaizen (waste elimination review) event provided a forum for discussion among those in the motor carrier industry, and the insight from those discussions will assist the agency in rewriting its instructions for International Registration Plan (IRP) renewals.

Impact:

- ✓ IRP Registration Renewal Time **reduced from 18 days to less than 2 days.**
- ✓ Substantial reduction in the number of late renewal applications; Increased carrier satisfaction and business economic climate; Establishment of a foundation for future electronic processing and payment; and enhancement of the motor carrier's economic activities by reducing the likelihood that they will be required to come to the IRP Unit in Wethersfield for related transaction processing .
- ✓ **Reallocation of staff from five assigned to three;** Expansion of Supervisor responsibilities to include other operational units; decrease in the number of bureau supervisors.
- ✓ As a result of revising the renewal form, fewer manpower hours are spent reviewing applications that were submitted with missing or incorrect information and waiting for completed or corrected applications to arrive.
- ✓ Finally, the agency has embarked on a web based training program for IRP Carriers to assist the industry in training for an electronic registration and payment process. This process will **save the carriers valuable renewal time** and allow them to apply and make payments via the internet rather than travel to the Wethersfield Branch Office from areas throughout the state.

## **Reallocation of DMV Staffing**

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### ***Department of Motor Vehicles (DMV)***

Challenge: DMV was top heavy in relation to managers and needed more employees on the front lines to serve our customers.

Initiative: The agency has embarked on a realignment of managerial positions by instituting class position reductions and by lay-offs, attrition, and the non-refilling of identified levels. This has resulted in a decreased manager to staff ratio while providing for an increase in positions dedicated to customer service.

The agency has reclassified managerial positions, through attrition, to job classifications serving the public.

As a result of the reclassification of agency staff, the level of managers to staff has declined since January 2011 and management has taken on additional responsibilities. Additional staff has been reassigned to areas that directly impact customer service.

Impact:

- ✓ **Managerial levels have been reduced by 20% during the last eighteen months.**
- ✓ The agency realignment of staff has increased direct service staffing levels to meet customer service needs and demands. The shifting in labor resources has a **positive effect on customer wait times.**

## **Financial Assistance to Local Health Departments for Lead Poisoning Prevention Efforts**

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### ***Department of Public Health (DPH)***

***Challenge:*** Existing contractual and administrative processes resulted in delays of the delivery of funds and gaps in funding support; which then created gaps in health services for local communities. Recognizing the challenge communities faced in combating childhood lead poisoning, the Department developed a systemized approach for a more rapid and streamlined delivery of childhood lead poisoning prevention funds so that local communities can maintain uninterrupted services for at-risk children and their families.

***Initiative:*** The legislation was passed. In the 2012 legislative session, DPH proposed a revision to CGS 19a-111j that enabled the Department to distribute funds to community partners in a more efficient and timely manner. The new approach to delivering funds enables communities to plan and budget for services, provides communities with funding that runs the course of a fiscal year, and prevents gaps in service. This directly saves taxpayer money; federal and local funds are not utilized to offset budget gaps, communities spend less time on contractual paperwork (personnel savings), and childhood lead poisoning prevention efforts are carried out continuously. Preventing new childhood lead poisoning cases from occurring, and providing early intervention services for at-risk children eases the burden on medical, educational and social systems locally.

Under past practice, funds were typically delivered to the health departments/districts six months into the fiscal year, due to contractual delays and administrative processes. Moving forward, the timely delivery of funds will enable health departments to continue services without interruption which is of benefit to CT's communities and children. Additionally, streamlining the delivery process has saved both the state and municipal/district health departments' administrative time and effort.

According to the CT DPH Childhood Lead Poisoning annual disease surveillance reports, there are approximately 750 children diagnosed with lead poisoning each year; the majority of those children are newly identified cases. In Connecticut, black children are two times more likely to have lead poisoning than white children. Hispanics are also more likely to have lead poisoning compared to non-Hispanics. This is a preventable disease that has yet to be eliminated. Preventing childhood lead poisoning supports the intellectual/academic of children reducing costs related to special education and support services.

### ***Impact:***

- ✓ DPH currently delivers approximately \$1,000,000 annually to municipal and district health departments in a timely way for the purpose of preventing and controlling childhood lead poisoning.
- ✓ Local health departments and district health departments will now carry out childhood lead poisoning case management activities (e.g., contacting medical providers to ensure timely follow-up care for diagnosed lead poisoned children), lead poisoning prevention activities (e.g.,

community-based education and outreach, health fairs, and targeted communications campaigns), and be the primary responders for reported childhood lead poisoning cases (e.g., conduct an investigation, lead inspection, and issue orders for lead abatement).

## **Transition of Child Day Care and Youth Camp Licensing Systems**

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### ***Department of Public Health (DPH)***

***Challenge:*** The Child Day Care and Youth Camp Licensing Programs were maintained in multiple stand-alone, non-integrated Access databases that were fragile and ill equipped to handle the ever increasing needs to collect, store, manage and disseminate data.

***Initiative:*** In July 2011 and April 2012, the Department of Public Health's Child Day Care Licensing Program and Youth Camp Licensing Program transitioned to a new enterprise-wide licensing system.

The new licensing system, known as eLicense, takes advantage of new technology capabilities that will increase efficiency and service quality for licensed providers, researchers, parents, the general public, and other interested stakeholders.

In addition, the new user-friendly system allows the public to conduct on-line searches of child day care providers and displays basic license and inspection information, substantiated complaint history information, and formal discipline history information. Finally, eLicense enables the public to download rosters of child day care providers. Additional features expected to be implemented in the future include on-line renewal of licenses and posting of licensing inspection results on-line.

***Impact:*** Note that use of new licensing system is still less than one year old, so savings are projected per year and may be contingent on implementation of additional features of the system.

- ✓ Field workers may view the database from the field and remotely download results of inspections directly into the system (i.e., more field time for workers) - 1,900 more inspections completed per year reducing need for overtime and/or hiring of additional staff to maintain the frequency of inspections statutorily mandated.
- ✓ Applications available on-line (paper, copying and postage) - **\$26,500 in savings**
- ✓ Improved efficiencies in processing licenses and renewals (less staff needed to process licenses and renewals) - **\$42,685 in savings**
- ✓ Information available on-line (i.e., less staff need to cover phones and reduced Freedom of Information/mailling label requests) - **\$65,191 in savings**
- ✓ System generates statistics(less staff time) - **\$14,000 in savings**
- ✓ No need to support multiple Access databases (Access licenses, backup tapes, IT support) - **\$35,000 in savings**
- ✓ Total projected annual savings - **\$183,376 in savings**

Many additional benefits of the new system cannot be quantified, such as the ability of the licensing system to enable the Department to collect valuable data related to the programs licensing and monitoring activities. For example, the system collects valuable data regarding the most frequently cited violations, which allows the Department to target its provision of technical assistance to providers to improve compliance.

## **Implementation of Transfer and Articulation Policy (TAP) Across ConnSCU**

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### ***Board of Regents for Higher Ed (BORHE)***

*Challenge:* Traditionally, there has not been a seamless path for a student to transfer between and among Connecticut's community colleges and state universities. While there have been some major-by-major or program-by-program articulations between the community colleges and universities, the reorganization of higher education under one governance body has allowed for faculty from a range of academic disciplines and across institutions to work on a policy that will allow students to seamlessly transfer between and among institutions.

*Initiative:* Since the 1970s, Connecticut has discussed the creation and implementation of a seamless transfer and articulation policy (TAP) across its community colleges and state universities. Because of different governance structures overseeing the community colleges and state universities, it was often easier to transfer *to/from* UConn or a private institution than *among* the 17 institutions that now make up ConnSCU. In March, the Board of Regents passed the first TAP across all 17 institutions.

The new policy is competency-based, meaning students will be expected to demonstrate competence across the knowledge and skill areas defined in general education. The 30-credit common core curriculum will be approved by faculty at the community colleges, state universities and Charter Oak State College this fall, and a full major-by-major transfer plan will be adopted by July 2013. At the same time, the Board of Regents is aligning its general education core across the 17 institutions.

### *Impact:*

- ✓ **Students will benefit from the new policy** by virtue of a having a clearer, more understandable transfer policy across our institutions that outline credits accepted generally, as well as those that are counted toward a student's major. The benefit to the state comes from increased student success, completion and economic impact.

## **Industry Specific Training and Placement Programs**

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### ***Department of Rehabilitation Services (BRS)***

***Challenge:*** CT Businesses expressed a growing interest in how to introduce the principles of “Universal Design” into their workflow and work practices. The Businesses wanted a workforce development model that would increase access and success for job seekers with disabilities, while increasing productivity across the board for all employees of that organization.

***Initiative:*** In 2011, the Department’s Bureau of Rehabilitation Services developed and implemented a new model to respond to the workforce development needs of Connecticut businesses. The model, called the Industry Specific Training and Placement Program (ISTPP) is geared toward connecting businesses with a qualified workforce of job seekers with disabilities, and training these individuals based on the needs of the industry and the specific business. To date, a total of 5 ISTPPs have been implemented statewide with plans to expand to additional businesses. Each program is unique to the demands of the industry and specific host employer standards. The program creates a customized training curriculum at an actual job site and results in competitive jobs with competitive wages at program completion.

### ***Impact:***

- ✓ To date, **75 job seekers with disabilities have been trained and are working in the jobs for which they were trained.**
- ✓ By 2013, it is **anticipated that close to 300 job seekers with disabilities will be trained and working competitively as a result of this effort.**

## **Distance Learning Initiative**

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### ***Department of Rehabilitation Services (BRS)***

***Challenge:*** The growing demand for information and presentations by our Connect-ability Technical Assistance Center from job seekers with disabilities, family members, employers, educators and other stakeholders was becoming increasingly difficult to meet due to limited capacity.

***Initiative:*** The Department of Rehabilitation Services has been focused on the development of online training for job seekers with disabilities, their family members, educators, employers, and other professionals in order to reach the widest audience. This multi-agency initiative provides much needed resources in the areas of employment and independent living issues for individuals with disabilities, as identified and prioritized through broad stakeholder input. Current courses include the following areas:

- Assistive Technology
- Independent Living
- Emergency Preparedness

- Service Dogs
- Personal Assistance
- Financial Literacy
- Soft Skills Needed in the Workplace

These free online courses can be accessed by individuals, family members, service providers, and state agency staff. They can be taken at any time, at any pace, and as many times as necessary. Some courses can be taught through a facilitator. One example is the use of the Soft Skills curriculum in the DMHAS system. This curriculum can be used by an individual, but is also taught in small groups and led by a facilitator at DMHAS sites.

*Impact:* This initiative was 100% federally funded, and can be utilized by a variety of stakeholders. It was developed in partnership with the Department of Mental Health and Addiction Services, and has applicability in a variety of settings.

- ✓ Making these modules available to individuals and other stakeholders decreases the amount of staff time necessary to convey the same information.
- ✓ The Department has already received requests from a number of school systems to use the materials. In response, the State Education Resource Center, the professional development arm of the State Department of Education, is building some of the modules and our agency websites into their professional development offerings. There is also interest on the part of the Department of Corrections to use the materials within their system.

## **Automated Collection Scoring**

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### ***Department of Revenue Services (DRS)***

*Challenge:* With fewer staff, increase efficiency in collecting deficiencies and reduce administrative costs.

*Initiative:* The Department of Revenue Services has implemented automated risk-based scoring analytics that prioritizes and targets tax delinquencies action in order to reduce costs, improve compliance and increase collections. The system allows for earlier intervention to resolve taxpayer deficiencies – to be fairer to all the taxpayers who *do* pay their taxes – and increased revenue from existing taxes.

*Impact:*

- ✓ **\$6 million in additional state revenue.**

## Employee Suggestions for Improved Service

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### *Department of Revenue Services (DRS)*

Challenge: Find ways to tap into vast employee experience and knowledge to accrue savings where possible.

Initiative: The Department has undertaken an agency-wide, ongoing solicitation, review and action on employee recommendations for process improvements and cost savings. Some examples include free Google translator services for all users of the agency website; access to federal mileage data rather than recreating it for state interstate motor fuel tax purposes; allowing verified in-person, telephone and on-line requests for taxpayer ID information rather than only paper process; and establishing an internal agency protocol to cut energy costs for lighting and computer use.

Impact:

- ✓ Operating cost savings and improved taxpayer services.
- ✓ **85 separate initiatives implemented for \$10-25,000 in savings.**

## Transitioning Healthcare

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### *Department of Social Services (DSS)*

Challenge: Historically, Connecticut Medicaid beneficiaries faced challenges in selecting a Medicaid managed care plan, understanding coverage and gaining access to primary care physicians. Further, providers commented that it was difficult to work in an environment in which certain beneficiaries were participating in managed care, and others used traditional fee-for-service arrangements. Finally, the state did not always have access to data to assess how the program was working.

Initiative: Effective January, 2012, DSS transitioned its Medicaid medical services from a mixed model of care (managed care for some recipients, fee for service for others) administered through three separate managed care organizations and a fee-for-service provider network , to a single model of care through a Connecticut-based administrative services organization (ASO), Community Health Network of Connecticut(CHN-CT)

The HUSKY Healthcare ASO model of care greatly simplifies healthcare delivery, making it more understandable, usable and efficient, for recipients and health care providers. Two key elements of the HUSKY Healthcare program are to connect beneficiaries to preventative primary care and to identify individuals in need of care management. In support of these, DSS is providing financial and technical support to primary care providers to help them become Person-Centered Medical Homes (PCMH). PCMH improve access and coordination of care for beneficiaries through extended office hours, use of care managers and electronic medical records. Further, the ASO is using program data to identify those in greatest need of coordination of various aspects of their care. By emphasizing prevention and early

detection of illness, as well as effective management of complex health conditions, the program expects to improve the health status and quality of life for HUSKY Healthcare members for generations to come.

Impact:

- ✓ The biennial budget reflected savings of more than \$90 million in FY 2013 as a result of the conversion to an ASO. These savings are based on a combination of: (1) a more cost-effective and efficient administrative structure than the existing structure under managed care; and (2) medical efficiencies as a result of moving from the current unmanaged fee-for-service environment for aged, blind and disabled clients both in the community and nursing homes, as well as low-income adults under LIA.
- ✓ After combining those populations receiving benefits through the fee for service system and managed care organizations, the new ASO is responsible for managing care for approximately 590,000 recipients, which will allow for **greater administrative efficiencies for both the state and the Medicaid provider community.**

## **Medication Administration**

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### *Department of Social Services (DSS)*

Challenge: In context of the state's efforts under Money Follows the Person to enable individuals who reside in nursing facilities to transition to community-based settings, DSS identified that the high cost of medication administration was in some cases an impediment to establishing a cost-effective plan of care.

Initiative: DSS partnered with DPH, the Nursing Board and a broad range of community stakeholders including the Connecticut Association of Home Care and Hospice to develop a solution that was enacted in the 2012 legislative session. In brief, legislation now permits registered nurses to delegate administration of non-injectable medications to trained home health aides, and further provides that personal care assistants may administer such medications at the direction of the person for whom they are working. Delegation helps to reduce costs, while preserving nurses' discretion to identify situations in which it can safely and effectively occur.

This change results in increased choice and control for Medicaid participants . It also permits home health aides to perform a number of needed functions, reducing the number of staff persons involved in plans of care and lessening confusion about which staff person is responsible for what. Finally, it can significantly reduce the costs of care.

An additional example of a significant advancement is having added automated medication boxes to the list of services covered under the Medicaid State Plan. Assistive technology devices are another means of promoting clients' independence and achieving cost savings.

Impact:

- ✓ **Total cost savings projected in SFY 13: more than \$15.4M**

By aligning long-term services and supports with consumer choice and control, the state not only improves the quality of life for Medicaid participants by providing options but also reduces unnecessary expenses and institutionalization.

## **Bid Express Electronic Bidding Implementation**

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### *Department of Transportation (DOT)*

Challenge: The implementation of Electronic Bidding addressed the Department's need to improve on the manual/paper bid process that was outdated and inefficient.

Initiative: Historically, bids were received in paper form, manually delivered to the Department then entered into a bid management system. In the past three years, on average the Department has bid 68 projects per year with a total of 495 bids received. Electronic bidding provides for a more efficient process in managing and receiving bid data. The Department has made significant improvements in the way we do business with the contracting community as it relates to bidding on state and federally funded construction projects.

Bid Express (bidx.com) is a safe and secure online internet bidding service currently used in other state Departments of Transportation.

Impact: Some of the efficiencies that Bid Express is now creating are:

- ✓ Reduced number of low bid rejections due to errors, which preserves the low bid, **saving tax payer dollars.**
- ✓ The Department's review time on bids is reduced significantly – it now takes **approximately 2-3 days for 2 staff.**
- ✓ The Department no longer has to manually tab and enter item bid data into our system.
- ✓ The Expedite Bid software is compatible with the Department's new Transport (preconstruction) software and existing Site Manager product, which allows for easy import of contract item data into each system.
- ✓ Contractor's staff time in preparing and reviewing the bid documents is decreased and much more efficient.
- ✓ The Expedite software checks for certain errors made on the bid and also includes automatic bid calculation, which will basically eliminate common math errors.
- ✓ Reduced fuel and vehicle costs as contractors don't have to drive the bid to weekly bid openings in Newington, Connecticut – they can now submit bids from their home or office right up to the last minute.

The Department went “live” with Bid Express on February 1, 2012. Since then, we have conducted 20 electronic bid openings, which included 34 projects out for bid. To date, we have received 177 electronic bids. The contracting community has accepted the change very well and continues to provide positive feedback in our efforts to move forward.

## **Development of Payor-Provider Guidelines**

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### ***Workers’ Compensation Commission (WCC)***

***Challenge:*** Upon identifying lack of communication as the major impediment to the timely delivery of medical services to injured workers, the Commission brought industry-wide stakeholders (physicians, insurance carriers, payors and other interested parties) together to discuss the issues and reach a compromise on an overall policy to remedy the situation.

***Initiative:*** The WCC has developed Payor-Provider Guidelines to educate medical care providers and insurance carriers of their responsibilities under Connecticut’s laws and regulations. These guidelines provide methods to promote cooperation and communication among the parties to improve the delivery of medical services under the Workers’ Compensation Act.

Specifically, the guidelines:

- Provide physicians and payors with clearly stated explanations of their responsibilities under the Workers’ Compensation Act.
- Provide physicians and payors with procedural mechanisms to improve communication to expedite treatments.
- Enable physicians and payors to provide more timely medical treatment to injured workers so they may return to work as quickly as possible.

***Impact:***

- ✓ Fewer contested hearings.
- ✓ Reduces unnecessary hearings and frees up docket space to more timely address the financial and/or medical needs of other injured workers.

## **Prescription Fee Schedule Implementation**

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### ***Workers’ Compensation Commission (WCC)***

***Challenge:*** To respond to the alarmingly increasing costs associated with drugs dispensed through physician’s offices, thereby reducing workers’ compensation costs.

***Initiative:*** Effective July 15, 2012, the WCC instituted a guideline included in the 2012 Official Connecticut Practitioner Fee Schedule to cover pharmaceuticals dispensed by physicians in their offices.

The new guideline limits the amount a physician will be reimbursed for dispensing pharmaceuticals in his/her office to the Average Wholesale Price (AWP) plus \$5 for brand name and \$8 for generic, identical to the rates for pharmacies.

*Impact:* This new policy will not prevent doctors from dispensing pharmaceuticals at their offices, but it will **curb the additional costs associated with office dispensing.**

- ✓ Reduces workers' compensation costs by limiting the amount of reimbursement physicians may receive for office-dispensed pharmaceuticals.
- ✓ Reduces future costs by limiting the amount to be reimbursed to physicians who dispense pharmaceuticals in their offices.

# ENERGY AND TECHNOLOGY EFFICIENCY

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## Consolidating Information Technology Services

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### *Department of Administrative Services (DAS)*

Challenge: Duplication of technology support structures across different agencies within the State creates opportunity for greater efficiency.

Initiative: In the past year, DAS-Bureau of Enterprise Systems & Technology (DAS-BEST) has undertaken efforts to implement common IT software across state agencies and to consolidate IT services in a number of agencies. These efforts leverage state purchasing power, streamline state government and provide more effective and efficient service to the agencies and their clients. Some examples include:

- Common Service Desk Software. DAS-BEST led a multi-agency effort to implement a common IT Service Management software package that provides state agencies with access to services such as Help Desk, Incident and Problem Management, Configuration and Asset Management, Security and Compliance, and Lifecycle Management functions. This common software allows agencies to share technical skills and in the future, help desk problem resolution. A common solution also allowed the state to consolidate purchasing power and provide greater discounts than agencies would have been able to obtain individually. These new services offer a lower cost of ownership, full agency control and flexibility, rapid time to production & ease of use. Software has been purchased and implementation activities started. Full rollout expected to be complete by March 2013.
- Data Center Operations - DSS. DAS-BEST worked with the Department of Social Services (DSS) and the Office of Policy & Management (OPM) to consolidate DSS's Data Center operations. DAS-BEST worked alongside DSS to transition DSS's 2nd and 3rd shift operations staff to DAS-BEST effective March 9, 2012. This consolidation eliminated duplication of efforts, and improves customer service in both DSS and DAS-BEST. This transition is complete.
- Help Desk Operations. DAS-BEST combined the staff for technical and Core-CT help desks. This consolidation streamlined agency operations, and allows for cross-training of staff and better help desk coverage and support. This transition is complete.
- Additional Consolidations of Agency Technical Services. Several agencies recognized their inability to provide e-mail, file server and desktop support for their agencies. They turned to DAS-BEST to provide these services in a more cost-effective manner. The Office of Protection & Advocacy (OPA), the Board of Education & Services for the Blind (BESB), the Connecticut State Library (CSL), former Department of Public Works staff and the Department of Mental Health &

Addiction Services (DMHAS) have all moved some technical support functions to DAS-BEST, freeing technical resources for other critical agency functions and allowing for the retirement of some staff to be undertaken without refill. This transition is complete.

*Impact:* The benefits of the IT common solutions and consolidations are primarily realized through increased efficiency in state agency operations through technological improvements and cross-agency cooperation and standardization. State savings are also achieved through consolidated purchasing power, benefitting taxpayers.

The Common Service Desk Software initiative enabled the state to realize substantial cost savings, as it allowed the state to consolidate purchasing power and provide greater discounts than agencies would have been able to obtain individually.

✓ **The savings to individual agencies thus far is estimated at more than \$643,000.**

Without the implementation of this shared service, agencies would have likely moved forward with their planned individual purchases, resulting in a cost to the state of approximately \$1,543,000. Instead, by implementing this shared software, DAS-BEST was able to eliminate redundant licenses, negotiate a deep volume discount for these services, and help the participating agencies avoid the additional costs to implement the infrastructure needed to support the software. The consolidated negotiated price was \$900,539.78, equaling **more than \$643,000 in savings.**

Finally, consolidating IT help desks and technical services is expected to result in additional cost savings **from reduction in overtime hours** from understaffed and weekend shifts. These consolidations also free up technical resources in other critical agency functions and allow for the retirement of some staff to be undertaken without refill.

## **Computerized Streamlining of CT Shellfish Program Management: Shellfish Bed Management**

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### *Department of Agriculture (DAG)*

*Challenge:* The CT Shellfish Sanitation Program provides water quality monitoring, pollution source assessment, and shellfish management support for coastal areas including municipal and state shellfish beds, which are used for recreational and commercial shell fishing activities. Maintenance of shellfish program pollution source, water quality, and shellfish bed data is ineffectively stored as paper maps and files, and requires several departments to update and edit data. Paper maps and files are difficult to share with other agencies, and existing electronic water quality and pollution source data cannot be linked to these paper maps.

*Initiative:* The CT Shellfish Sanitation Program provides water quality monitoring, pollution source assessment, and shellfish management support for coastal areas including municipal and state shellfish beds, which are used for recreational and commercial shell fishing activities.

Management of commercial and recreational shellfish beds, water quality classifications, and pollution source assessments are currently performed through an efficient computerized mapping technology. Prior to 2010, much of this mapping was managed on paper maps and files, and in computer databases which did not relate to the maps. The format of this information made it time consuming to utilize and difficult to access or share with the public and state and municipal agencies. Since 2010, we have moved to a strictly computerized mapping system, which allows efficient sharing and analysis of water quality and pollution source data, as well as improves our ability to monitor sources and develop appropriate management plans for shellfish growing areas.

Prior to 2010, the CT Department of Agriculture did not manage its own GIS mapping. Shellfish bed classifications were maintained on paper maps, and changes to the GIS data required staff to travel to Hartford to work with the GIS staff at CT DEEP. The CT Department of Agriculture now has and maintains a fully integrated GIS Shellfish Mapping Database which has shellfish beds, nautical charts, water depths, water classifications by color, sampling station locations, and DEEP permitted and shoreline survey identified pollution sources. An aquaculture structures layer is in the works.

In addition, the CT Department of Agriculture has partnered with the University of CT's Center for Land Use Education and Research (CLEAR) and CT Sea Grant to publish shellfish data in an online interactive web-based map which is available to the public, municipalities, shellfish commissions, and other state and federal agencies. The CT Department of Agriculture has also shared water quality and sampling station data with the CT DEEP for use in the Connecticut Statewide Total Maximum Daily Load (TMDL) for Bacteria-Impaired Waters.

*Impact:* The CT Shellfish Program not only identifies growing areas that provide safe and wholesome shellfish for the public and commercial industry, but also contributes to improving water quality along the shore, as significant findings are identified and reported to the appropriate agency for follow-up, either at the local or state level.

- ✓ Having integrated GIS management of CT shellfish growing areas, pollution sources, and water quality monitoring serves to protect the public by ensuring that the shellfish they consume from Long Island Sound, whether harvested by a commercial company or harvested by themselves from approved recreational areas will be safe for consumption.
- ✓ **Eating locally harvested shellfish helps contribute to a healthy economy as well as healthy citizens.**
- ✓ Having integrated GIS management of shellfish growing areas that is fully under the jurisdiction of the CT Department of Agriculture has streamlined the management of shellfish beds and growing area classifications by eliminating the need for multiple agencies to be involved in the management of this data.
- ✓ Electronic water quality and pollution source data is linked to geographic location, and is readily shared with other state and municipal agencies. Inter-agency sharing of data improves efficiency and allows more effective follow-up on pollution sources and associated water quality improvements.
- ✓ By computerizing and bringing the entire shellfish mapping under one roof, we have also improved the effectiveness of the program. By using GIS we can more easily visualize where

and how pollution sources are impacting shellfish beds, which contribute to better information and improved classification of growing areas. **What used to take three agencies and multiple state employees is now maintained more efficiently and effectively by a single employee at the CT Department of Agriculture.**

## Information Technology Upgrades

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### *Department of Construction Services (DCS)*

Challenge: Develop a more automated listing of DCS consultant selection and bidding notices.

Initiative: Within the first six months of consolidation, the DCS technical staff worked with DAS IT staff to change processes related to consultant selection and bidding notices. This work took advantage of DAS's existing BizNet system, tailoring it to DCS's needs. **This improvement has eliminated manual processes previously done by staff.** In addition, this new process creates a more centralized repository of DCS's requests for qualifications and contracts. DCS advertisement notices are now automatically sent to the registered community on BizNet; thereby ensuring everyone receives notices within one day or less.

This web-based information, which consultants and contractors rely on heavily for state construction jobs, is quick to get to and easy to understand. With one click from DCS' website, a consultant or contractor can go right to a listing of all active and closed project notices.

Impact: These IT upgrades will enable DCS to undertake the following planned projects:

- ✓ *Bureau of School Facilities Site Analysis Viewer:* As part of local school site analysis and approvals, local school district will be able to use an interactive web-based map to use when looking for new sites or expanding on existing school sites. The purpose will identify project issues early on in the grant application process and identify less-costly alternatives; thereby reducing the need for additional state funds.
- ✓ *DCS State Capital Projects and Local School Facility Grant Projects:* Reaching out to Connecticut residents, as well as the construction industry, DCS plans on having a web-based map showing the location of all projects in design, construction, or recently completed. Useful project information would be available on the map as well as links to more project specific information. DCS believes this will be a valuable tool for Connecticut residents to see how construction dollars being spent statewide.
- ✓ *DCS Asbestos Program Tracking System:* DCS administers \$5 million in state funds for the Asbestos Abatement Program for State Buildings. With the assistance of DAS-IT small applications support, DCS soon will have an web-based request form, project tracking, and accounting application that has been desired for years. DCS also plans on leveraging the web-based mapping applications from OPM and DAS-BEST to allow for a more robust data information sharing based on geography, build locations floor plans, and asbestos reports. This

will save time in processing agency requests and provide facility managers at other state facilities access to historic and current information.

- ✓ *DCS State Land and Building Inventory:* Through a former DPW initiative, DCS has an extensive geographical database of all state owned structures and land. The goal is to integrate this database with the tabular database OPM maintains to create a more robust and comprehensive inventory of the state's real estate on a web-based mapping system. This will lead to better interagency coordination, co-location of existing and proposed facilities to reduce the need to purchase new state land, and overall statewide capital planning.

## **"Lead by Example" Program: Energy Efficiency in State and Municipal Buildings**

### ***Department of Energy and Environmental Protection (DEEP)***

*Challenge:* State and municipal government spend a lot of money on energy. Energy efficiency initiatives can help lower energy bills, however, many government entities lack the technical and fiscal investment in resources to identify and make sound investments in efficiency upgrades.

*Initiative:* The "Lead by Example" program is a three-pronged approach to reducing energy use in state and municipal buildings. The three focus areas for the Lead by Example program include: (1) funding of energy efficiency projects in state buildings with bond funds, (2) energy efficiency performance contracting in state and municipal buildings, and (3) installation of energy monitoring technology in state buildings to benchmark and reduce energy consumption in 100 of the state's largest facilities.

### *Impact:*

- ✓ **Connecticut taxpayers will save \$1.52 million per year** through reduced state energy bills as a result of this nine-month old program. Significantly higher levels of savings can be expected in the near future.

As of June 29, 2012, **37 energy efficiency projects in state buildings have been approved for a total commitment of \$8.302 million with an average payback of 5.45 years.** "Lead by Example" estimates that these projects will save agencies approximately 45 billion British Thermal Units (BTUs) annually. Additional savings from performance contracting and energy monitoring work will be realized in the near future.

Reducing the state's energy consumption by 45 billion BTUs is the annual equivalent of:

- ✓ **358,700 fewer gallons of gasoline used, or;**
- ✓ **1,460 homes in CT taken off of the electricity grid, or;**
- ✓ **3,530,900 fewer pounds of coal used, or;**
- ✓ **322,900 fewer gallons of home heating oil used.**

***Lead by Example Case Study:***

**Agriculture Experiment Station Energy Efficiencies**

Utility expenses (e.g., electricity and heating costs) of \$602,220 comprise about 70% of the operating budget at The Connecticut Agricultural Experiment Station. Agency personnel authorized the installation of motion light sensors in laboratories and offices and took advantage of the Governor's Lead by Example Energy Program to reduce costs. With the new grant funding of \$280,862, energy-efficient windows will be installed in buildings and two oil-fueled furnace burners will be converted to use natural gas.

These changes in energy efficiency will reduce general operating expenses at the Connecticut Agricultural Experiment Station:

- ✓ There were realized annual savings of about **\$15,000 in electricity costs associated** with the motion light sensors installed in the New Haven campus, and the agency expects to **save another \$80,000 annually** once the new windows and furnace burners are installed.
- ✓ **All savings were or will be accomplished with existing staff members** who carry many other job responsibilities.

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## **Development of Industrial Storm Water General Permit Electronic File Capability**

### ***Department of Energy and Environmental Protection (DEEP)***

***Challenge:*** All around the state, there are a large number of facilities that must be regulated under the federal Clean Water Act's storm water program. These facilities must submit a registration, and the Department must process the registration in a timely manner, and issue a certificate of coverage under the program. These registrations must all be processed all at once, each time the general permit is reissued, causing a months-long log-jam and impacting staff's day-to-day business operations.

***Initiative:*** A LEAN team in the Department's Bureau of Materials Management and Compliance Assurance developed an electronic registration process to improve adequacy of information submitted to DEEP for the Industrial Storm Water General Permit. The Industrial Storm Water General Permit impacts a large regulated universe (1500 + permits) for a wide range of pollutants potentially affecting water quality.

The regulated universe for the Industrial Storm Water General Permit includes many small businesses with no environmental expertise. The previous process was cumbersome due to time consumed by physical movement of paper and limited staff resources to thoroughly and timely review registrations.

*Impact:* The electronic registration process for the Industrial Storm Water General Permit enhances environmental protection and creates a more efficient, effective, and transparent process for registrations. The new electronic system also includes an online status of registrations to **allow regulated entities and the public 24/7 access and participation**. This electronic system will serve as a model for agency-wide electronic application submission and permit processing improvements.

- ✓ The equivalent of **five weeks of time spent processing paper (e.g., photocopying and transporting paper files) will be saved** through this improvement, which translates to a **cost savings of \$15,390 per year of staff time**.

## **Outdoor Recreation – Utilization of Technology to Enhance Park Experiences**

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### *Department of Energy and Environmental Protection (DEEP)*

*Challenge:* In the past, the public has struggled to obtain “real-time” information about our parks – such as park capacity, special events, and the status of state beaches and swimming areas. Our challenge has been to find an efficient and effective means to deliver this important information to our park and forest users, when and where they need it. In addition, “cash only” ticket sales at our most popular parks often resulted in long lines of cars waiting to get in.

*Initiative:* DEEP now utilizes two social media platforms – Twitter and Facebook – to connect directly with the public visiting the state’s recreational areas (107 state parks and 32 state forests). The Department uses social media to provide the public with real-time information about conditions in state parks, including: park closures as they reach capacity, the status of state beaches, interpretive programming available in nature centers, and weather advisories. Through a variety of outreach methods, including signs in campgrounds and press releases, “subscribers” to these platforms has steadily increased. In just one 24-hour period, one of the Department’s Twitter accounts pulled in more than 100 additional followers.

In addition, the Park recently installed new registers at the ticket booths of several of the state’s premier parks – Hammonasset, Sherwood Island, Dinosaur and Gillette Castle – that allow for electronic transactions (i.e., using credit cards and debit cards). For decades, only cash transactions have been possible to gain entry to state parks. The new register system creates more flexibility for patrons and efficiencies for staff.

Impact: Utilization of social media platforms and allowing for electronic transactions have and will continue to directly impact the public in the following ways:

- ✓ Social media allows DEEP to provide current, real-time information on the status of parks, forests, and beaches. Before patrons leave their driveway they now have the ability to know whether or not a park is closed after reaching parking capacity, whether or not the water quality is suitable for swimming, what the general conditions that might encounter when they reach their destination (delays at the booth, limited parking, etc.), and what special programs might be available during the day to enhance their visit. Beyond the information to day-use park visitors, parties staying in our campgrounds can stay abreast of daily activities and events occurring at the park during their stay.
- ✓ Conveying real-time park status information to the public through Twitter and Facebook helps to prevent park visitors from waiting in long lines to enter parks that have reached capacity. Instead, the park visitors know before they get to their destination the park's status and, if closed, they can opt to visit another park in the area.
- ✓ Providing for electronic credit card and debit card transactions allows visitors to gain faster entry into the parks versus exchanging cash with an attendant and then waiting for change. In many instances, park patrons will not bring enough cash to enter a park and, as a result, they hold up the line scrambling to find more money or discussing the matter with the ticket booth attendant. The electronic option avoids this situation.

All these improvements have also allowed the Parks Division to better utilize staff and resources within the parks system, and assign staff to other duties that enhance the public's experience, for example:

- ✓ With the migration to electronic transactions, fewer attendants are needed in ticket booths to manage cash. Instead, staff can be deployed to help maintain picnic areas or provide interpretative programming.
- ✓ Fewer park staff and Conservation Enforcement Police Officers are needed at the entrance of parks to turn away patrons when parks reach capacity.
- ✓ By learning the status of a park prior to heading out, visitors are avoiding areas that are closed – as a result, fewer cars have to be intercepted at the entrance and redirected.

## **Increased Transparency Online**

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### ***Insurance Department (CID)***

Challenge: Insurance is complex on so many levels. Consumers buy it but don't understand it, particularly its regulation. Consumers want to know why their carrier charges what it does and whether those costs are justified. Consumers deserved greater transparency of the process that has an impact on their pocketbooks.

*Initiative:* The Department completely revamped its website, making it easier to navigate and access public documents, including rate filings, enforcement actions, contact information and websites for licensed carriers, hearing notices, educational information and the CID’s complaint process.

Additionally, the CID worked with the industry to ensure that policyholders could be notified when their carriers requested a rate increase, giving them the opportunity to comment publicly.

*Impact:*

- ✓ Transparency and actuarial credibility of CID rate review process made it one of the **first in the nation deemed effective and held up as a model** by the U.S. Department of Health and Human Services.
- ✓ CID is raising public awareness about insurance issues and benefits of using the CID as resource for information and advocacy. Increased awareness and interaction with CID critical to consumer protection.
- ✓ Consumers now have instant access to information regarding insurance costs and company conduct that affect their lives and household budgets.
- ✓ **Seamless transition for implementing federal health care reform.**
- ✓ Direct complaint-filing through CID online system. By providing this more efficient process, complaints are more quickly assigned, are easier to track and sort enabling the Department to identify trends that may indicate a systemic problem with line of business, carrier or an agent. The process also takes advantage of the growing number of users – particularly the younger generation – who handle most of their personal business online – bill-paying, shopping, registrations, etc. For the demographic that still choose to use telephone or the postal service, those options are available.

## **DirectBenefits: “No More Paper Checks”**

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### ***Department of Labor (DOL)***

*Challenge:* Reduce the cost of issuing unemployment insurance checks. During the height of the past recession, CTDOL was issuing 170,000 payments weekly, with costs associated with issuing paper checks amounting to approximately \$400,000 per month, or \$4.8 million annually. Costs were incurred as a result of check stock, printing, mailing, and banking expenses.

*Initiative:* Beginning in early 2011, the Department implemented *DirectBenefits* – a paperless unemployment payment system. *DirectBenefits* offers claimants the convenience of having unemployment insurance benefits deposited directly into a savings or checking account, or if they prefer, the option to use a Visa debit card. The program provides greater customer convenience and a more secure method of receiving unemployment benefits and eliminates the worry of lost checks. Currently, 70% of claimants receive their benefits by direct deposit.

Impact:

- ✓ Although the claim load has dropped since that peak period to approximately 100,000 payments per week, cost savings remain substantial at approximately \$235,000 per month or **\$2.8 million annually.**
- ✓ Additional staff savings were realized when employees in DOL's Benefits and Tax divisions no longer needed to resolve issues related to lost and/or stolen checks. In the Tax Division, for example, three full-time employees were reassigned to other accounting functions and the Division was able to absorb two retirements at an approximate **annual savings of \$150,000.**
- ✓ Combined, the "No More Paper Checks" program has resulted in more than **\$3 million in savings annually.**

## **Virtual Hold™ Technology**

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*Department of Labor (DOL)*

Challenge: With the increased UI claim load, the agency needed to upgrade its telephone system in order to improve its ability to handle the number of calls, relieve call volumes and reduce wait times.

Initiative: The agency upgraded its outdated telephone system with a *Voice over Internet Protocol* (VOIP) network and in March 2012, Virtual Hold™ *Concierge* software was implemented in the two TeleBenefits Call Centers. This new software allows unemployment claimants the option of having the department call them back that day when it is their turn in the queue rather than wait on hold for services. In June 2012, the agency implemented an additional part of the Virtual Hold *Rendezvous* software that allows claimants to choose a return call from the agency on a day other than the current day.

Impact:

- ✓ Virtual Hold has been available to 311,677 callers thus far and 203,454 (65%) have chosen to have their call returned rather than wait on the phone to speak with a customer service representative.
- ✓ There has been a successful reconnect rate of 92.3%. Already, the time saved by residents not having to wait on hold totals 19.26 years or 10,126,145 minutes. This translates to an average of 51 minutes saved per call and a dollar savings of .02 (\$/minute) equaling \$202,522.90.

## **Information Technology Capital Investment Program**

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*Office of Policy and Management (OPM)*

Challenge: Modernize the state information technology infrastructure, making government more user-friendly, efficient and transparent.

*Initiative:* Governor Malloy established an Information Technology Capital Investment Program, which includes an appropriation of \$50 million for fiscal year 2013. **This type of effort in modernizing the state's IT infrastructure is unprecedented in Connecticut's history.**

*Impact:* The initiatives selected through the Information Technology Capital Investment Program will be targeted towards multi-agency, share service solutions which:

- ✓ Enable efficient, easily accessible and timely services for all constituents. Projects addressing this priority would **make state government more user-friendly and efficient for citizens, businesses and municipalities** when transacting business with the state, including in the areas of obtaining permits and licenses, payment of taxes and accessing services.
- ✓ Support open and transparent engagement with citizens and businesses. Projects that make information about services and state government more available and easy to find on-line would be among those that would address this priority.
- ✓ **Streamline modern business processes that result in more cost-effective operations.** Projects addressing this priority would result in the implementation of efficient, modern business processes that result in clear and identifiable savings and service delivery improvements for state agencies.
- ✓ Ensure accurate and timely data for policy making and service delivery. Projects addressing this priority would result in increased transparency for the public and policy makers regarding the cost, effectiveness and outcomes of services within and across state agencies.

## **On-Line Audit Reports**

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### *Office of Policy and Management (OPM)*

*Challenge:* Municipalities, other local governments and non-profit entities annually file their audit reports with OPM as well as multiple other state agencies. It is not unusual for a mid- to large-sized municipality to submit hardcopies of their reports to more than ten state agencies for each filing.

*Initiative:* In April 2011, OPM implemented an electronic on-line reporting system that allowed audit reports of municipalities, other local governments and non-profit entities to be filed electronically by being uploaded on the OPM web server. This initiative has provided cost savings and efficiencies for municipalities, other local governments, non-profit entities and state agencies, and transparency to the public.

*Impact:* 2011 was the first year of implementing this voluntary electronic report filing and more than 350 entities have filed their 2011 reports electronically in the initial implementation period. State of Connecticut grantor agencies have also commended the on-line filing system for several reasons. Resources are better utilized reviewing the reports as opposed to retrieving them; the electronic filing allows state agencies to easily share the reports within different departments of an agency; and the electronic filing saves space from not having to physically store the paper report.

- ✓ Submitting the reports electronically **allows municipalities, local governments and non-profit entities to achieve cost savings** from not having to submit hardcopies of the reports to the multiple state agencies that require these reports.
- ✓ The electronic reporting also created a one-stop filing of reporting that allowed Connecticut citizens to have access to these financial reports to view or download, which in the past were not easily accessible in one location, if at all electronically. Taxpayers within a municipality often seek to acquire information on the finances of their local community and how their tax dollars are being spent. The on-line access to the financial audit reports created a greater level of transparency in accessing this information.

## **ConnSCU Shared IT Services Partnership**

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### ***Board of Regents for Higher Ed (BORHE)***

Challenge: With varying IT contracts for equipment and telecom services, many of which we not centralized, IT savings have traditionally been difficult to realize across the institutions.

Initiative: Gateway Community College is in the process of building a new IT infrastructure for its new facility in downtown New Haven. Instead of purchasing new backup equipment, Gateway is able to take advantage of spare equipment in the BOR/ConnSCU central office. In addition, Gateway is able to join the central office's network and telecom services contract.

IT is an area ripe with savings through this consolidation. Over the next 24 months, the BOR/ConnSCU IT Department will be working with campuses to assess their IT needs and requirements, and bringing them into the network/telecom service contract.

### Impact:

- ✓ By utilizing the BOR/ConnSCU central office spare equipment as backups, Gateway can **save approximately \$74,000 a year.**
- ✓ By joining the central office network/telecom service contracts, Gateway will **save approximately \$255,000 a year.**

## **Paperless Processing**

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### ***Department of Revenue Services (DRS)***

Challenge: DRS needs to continuously reduce reliance on costly paper processing while offering taxpayers easier access to information and more convenient processing.

Initiative: Elimination of annual mass-mailed income tax forms, issuance of debit cards rather than paper checks for income tax refunds under \$5,000, vastly increased electronic processing, rollout of

virtual audit for sales taxes, and major enhancement of agency website-based taxpayer information and services.

Impact:

- ✓ Reduced operating costs, simplification, faster processing, greater security and increased access to taxpayer information have resulted in **\$533,000 in operational savings.**

## **Document Digitization**

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### ***State Library (CSL)***

Challenge: To meet public expectations for the electronic delivery of information from the State Library's collections; reduce the copying costs for agencies, the law community and the general public using the State Library; provide 24/7 access without increasing hours or staffing; and assuring long term access and the authenticity of state government information.

Initiative: The State Library has ramped up its digitization efforts with the goal of making more of its historical collections available online, including adding several self serve digital capture devices allowing library users to digitize library materials for personal use. The State Librarian has also issued recommendations for the authentication and preservation of electronic state and local government information.

The State Library is working with the University of Connecticut's Library and the Dodd Center to create the Connecticut Digital Archive, a trusted digital repository for permanently storing digital files, including state government records and publications. Simply backing up files is not sufficient for the permanently archiving these important records.

Impact:

- ✓ These efforts have greatly reduced costs to the agency for making copies and reduced the volume of paper used by the public for traditional photo-copying. In the first five months of operations, the self serve digital capture as been used by 1,000 unique users. Last year there were 1,828,672 items views of the State Libraries Digital Collections and increase of over 50% from the previous year.
- ✓ Once fully-implemented, these measures will insure that as the state and municipalities move forward to electronic government the public will have long term access to information that can be authenticated.

## E-Hearing Notices

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### *Workers Compensation Commission (WCC)*

Challenge: To minimize agency costs and improve the efficiency of service to the public.

Initiative: In January 2011, the WCC implemented a paperless system for hearing notices. Previously, more than 250,000 paper hearing notices were mailed annually. Now, notices are mailed electronically to all attorneys. Regular mail is still used for non-represented claimants and other parties who do not have e-mail access.

Impact:

- ✓ This time-saving mechanism provides faster hearing scheduling and quicker information flow between claimants, employers, attorneys, and insurance carriers.
- ✓ **Annual savings of \$50,000** in reduced postage, paper and envelopes.
- ✓ **Fewer staff hours** required to process mailings.

## Improved Electronic Access

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### *Workers Compensation Commission (WCC)*

Challenge: To provide public access to agency resources and information in the most convenient, widely available, and cost-effective manner.

Initiative: The Workers' Compensation Commission's website has become the prime source for agency publications, forms, information and news. More than 250,000 website visitors spend a combined 40 hours daily accessing online materials via one million page views. The site continues to expand, now containing 5,000 web pages and scores of other documents. Recent additions include online access to more than 5,000 Annotations to Opinions issued by the agency's Compensation Review Board, with nearly 2,000 full Opinions available as well.

Impact:

- ✓ Provides the public with forms and claim information **24 hours a day, 7 days a week**.
- ✓ **Public savings of \$350,000 annually** in reduced costs for requesting copies.
- ✓ **Agency savings of \$400,000 annually** by reducing staff by four employees.
- ✓ Provides improved functionality with RSS feed and fillable PDF forms that allow users to save the information they enter with completely free Adobe software.
- ✓ As the only official publisher of CRB appellate court opinions, the agency provides prompt and accurate information.

## Virtual Conferencing

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### *Workers Compensation Commission (WCC)*

Challenge: To implement and utilize low cost technology to facilitate agency-wide communications.

Initiative: In 2011, the Workers' Compensation Commission began utilizing "Instant Meetings" which enable WCC Commissioners and staff to hold meetings via simultaneous audio/phone and visual/internet features. Virtual conference calls are held for a fraction of the cost of central office meetings. This technology also encourages training opportunities and promotes productive interaction among statewide commission staff.

#### Impact:

- ✓ Reduces administration travel costs and lost desk time.
- ✓ Saves 15 Commissioners hearing docket time for meetings not held at the central office in Hartford, thereby increasing the availability of Informal Hearing docket time by a minimum of 120 hearings annually.
- ✓ **Annual savings of \$4,500 plus 400 manpower hours** in reduced travel for the requisite four annual Commissioner meetings.

## UCONN 2000 Energy Conservation Efforts

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### *University of Connecticut Health Center (UCHC)*

Challenge: To make the University of Connecticut Health Center more efficient.

Initiative: The UCHC is benefiting from UCONN 2000 energy conservation efforts.

#### Impact:

- ✓ Two major deferred maintenance projects (cooling coil and heating coil) are converting the original electric heat system to more energy efficient steam and hot water systems. These conversions are **expected to save an estimated \$1.7m in FY12.**
- ✓ UCHC also replaced the main cooling tower, and we continue to replace boilers and chillers with up-to-date energy efficient equipment. Most recently two new energy efficient chillers were installed, the estimated **savings will be \$1.8m annually.**
- ✓ The UCHC along with Storrs, continues to pursue and deploy an energy cost reductions strategy in areas such as natural gas and reverse auction bidding of electricity in collaboration with the Department of Energy and Environmental Protection. The **projected savings for FY13 is \$640,000.**

The savings noted above are already accounted for in FY13 and future budgets.