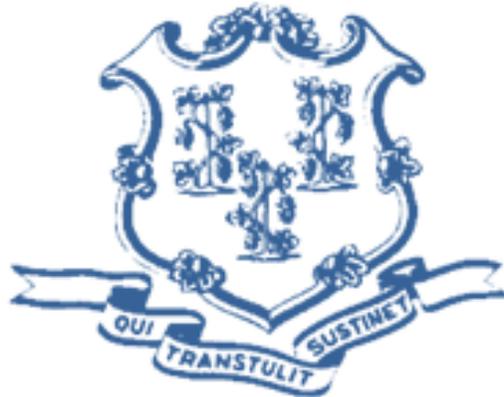


STATE OF CONNECTICUT



REPORT TO THE GOVERNOR: *Continuous Improvement in Connecticut State Government*

Compiled by the Office of Policy and Management
October 23, 2013

Table of Contents

MEMO FROM THE OFFICE OF POLICY AND MANAGEMENT.....3
REPORT HIGHLIGHTS.....5
RESTRUCTURING STATE GOVERNMENT.....6
STREAMLINING SERVICES.....33
ENERGY AND TECHNOLOGY EFFICIENCY.....60

MEMO FROM THE OFFICE OF POLICY AND MANAGEMENT

To: The Honorable Dannel Malloy, Governor
From: Ben Barnes, Secretary, Office of Policy and Management
Date: Wednesday, October 23, 2013
Subject: Report – Changes in State Government, Fall 2013



Dear Governor Malloy:

Last year you asked OPM to conduct a first annual review of changes your Administration has made that make state government more effective and efficient. This year, again at your request, we worked with agency commissioners and their staff to provide an update to that report.

Last year's report showed some of the ways that state agencies helped to save Connecticut taxpayers more than \$2 billion off the current services budget since you took office. This year's report details millions in additional savings, part of the \$2.2 billion in total reduction from current services in this biennium.

The 2013 report shows we have continued to make progress in transforming Connecticut's state government. We know there is much more work to be done, but we have made real progress in turning around uncontrolled costs, making government more transparent, and improving the experiences that Connecticut residents and businesses have when they interact with their state government.

I am glad to say that we are also making progress in putting Connecticut's finances back in order. We are implementing GAAP accounting to make our budgets more transparent and stable. The average growth rate of state spending the past three years is below the averages of your two predecessors. When you took office, the state's Rainy Day Fund was empty – today there is \$271.5 million in the fund. Last year's budget had a surplus, one that resulted from your difficult-but-necessary decisions that cut spending by \$379.2 million from appropriated levels.

In short, this report shows that Connecticut state government is not just doing more with less, but is doing *better* with less.

This transformation has taken much work and, at times, courage on the part of many people. While your commissioners have led this process, the positive results also come from the hard

work of many frontline state employees. We also have many partners in the General Assembly who have stood with us as we change the face of government.

As you review this year's report, please keep in mind that it does not include every improvement made to state government. It is a representative and diverse sample, and these changes are in addition to those on which we reported last year.

We've tried to effectively summarize the impact of each change. Where possible we show dollar savings, but the impact of some changes are also seen in fewer work hours (which allows employees to work on more things) as well as improved services for residents and businesses at no additional cost.

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

Sincerely,

A handwritten signature in blue ink that reads "Ben Barnes". The signature is written in a cursive style with a large, stylized "B" and "B".

Ben Barnes

Report Highlights

Delivery Time Savings

1. DRS business tax registration time reduced from 15 to 2 days in paper and 10 to 2 days online.
2. DMV reduced time for receiving vehicle title from 145 days in 2011 to 15 days in 2012.
3. DECD Internal Improvements Through the LEAN Process – Reduced EXP application process time from 120 days to a targeted 45 days.
4. DOT TOD pilot reduces agreement process from 3-4 months to 2-3 weeks.
5. DSS Improved Medicaid Spend-down Process – Reduced processing time for 99% of expenses to within 5 business days.

Staff Time Savings

1. DCP Merged Divisions for Hundreds of Man-Hours in Efficiency Driven Savings – left several positions unfilled, saved hundreds of hours of employee time and more than \$750,000.
2. DESPP Consolidation and Civilianization of Dispatch returns 50-55 troopers to patrol duties and reallocated \$4.4 million in hazardous duty resources.
3. DEEP Utilized Mobile Technology to Enhance Park Experiences – Reduces need to staff to direct traffic at gates, allowing for redeployment to other areas.
4. DPH Improved efficiency of the Office of Health Care Access and saved 95.5 staff hours annually.
5. CSDE School Interoperability Framework – Reduces District administrator reporting time from days to hours.

Dollar Savings

1. DAS direct identifiable savings or additional revenues of over \$20 million.
2. UCHC Improved Personal Service Efficiency - \$1.2 million in salary savings and improved patient satisfaction ratings.
3. DMHAS/DCF Consolidation of Food Services – Reduction in DCF budget of \$300,000.
4. DSS SNAP Policy Improvements – Reduced benefits to ineligible recipients by more than \$70,000.
5. DCP Upgraded e-Licensing – Reduced printing/ mailing of licenses and permits by 25,000 each year, saving \$13,000.
6. SDA Fall Prevention Initiative – Averted \$1,498,230 in fall-related healthcare.
7. DRS improved fraud protection saves \$11.3 million in potential fraudulent refunds.
8. DRS improved tax collection yields \$36 million additional revenue.
9. DOL Unemployment Compensation Fraud Unit recovers over \$400,000 in overpayment and prevents \$100,000 weekly.
10. UCHC Combined Purchasing - \$1.3 million in supply savings.
11. UCONN Cost Saving Measures –procurement, facilities operations and information technology savings of \$7.4 million.

Energy Efficiency Savings

- ✓ UCHC Energy Conservation - \$2 million reduction in electricity and natural gas expenses during FY13.
- ✓ DMHAS “Lead by Example” Instituted at CVH – Energy efficiency leads to roughly \$2 million in annual savings.
- ✓ DEEP Implemented “Lead by Example” Program – Save agencies approximately 101 billion BTUs annually, equivalent to 730,000 gallons of heating oil and \$1.84 million taxpayer dollars.
- ✓ MIL reduced total annual energy consumption from 112,300 MBTUs in 2010 to 74,500 MBTUs in 2012, a 40% reduction.

Restructuring State Government

Goods and Services Contract Savings

Department of Administrative Services (DAS)

Challenge: Identify ways to reduce the costs of goods and services utilized by Connecticut State agencies.

Initiative: DAS is responsible for administering statewide contracts for goods and contractual services, including information technology contracts, for Executive Branch agencies. DAS examines each and every contract as it comes up for renewal, as well as all requests for new contracts from agencies, to assess whether the contract is necessary and whether the terms of the contract can be improved. As contracting is an integral part of our agency's responsibilities, we have a team of over 20 professionals who research the market, administer the competitive bidding or negotiation process and ensure we are getting the lowest, responsible qualified bidder or most advantageous proposer. In many cases, DAS rebids or renegotiates contracts where we believe we can accomplish savings to the State.

Impact: The statewide savings associated with the contracts that DAS reviewed, renegotiated, and/or awarded in FY 2013 alone are estimated to be **over \$18,122,017**.

One contract that DAS negotiated in FY 2013 involved a contract for the Department of Revenue Services ("DRS") for Tax Refund Investigation Identity Fraud. This is a contract with a 6-year term, awarded to LexisNexis, that filters all State Tax Refunds through various databases to stop fraudulent refunds from being paid out.

- ✓ The total amount of refunds that the State and the vendor expect to catch each year totals \$10 million. **DAS reported savings on this contract in the amount of \$9 million**, as it negotiated the vendor contingency fee down from 30% to 15% (\$1.5 million per year over the 6 year contract term).
- ✓ As a result of this contract, the State is anticipated to recover **\$8.5 million per year** (\$51 million over the 6 year contract term) in tax refunds that it would have paid out but for this contract.

Renegotiating & Collapsing State Leases

Department of Administrative Services (DAS)

Challenge: The costs to maintain leases to house state agencies and offices are high and continue to rise.

Initiative: Identify ways to reduce the costs of housing state agencies and offices.

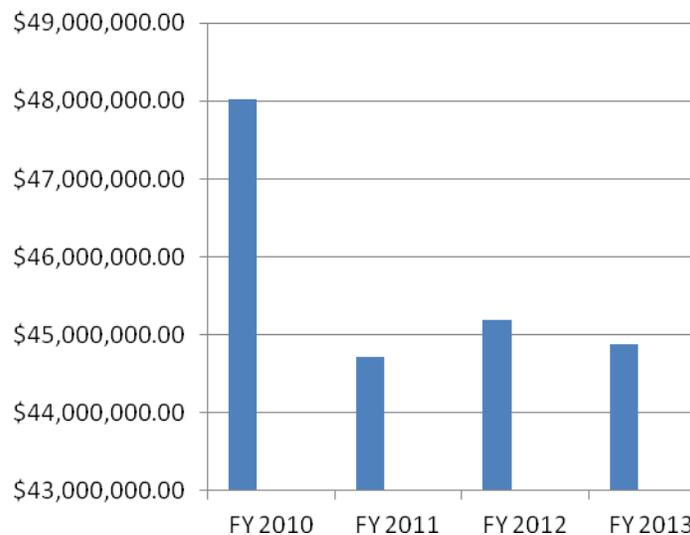
Throughout FY 13, DAS has continued to eliminate property leases wherever possible, to renegotiate rental rates on buildings that the state leases, and to obtain credits for unnecessary services such as carpet replacement and painting when not needed. In FY 2013 DAS collapsed/terminated 3 leases, renegotiated 11 leases resulting in savings, and enforced leases provisions on 23 other leases to obtain credits from lessors or realize savings for the state.

The DAS Leasing & Property Transfer unit also negotiated and oversaw, in conjunction with OPM and SPRB, the purchase of two office buildings – 55 Farmington Avenue, Hartford which closed in April 2013 and 450 Columbus Blvd., Hartford which closed in August 2013 – adding approximately 738,000 combined net usable square feet of office space to the State’s owned portfolio. This will allow for further reducing space leased by the state and additional savings for Connecticut taxpayers in the future.

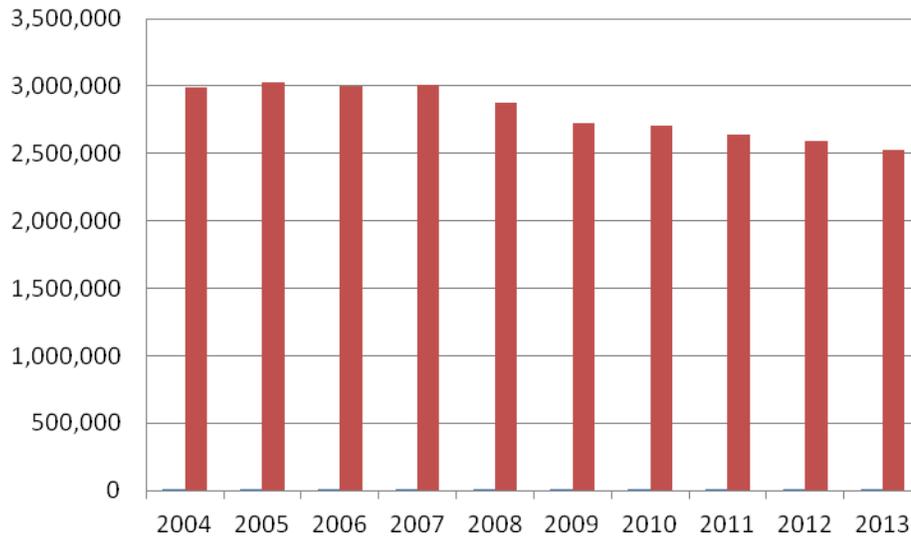
Impact: DAS’s efforts in eliminating property leases, renegotiating leases and pushing for contract credits have resulted in savings for Connecticut taxpayers.

- ✓ In FY 13, DAS realized **lease savings in the amount of \$882,000** through these efforts. Many of the savings will continue in the out years.
- ✓ DAS’s efforts to eliminate and re-negotiate property leases have resulted in a **decrease in the overall lease costs to the State** and a **decrease in the amount of square footage** leased by the State. The charts below depict these recent trends.

Annualized Lease Costs by FY



Trend in the Amount of Leased Space by FY



Consolidating Information Technology Services

Department of Administrative Services (DAS)

Challenge: Information Technology needs and costs among state agencies continue to grow exponentially. Solutions applied to a single state agency are costly, do not make use of the State's potential to leverage purchasing power, and are more difficult and costly to maintain over time.

Initiatives: 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:

- Consolidation of Veteran's Affairs technical support. The Department of Veterans Affairs and DAS-BEST determined that DVA could be better served by consolidating the technology support and management into the larger structure at DAS-BEST. By utilizing a broader skill base, we are meeting the technology needs of DVA with less dedicated resources.
- Enterprise Identity Management. DAS-BEST, collaboratively with the quasi-public agency Access Health CT, worked to develop and deploy a single Identity and Access Management platform to handle the security needs of state residents, businesses and employees. Access Health CT was the first to go live on this platform in October 2013. This platform will reduce the costs for maintaining security and improve the state's abilities in fighting cyber security threats.

- Enterprise Security Awareness. Cyber Security attacks against the state have increased dramatically in recent years. DAS-BEST introduced training for all executive branch employees on security threats and awareness. This training provides a critical perimeter against cyber security threats and lowers costs for remediation of security incidents.
- Applications with Speed. DAS-BEST worked with several state agencies to bring new capabilities online in a very short period of time. Some projects includes:
 - On-line registration for certification in the Medical Marijuana Program for DCP.
 - Liquor Control Retainer application for DCP that allows a liquor retailer to register a single product per month for up to a 10% discount on the retail price.
 - A Business Friendly Initiative on the State Contracting Portal that allows common company documents to be uploaded to the statewide purchasing portal.
 - An update to the State Exam Information website to allow individuals to check expiration dates of exams.
 - A central Workplace Violence reporting application for CT State agencies to report any workplace violence events.

Impact: The benefits of providing IT common solutions and consolidations are primarily realized through:

- ✓ Increased efficiency and productivity gains in state agency operations through technological improvements and cross-agency cooperation and standardization.
- ✓ State savings achieved through consolidated purchasing power, benefitting taxpayers.
- ✓ Common IT software and consolidated IT services providing for better support of Enterprise and agency systems and operations, ensuring that state services to the public and others are run efficiently and without interruption.
- ✓ Cost savings through consolidating IT help desks and technical services yielding 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.

Partnership with AmeriCorps

Office of Higher Education (OHE)

Challenge: As a means to leverage financial support toward reducing the strain of financing higher education, OHE sought to increase the number of active AmeriCorps participants able to take advantage of the College Cost Reduction Access Act of 2007, which consists of a public service loan forgiveness program, and an income-based repayment plan for federal student loans available to graduates working with the AmeriCorps program.

Initiative: OHE provided increased regional information workshops and webinars with technical assistance about how to apply for federal AmeriCorps dollars in the hopes of generating more applicants **with no increase in staffing or financial resources**. In order to maximize efficiencies relative to staff time and resources, the use of virtual workshops and thematic technical assistance conference calls helped to disseminate information widely, timely and comprehensively.

Impact: In the last year, under the OHE/AmeriCorps **initiative, the program increased its participant rate by more than 25% from 660 participants to 830 active AmeriCorps members**. This increase resulted in doubling the amount of eligible education awards offered to Connecticut residents. It also provided financial flexibility towards college planning by leveraging the CCRAA.

Consolidation of Food Services

Department of Mental Health and Addiction Services (DMHAS)

Challenge: Collaborate with other Connecticut state agencies to affect cost savings for the State of Connecticut through streamlining of services and effective distribution of the work force.

Initiative: Transfer ten positions to DMHAS from DCF Solnit South Campus for food services staff.

Impact: Lateral movement of food services staff allows for increased stability and productivity and creates an economy of scale. There is a corresponding **reduction in the DCF budget of \$300,000 in both SFY14 and SFY15** as a result of the increased efficiencies gained from consolidating the food service units.

Development and Implementation of Central Contracts Unit (CCU)

Department of Mental Health and Addiction Services (DMHAS)

Challenge: Currently, each state agency administering Purchase of Service (POS) health and human services contracts have central contracting units that handle administrative and fiscal functions associated with these contracts. State agencies need to improve and control key processes in the development and execution of state contracts across multiple state agencies in order to regulate and guide operations and eliminate redundant processes and increase stability.

Initiative: The Central Contracts Unit (CCU) will be a shared service unit located at and operated by DMHAS to assist agencies with health and human services POS contracting and other contracting needs. The use of CCU will be gradually phased in for a number of agencies and contracts.

Impact: The CCU is a responsible measure, providing a method to increase the streamlining of state systems; a central unit is efficient and helps ensure use of identified best contracting practices. This effort will help reduce redundancy and result in:

- ✓ Reduction in the total number of contracts by consolidating multiple contracts with one provider
- ✓ Longer term contracts with providers
- ✓ Better time management through use of standard language templates
- ✓ Increased timeliness in contract execution and payment
- ✓ A focused point of accountability and robust staffing metrics to inform the contracting process at state agencies and at provider organizations.

Created the Unemployment Compensation Fraud Unit

Department of Labor (DOL)

Challenge: Nationally, Connecticut has one of the best performance records in terms of successfully minimizing the number of unemployment insurance overpayments. However, with 100,000 claims paid weekly, the agency continues to focus on reducing even further the number of fraudulent claims.

Initiative: Creation of an Unemployment Compensation Fraud Unit. This partnership between the Labor Department and the Chief State's Attorney's Office prosecutes offenders for collecting unemployment compensation benefits to which they were not entitled. Using documentation compiled by Labor Department staff, investigators with the Chief State's Attorney's office validate that the individual is making no attempt to repay the money owed, request an arrest warrant, and prosecute the case.

Impact: Since the program started in June, 18 arrests have been made, including one employer arrest, with the overpayment amount at more than \$400,000. The agency continues to publicize this fraud prevention program since this initiative is recovering UI overpayments and deterring others who are aware that individuals and employers trying to take advantage of the unemployment system face arrest. Penalty is a maximum sentence of up to 20 years for Larceny in the First Degree by Defrauding a Public Community and up to five years for Unemployment Compensation Fraud.

Consolidated Offices to Expedite Appeals Hearing Process

Department of Labor (DOL)

Challenge: Improve the performance and turnaround time for unemployment insurance appeals.

Initiative: To further improve efficiency, customer service, and continue to meet federal performance standards, the Appeals Division consolidated the operations of its Hartford, Hamden and Norwich field offices into a centralized location in Middletown. In addition, the division increased the number of appeal hearings conducted by telephone.

Impact: The consolidation of offices and telephone hearings has allowed the division to complete a greater number of cases in a shorter time frame. The convenience of telephone hearings has resulted in a decrease in postponements and continuances requested by the parties. The geographic centralization has provided greater flexibility in reassigning cases due to a larger, centralized pool of staff. The consolidation of the three offices has **resulted in \$600,000 of cost savings from reduced office space.**

Introduced Initiative to Employ Veterans

Department of Labor (DOL)

Challenge: Place more returning veterans into jobs that utilize the transferable skills they bring from their military careers and experience.

Initiative: The agency's Office of Veterans' Workforce Development unit developed a "Vets to Cops" and "Vets to Firefighters" program to help returning veterans gain jobs in these career fields. The program consists of two components. The first is a workshop and on-going support that teaches and guides veterans on how to excel in the application process when applying for jobs in the field of fire and police. This includes filling out applications, testing, and the interview process. The second component is an outreach effort to educate police and fire departments about the program and to help facilitate the hiring process.

Impact: The program was launched in November, 2012; and since its inception, **29 veterans have taken part in the program:** one has started patrols; three will soon graduate from the Police Academy; two are waiting for Academy start dates for positions in Immigration Customs and Enforcement and Drug Enforcement; two will soon begin careers as firefighters; and 21 are in various stages of the hiring process.

Improved Tax Collection

Department of Revenue Services (DRS)

Challenge: Reduce over \$400 million in long-term tax deficiencies.

Initiative: Strategically target collections to enable earlier intervention with delinquent taxpayers by developing risk-based scoring analytics to focus on probability of collection and implement a specially assigned project team to work accounts receivable.

Impact: \$36 million additional revenue to date from existing taxes, over \$186 million in collections from accounts receivable and a \$20 million reduction in ongoing accounts receivable balance.

Sales Tax Permit Renewal

Department of Revenue Services (DRS)

Challenge: Stop issuing automatic five-year sales tax permit renewals to businesses with outstanding tax liabilities.

Initiative: Require payment of delinquent sales taxes as a condition of permit renewal and collaborate with other state agencies to enforce penalties for operating without required state permits and licenses.

Impact: More than \$298,000 collected and 155 businesses properly re-registered for sales tax permits to date.

Using Employee “Bright Ideas”

Department of Revenue Services (DRS)

Challenge: Raise agency-wide awareness and provide a formal means for employees to offer suggestions for continuous improvement and savings.

Initiative: Established an on-line “Bright Ideas” program for employees to make proposals with cross-agency review team evaluation, for action by senior management and employee involvement in implementation.

Impact: Over 100 employee suggestions received and \$290,000 in savings or avoided expenses to date.

Paperless Processing

Department of Revenue Services (DRS)

Challenge: Reduce higher cost paper publications and paper tax documentation.

Initiative: Eliminate annual mass mailing of income tax documents, issue income tax refund debit cards instead of paper checks, add on-line self-audits and payment plans, and expand web-based taxpayer information services.

Impact: Improved taxpayer satisfaction and compliance with \$1.1 million in annualized savings.

Improved Fuel Tax Enforcement

Department of Revenue Services (DRS)

Challenge: The New York Regional Processing Center is ending the processing of IFTA inter-state motor fuels compact tax returns, payments and transmittal of return data.

Initiative: Clarify tax collection standards and identify/recruit an alternative to higher cost stand-alone state processing. Kentucky is CT's new partner as the host processor.

Impact: \$800,000 in avoided costs.

Merged Divisions for Hundreds of Staff-Hours in Efficiency Driven Savings

Department of Consumer Protection (DCP)

Challenge: Merging DCP with the Division of Special Revenue ("DOSR") in a way that reduces overall costs and shifts resources from internal operations towards work that more directly benefits consumers.

Initiative: To meet these challenges, DCP:

- Streamlined the process for monitoring lottery drawings by reconfiguring shift schedules, utilizing technological changes and reassigning managerial responsibilities.
- Integrated several business functions that were separate units within DCP and DOSR, particularly in the licensing area and changed how the Department oversees casino operations.
- Transitioned hundreds of hours of employee time each month of administrative duties to direct consumer assistance.

Impact: These initiatives have allowed the Department to:

- ✓ Provide the same level of lottery drawing oversight with five part-time employees as was provided with eight full time employees, many of whom were earning overtime.
- ✓ Leave supervisor vacancies unfilled.
- ✓ Devote more employee time to fraud investigation and monitoring.

The efforts described above resulted in:

- ✓ An **approximate \$435,000 reduction** in the cost of monitoring lottery drawings.
- ✓ Almost **\$320,000 in savings from merger synergies** that allowed several vacancies to go unfilled or under-filled.

- ✓ The transition of three positions, which amounts to **hundreds of hours of employee time** each month, from internal agency operations to regulatory oversight and consumer protection work.

Established Third-Party Partnerships

Department of Consumer Protection (DCP)

Challenge: DCP does not have sufficient resources to offer individual assistance to every consumer that files a complaint with the Department.

Initiative: Last year, DCP reported on its efforts to develop partnerships with area law schools that would allow us to hold hearings using fewer agency resources and offer support for consumers that are referred to small claims court. DCP partners with a group of law students trained to serve as hearing officers and another student group that has established a small claims court clinic that the Department refers consumers to in instances where a small claims case provides the most effective avenue for redress.

Impact: These initiatives are **advancing the Department's mission at no additional cost to tax payers**. The Department has already held several hearings using law students to serve as hearing officers and to draft proposed decisions, alleviating the need for DCP staff attorneys to hear those cases and draft the corresponding opinions. DCP has also referred countless consumers to the small claims court clinic.

Developed Connecticut's Innovation Ecosystem: CTNEXT

Department of Economic and Community Development (DECD)

Challenge: The relative weakness of social and business networks in Connecticut, which entrepreneurs need to find ideas, technology, talent, mentorship, technical assistance, investment, and customers. The second key challenge CTNEXT was developed to address is the perception of less-than-stellar customer service many entrepreneurs feel they receive from organizations throughout Connecticut, including state government. Entrepreneurs often talk about receiving help that is significantly more energetic, respectful, and capable, with a sense of urgency, in other states. To compete, we must change our culture of customer service for businesses seeking help.

Initiative: CTNEXT involves a set of interventions that include events, a network of advisors and mentors, co-working spaces, and online tools. These interventions strengthen existing networks and build new ones to help entrepreneurs find the people and resources (both public and private) they need to grow companies, wealth and jobs.

Impact: One key example of the online tools developed is the CTNEXT Contact Relationship Management (CRM) System, which through its development has helped Connecticut Innovations and DECD move forward their own CRM projects, and has pushed the idea that all state economic development organizations should share data across their CRM systems so companies can be easily passed from one organization to another, which will improve the seamlessness of the support companies feel in Connecticut.

CTNEXT includes experiments to develop and model improved customer service for entrepreneurs. The key experiments are 1) a common company intake system connected to, 2) a distributed network of advisors who assess, triage and connect companies to the resources they need most. These advisors come from the private sector and were selected for their entrepreneurial experience and intrinsic motivation to help companies succeed. Because these advisors operate independently from state economic development organizations they must develop relationships with many such organizations, getting to know what each does well. With this knowledge and these relationships they are able to recommend to each company the resources most appropriate to a particular company.

Increasing and Improving Affordable Housing Opportunities Throughout Connecticut

Department of Housing (DOH)

Challenge: To better, more efficiently address the need for affordable housing throughout the State of Connecticut.

Initiative: Governor Malloy, with the support of the Legislature, created the Department of Housing (DOH). The DOH is the lead agency in the state for all matters related to housing. It is responsible for policy, development, redevelopment, preservation, maintenance and the improvement of housing and neighborhoods. It is also responsible for developing the strategies to encourage development of affordable housing across the state. Its focus is housing, community development, redevelopment and urban renewal.

In accordance with Public Act 12-1 of the June Special Session, the Commissioner for the Department of Housing was hired in March to begin the formation by consolidating housing programs from DECD, DSS, OPM and DMHAS into DOH. As planned the DOH was fully operational with appropriate staff and programs in place on July 1, 2013.

Department staff worked across state agencies to seamlessly transition staff and programming.

Impact: This consolidation of housing programs into one agency has staffing, funding and programmatic benefits:

- ✓ Delivers housing services in a consistent manner - focusing programs on the continuum of needs and streamlined processes to provide individuals and families with appropriate housing options ;
- ✓ Prevents duplication of programs and services, thus eliminating the duplication of staff to perform these functions at other agencies;

- ✓ Creates a more efficient and effective use of data - targeting funding to the needs of individuals, families and communities;
- ✓ Enhances staff productivity, because programs are located in one department;
- ✓ Creates a more client/user friendly environment due to single point of contact;
- ✓ Provides the opportunity to coordinate funding schedules as well as funding sources facilitating leveraging opportunities and expediting projects;
- ✓ Allows the Department to develop funding rounds to maximize staff time due to the predictability of the funding schedule; and
- ✓ Allows staff to budget funds throughout the year enabling municipalities, housing authorities and developers to plan their development schedules.

The diverse programs are designed to meet the needs of individuals and families. They include funding for capital investment (funding for new developments or preservation of existing units) to individual and family support programs (Section 8 vouchers, Rental Assistance Program Certificates), to funding for the Homeless as well as housing and support for persons with AIDS. This funding allows communities across the state to attract a skilled workforce, keep their senior population and provide for our most vulnerable.

Implemented Hurricane Sandy Disaster Relief CDBG-DR

Department of Housing (DOH)

Challenge: Assisting homeowners, property owners, business owners and municipalities in rebuilding their homes, businesses, infrastructure and facilities damaged by Hurricane Sandy, while also meeting federal requirements mandating that at least 50% of the funds benefit low-moderate income individuals and families.

Initiative: Prior to Hurricane Sandy making landfall, Governor Malloy declared a state of emergency for the State of Connecticut. President Obama declared Connecticut a disaster area making the State eligible to apply for federal disaster relief. Housing and Urban Development (HUD) is dispersing much of the Congressionally approved funding through its Community Development Block Grant – Disaster Relief program.

The Governor assigned the responsibility of the allocation of these funds to the DOH. The DOH prepared the Allocation Plan required by state statute and the federally required Action Plan, which describes the activities that are eligible for funding while meeting nationally required objectives. DOH focused the State's Action Plan on the following activities: homeowner rehabilitation and construction; rehabilitation and construction of multifamily properties; rehabilitation of businesses; infrastructure repair and mitigation as part of rehabilitation of a property.

In July 2013 the durational project manager for Sandy Relief was hired and the recruitment process for the other members of the 16 member team began. Activities to hire contractors continued throughout August. Procurement of contractors to manage intake; and architecture and environmental consulting services are well underway.

Impact: The application for owner-occupied rehabilitation projects was released to the public on August 30, 2013. An application for capital funding for shovel ready multifamily projects was released in August. Intake Centers will open in four locations during October in Milford, Fairfield, East Haven and Norwalk. The Department awaits the announcement of the second round of funding from HUD.

Established a Clarified Funding Schedule

Department of Housing (DOH)

Challenge: To better serve as many residents in dire need of affordable housing, municipalities and developers with an organized process for applications and awards for capital funding.

Initiative: The staff established a funding schedule that clearly identifies the opportunities for multi-family, supportive, CDBG, state portfolio and other special priority projects, aligning them with tax credit application timeframes and construction schedule requirements.

Impact: Municipalities and developers now have firm dates as to when applications for capital funding will be due, when awards for each round will be announced and specific amounts available for each funding round. The award cycle/funding rounds allow developers and municipalities to undertake necessary pre-application work to make their projects shovel ready. The funding rounds have had a benefit for the staff allowing for more predictability for project assignment.

Implementing LEAN Department Processes

Department of Housing (DOH)

Challenge: Find ways to operate with greater efficiency, provide better service to our clients and get funding out to begin construction in a more timely fashion.

Initiative: Members of the DOH staff participated in a LEAN event in April, 2013. The focus of the LEAN was on the application and closing processes for the Competitive Housing Assistance for Multifamily Properties (CHAMP) funding rounds. CHAMP is DOH's primary vehicle for funding affordable housing projects that are diverse in terms of size, geography and affordability.

Impact: The LEAN process identified a number of steps in the application and closing processes that prolonged the entire review schedule and delayed the funding of awards. Staff time was reduced by approximately 45%. Closings for selected projects are expected to be completed within 4 to 5 months of the award announcement, rather than 5 to 12.

The time savings allows staff to:

- ✓ Invest more time with municipalities, developers and housing authorities to assist them with their developments prior to the submission of the application, leading to more successful applications;
- ✓ Increase the number of funding rounds, since time is no longer spent on needless steps; and
- ✓ Decrease the time it takes to close a deal saving more staff time, getting projects started sooner as well as reducing costs to the developers.

The DOH participated in another LEAN in July 2013 to trim our working and master filing system, saving staff time, paper and department space. Staff is in the process of implementing the findings of the July LEAN.

Implementation of Transit-Oriented Development (TOD) Pilot Program Projects

Department of Transportation (DOT)

Challenges: To expedite the implementation of the TOD Pilot Program Projects. Public Act 07-7 of the June Special Session, Section 67 (amending Section 13b-79 of the CGS) established a TOD Pilot Program and authorized the State Bond Commission to allocate bonds for the Department to establish this program. In 2011, Governor Dannel Malloy approved the awarding of \$5 million in bond funds for the purpose of awarding grants to plan and facilitate the types of TOD projects identified in this legislation.

Initiative: To reduce the amount of time taken to execute an agreement, the Department worked with the Attorney General's Office to use the Attorney General (AG)-approved agreement that is currently used by OPM to award grants to municipalities. This agreement consisted of the OPM's General Grant Conditions page, a Special Grant Condition page prepared by the CTDOT specific to the TOD program and a copy of the project's scope of work.

Impacts:

- ✓ Faster execution of agreements with the municipalities that were awarded TOD grants. In lieu of the standard agreement process that **can take 3 - 4 months, this new process can reduce the timeline for agreement processing to 2 -3 weeks.**
- ✓ Based on questions that were asked by project managers in municipalities with whom agreements were executed, Department staff identified general provisions in the AG-approved agreement for which the Department should provide more project-specific guidance in either the Special Grant Conditions section of an agreement or in transmittal correspondence to the grantee saving time on future agreements and future project implementation

Using Master Municipal Agreements (MMA)

Department of Transportation (DOT)

Challenges: To execute a master funding agreement with municipalities to reduce the time it takes for the State to execute a municipal contract.

Initiative: The Department is in the process of dramatically changing the way it does business with towns relative to executing agreements. The MMA was designed to cover a ten-year term and incorporate (by attachment and reference) all state and federal rules and regulations related to the programs the Department administers to the municipalities. Once the MMA is in place, the Department would issue Project Authorization Letters (PAL) that provide the funding for specific projects, procurements or provision of services.

The MMA Construction Section (MMAC) was approved by the Office of the Attorney General in September of 2012. As of August 2013, all towns have a MMAC to sign; DOT also has 80 others returned by towns that are fully executed. The use of PAL's has begun and approximately thirteen have already been issued. . Each PAL issued equals one agreement, which saves months in processing time and significant staff time. Since this first section is complete, the Department has moved to the Preliminary Engineering (MMAPE) section and the Right-of-Way (MMAROW) section. A draft of the MMAPE and the MMAROW agreements has been completed and they are currently under review by the users.

Impacts:

- ✓ Depending upon the breadth of its implementation, the use of a MMA is projected to result in a reduction of 100 – 150 agreements annually. This would be equivalent to two 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. Agreement processing time currently averages about 100 days. The execution of a funding Project Authorization Letter could be done in a few days. The public will now 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.

Created the Unemployment Compensation Fraud Unit

Department of Labor (DOL)

Challenge: Nationally, Connecticut has one of the best performance records in terms of successfully minimizing the number of unemployment insurance overpayments.

However, with 100,000 claims paid weekly, the agency continues to focus on reducing even further the number of fraudulent claims.

Initiative: Creation of an Unemployment Compensation Fraud Unit. This partnership between the Labor Department and the Chief State's Attorney's Office prosecutes offenders for collecting unemployment compensation benefits to which they were not entitled. Using documentation compiled by Labor Department staff, investigators with the Chief State's Attorney's office validate that the individual is making no attempt to repay the money owed, request an arrest warrant, and prosecute the case.

Impact: Since the program started in June, 18 arrests have been made, including one employer arrest, with the overpayment amount at more than \$400,000. The agency continues to publicize this fraud prevention program since this initiative is recovering UI overpayments and deterring others who are aware that individuals and employers trying to take advantage of the unemployment system face arrest. Penalty is a maximum sentence of up to 20 years for Larceny in the First Degree by Defrauding a Public Community and up to five years for Unemployment Compensation Fraud.

Used Technology to Reduce Unemployment Insurance Fraud

Department of Labor (DOL)

Challenge: Introduce new technology to the current benefits system to further automate efforts to prevent fraud in the state's unemployment program.

Initiative: Customize Social Security Verification and UI Integrity Software for the UI benefits system. Connecticut implemented a new automated process that verifies all Social Security numbers against the Social Security Administration's database. The effort was designed to improve the integrity of the UI program and reduce the number of improper UI payments. This measure was paired with integrity software that was installed to help detect on-going UI fraud unemployment insurance benefit and tax fraud schemes.

Impact: Integrity software was installed in January, 2013. This automated program has been able to detect certain patterns that typically cannot be accomplished by human observation and has identified additional overpayment cases for further research. Since the Social Security verification program began in May, 2013, an **estimated \$100,000 weekly in attempted UI fraud has been prevented.**

Consolidated Offices to Expedite Appeals Hearing Process

Department of Labor (DOL)

Challenge: Continue to meet the federal performance standards on timeliness for unemployment insurance appeals.

Initiative: To further improve efficiency, customer service, and continue to meet federal performance standards on timeliness, the Appeals Division consolidated the operations of its Hartford, Hamden and Norwich field offices into a centralized location in Middletown. In addition, the division increased the number of appeal hearings conducted by telephone.

Impact: The consolidation of offices and telephone hearings has allowed the division to complete a greater number of cases in a shorter time frame. The convenience of telephone hearings has resulted in a decrease in postponements and continuances requested by the parties. The geographic centralization has provided greater flexibility in reassigning cases due to a larger, centralized pool of staff. The consolidation of the three offices has resulted in cost savings since office space has been reduced.

Safety Improvements for the Motoring Public

Department of Motor Vehicles (DMV)

Challenge: Promote the safety and understanding of the Teen Driving Program.

Initiative: Commissioner's Special Advisory Committee on Teen Safe Driving meets quarterly with safety advocates from across the state to promote driving safely and teen driver law education through the engagement of teen drivers, their parents and the public about the risks involved in teen driving.

Impact: Helps to educate teen drivers and their parents. **This has helped to reduce 16 and 17 year old teen driver traffic fatalities over the past four years.**

Challenge: Increase the safety of the motoring public.

Initiative: Established new Adult Learner Permit (ALP) program to ensure that new adult drivers aged 18 or older have the knowledge and experience to safely operate a motor vehicle. New adult drivers will be required to hold a learner's permit for 90 days prior to getting their driver's license.

Impact: **This new program will help to improve road safety by making sure that new drivers develop the skills they need to properly operate a motor vehicle.** The adult must possess the Adult Learner Permit for at least 90 days before taking the on-the-road test in order to obtain their driver's license.

Created the Academic Office to Lead Connecticut's Transition to Common Core State Standards

Connecticut State Department of Education (CSDE)

Challenge: In 2010, the Connecticut State Board of Education (CSBE) adopted the Common Core State Standards (CCSS), which have now been adopted in 45 states. These new standards portend changes in the math and English language arts curricula in every school district in the state, as well as the adoption of associated Common Core-aligned student assessments that will soon replace Connecticut's legacy CMT and CAPT testing system. Despite Connecticut's 2010 adoption of the Common Core, and the magnitude of the changes involved at the state, district, and classroom levels, as of early 2012 the CSDE lacked a dedicated team focused exclusively on Common Core and its associated policy and implementation challenges.

Initiative: In January 2012, the State Board of Education approved a sweeping reorganization of the CSDE, which was followed by a smaller slate of refinements in July 2013. One major move was the creation of the Academic Office to lead the Common Core transition. The new Academic Office combined previously separate functions – the Bureau of Teaching and Learning (which included functions related to curriculum and instruction), and the Bureau of Student Assessment (which oversaw the state's legacy CMT and CAPT system) – to actualize the Common Core's fundamental linkage between standards and curriculum (what students learn) and assessments (what students are tested on).

The CSDE, through the Academic Office, is playing a more active role in assisting districts in preparation for the new standards and engages with districts regularly with updates and information. This spring, the CSDE entered into Memoranda of Collaboration with districts, establishing a contact person in each district to receive the Office's monthly Common Core newsletter, and to coordinate the training and technical assistance provided by the state. The Academic Office also offered a voluntary Smarter Balanced-aligned practice test to interested districts this spring, which many districts took advantage of. Over the summer, districts submitted applications for an RFP which provided resources to help with the ramp-up of the necessary technology for the new computerized assessments.

As we enter the 2013-14 school year, the Academic Office will continue to work with districts on these important curriculum and assessment transitions, and will work with the federal government to provide districts with the necessary flexibility in administering appropriate assessments during this transition year.

Impact:

- ✓ Provides teachers and school and district leaders with resources to align their curricula and teaching practices to the Common Core.
- ✓ Enables collaboration between states in the development of textbooks and teaching materials, the development of assessments, and the supports for educators and students in implementing the new standards.

Continued Consolidation & Civilianization of CSP Dispatch

Department of Emergency Services and Public Protection (DESPP)

Challenge: To reduce the number of CSP dispatch locations. Return troopers assigned to dispatch functions to hazardous duty patrol.

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 currently underway and includes Troops “C” Tolland, “D” Danielson, “E” Montville and “K” Colchester in the Eastern District. In 2014, Troops “F” Westbrook, “I” Bethany, and “H” Hartford in the Central District 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, will be the five CSP dispatch centers for the State.

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 to three 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. A “career ladder” has been created for dispatch personnel for the first time in agency history, leading to improved employee morale and long-term retention. The department is better able to handle major “peak” type events (inclement weather, active shooters, highway closures, etc.) through this “pooling” of dispatch resources and is able to minimize resources in place during (anticipated) periods of lessened demand for services.

Congregate Care Rightsizing/Team Decision Making

Department of Children and Families (DCF)

Challenge: The continually evolving research literature makes it very clear that congregate care placements for children can have significant negative impacts on children’s overall development. These impacts include disengagement from a consistent primary caregiver

and resulting attachment problems, the loss of familiar and individualized support systems, and lapses in formal learning and difficulties readjusting to life in the community. In addition, the neuroscience of early development indicates that congregate and multiple placements in the very early years may impact the actual structure and functioning of the brain.

Initiative: The Department's initial rightsizing effort was focused on children ages six and younger in congregate care settings. The number of very young children in these settings was reduced in response to practice directives issued by Commissioner Joette Katz, implementation of Team Decision Making meetings, findings of a Congregate Care Rightsizing report, and monthly reporting/follow-up from DCF's Central Office to its regional offices on a child by child basis. These rightsizing efforts have been expanded to encompass children in congregate care settings who are under twelve years of age.

Impact:

- ✓ Currently there is one (1) child under age six in a Safe Home setting, a reduction of 26 as compared to June 2011.
- ✓ There were 150 children ages twelve and younger in congregate care settings in July 2011. **Through a variety of efforts this number was reduced to 35 during FY 2013.**

Promoting Children's Health, Safety and Learning

Department of Children and Families (DCF)

Challenge: To effectively promote children's safety, health and learning by implementing innovative program models.

Initiatives:

- A statewide **Differential Response System (DRS)** was launched on March 5, 2012. Prior to roll out, all intake and Family Assessment Response (FAR) workers received training. To guide the development of DRS, a statewide Implementation Steering Committee was established with representation from all DCF Area Offices. Following finalization of policy, regional implementation teams were established statewide that included key stakeholders, providers, parents and DCF staff. Six (6) Community Partner agencies were selected through a procurement process to support families and connect them to an array of community supports and resources designed to promote safety and well-being of children and families. Ongoing development, refinement, and problem solving continues.
- This past year, DCF has been working closely with the Annie E Casey Foundation Child Welfare Strategy Group to develop and implement a **Considered Removal**

Child and Family Teaming model (CR-CFTM). This approach attempts to preserve the family unit, as well as minimize disruption and trauma associated with the removal, placement and separation of the child from his/her family. The consistent and effective use of the Considered Removal process promotes family engagement; can restore safety, social and emotional well-being; and secure family permanence for the child. States that have implemented the CR-CFTM process have demonstrated better outcomes for children, including: greater family satisfaction; a reduction in child removals; an increase in relative placement; a reduction in the length of stay; and higher rates of timely reunification and exits to legal permanency.

- The **Family and Community Ties Foster Care Program** was launched on September 1, 2012. It combines a wraparound approach to service delivery with professional parenting. This model is designed to provide in-state individualized and comprehensive treatment to some of the most complex youth in family-based settings. The model aims to provide alternatives to and transitions from residential placement. Through high quality intensive clinical services, this program provides support and structure to youth with complex needs, their foster families and biological families.
- In October 2011, DCF received a \$3.2 million award from the Administration for Children and Families to create a more **trauma-informed system of care** within child welfare. In partnership with Yale University and the Children's Health Development Institute, DCF has been enhancing its trauma informed service system and practices. As a direct result of the grant, the DCF Training Academy developed a training program on trauma. This two-day training, commonly referred to as the Trauma Toolkit training, was adopted from the National Center on Traumatic Stress Network. It provides an overview of the nature and impact of trauma experienced by children and adolescents, both in their family settings and secondary to their involvement in the child welfare system. In an effort to increase buy in from upper level staff and create a standard of practice around the creation of a trauma-informed system, a decision was made to train leadership first.
- The Department expanded the **Child First Program**, which works with parents with cognitive and behavioral disorders to teach them to interact with their infants to ensure the child thrives and develops properly, preventing these infants from entering foster care.
- The Department continues to take an active role in **ending trafficking of children** in Connecticut. As an agency, we know that to make progress in the abolition of sex slavery, there must be a focus on ending the demand, which leads to the exploitation of young, vulnerable children. DCF's Training Academy continued to offer one-day training and has added a two-day human trafficking training.

- **Child Steps**, an evidence-based outpatient program, will be established in four to six (4 to 6) outpatient clinics that will serve youth with disruptive behaviors, anxiety, depression and trauma.
- Through a collaborative effort with the Dept. of Labor and the five Workforce Investment Boards, DCF has expanded its **Summer Youth Employment** program. This employment experience will be extended into the school year as well, with a focus on developing vocational skills for older DCF adolescents.

Impact:

- ✓ **Differential Response System:** During FY 2013, over 1,400 families were served by Community Partner Agencies. At present, approximately 35% of cases referred to the state's child abuse and neglect hotline ("Careline") are being triaged as appropriate for Family Assessment Response.
- ✓ **Considered Removal Child and Family Teaming:** As of August 2013, 448 CR-CFTM meetings were held, involving 626 children. 51% of the children teamed had a recommendation to remain at home or to go to an informal placement. Only 49% of the children had a recommendation to be placed out of home.
- ✓ **Family and Community Ties Foster Care Program:** 27 youth are currently benefiting from this innovative program.
- ✓ **Trauma Grant:** As of June 30, 2013, 104 directors/managers and 287 supervisors have been trained. Training for social workers is scheduled to begin in Fall 2013.
- ✓ **Child First:** The Department expanded the number of Child First contracts to ensure every Area Office has access to these services.
- ✓ **Human Trafficking:** During the past fiscal year, DCF's Training Academy trained more than 500 police officers from across the state. Probation officers from the Judicial Branch's Court Support Services Division also are in the process of being trained (420 staff as of June 30, 2013).
- ✓ **Child Steps:** State financial support will double the number of clinics and sustain the program after one-time federal grant funds are expended.
- ✓ **Summer Youth Employment:** This program was expanded to include 350 youth from all DCF Area Offices.

Strategic Financial Reinvestment Strategy

Department of Children and Families (DCF)

Challenge: In early 2011, DCF's new leadership team faced a series of core challenges. 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: Commissioner Joette Katz set a policy direction to reduce reliance on congregate care and increase community-based programming for children and families served by the Department. DCF has been able to reduce expenditures, while maintaining necessary quality services by providing strong financial management and accountability. These savings have allowed for reinvestment in systems of care that will allow more children to receive community based services. The use of community based services, rather than more expensive residential congregate care models, not only results in better outcomes but is generally far less expensive.

Impact: The Commissioner's new policy direction and change to a family based practice model has led to outstanding efficiencies:

- ✓ The Department reduced its **operating budget** from \$803,104,304 in FY 2012 to \$773,406,420 in FY 2013 - a reduction of \$29,697,884, a **decrease of 3.7%**.
- ✓ DCF's **position count** was reduced from 3,364 to 3,247, a **3.5% reduction in workforce**, while still maintaining required consent decree caseload ratios.
- ✓ The Department was tasked with reducing overtime from the previous fiscal year and was able to achieve a **savings of \$1,386,370 in overtime expenses**, a decrease of 7.32%.

Despite a smaller workforce and reduced budget, the Department accomplished the following outcomes over the period **June 2012 through August 2013:**

- ✓ Number of children in placement: 4,394 to 3,991 (**9.2% decrease**)
- ✓ Percent of children in Kinship placements: 27.6% to 30.1% (**8.9% increase**)
- ✓ Percent of children in Congregate Care: 25.3% to 22.7% (**10.4% decrease**)
- ✓ Number of children in Out-of-State Congregate Care: 154 to 42 (**72.7% decrease**)
- ✓ Percent of children entering care initially placed in Kinship placements: 24.2% in FY 2012 to 27.0 % in FY 2013 (**11.6% increase**)
- ✓ Percent of days in care that children spent in Kinship Care: 25.9% in FY 2012 to 27.3% in FY 2013 (**5.4% increase**)
- ✓ Percent of days in care that children spent in Congregate Care: 25.7% in FY 2012 to 21.4% in FY 2013 (**16.7% decrease**)

Collaborated on Project Longevity

Department of Correction (DOC)

Challenge: A culture of gun violence in the City of New Haven presented challenges for public safety and law enforcement collaboration. Although the majority of incidents did not involve offenders on Parole supervision, The Parole and Community Services Unit – New Haven Parole Office took an active role in the law enforcement collaboration to support the mission of public safety in the City of New Haven and Project Longevity

Initiative: The Department’s Parole and Community Services Division collaborated with federal, state and local law enforcement including the US Attorney's Office, ATF, the Department of Correction, the New Haven Police Department, Court Support Services Division - Adult Probation, and other partners across the region to address and reduce gun violence in the city of New Haven.

The Parole and Community Services Division:

- Participated in a Parole - Probation – New Haven Police Department Gun Unit which was implemented and involved neighborhood based reporting in local police substations with an identified subset of offenders with gun related offenses. The Gun Unit also offered collaborative community referral for service needs.
- Implemented a Youth and Young Adult Supervision model for individuals under 22 in which this population of young people received targeted services to include Life Skills groups twice per week, enrollment in school for GED or high school, and bi-weekly reporting as a cohort.
- In Reach to Manson Youth Institution by Parole staff and Adult Education staff was also being conducted pre-release. Collaboration with local law enforcement to include New Haven Police, Yale University Police, Southern Police, and other partners also served to support the gun violence reduction strategy in the City of New Haven.

Impact: The impact can be measured by cost savings. There are savings for every offender on supervision that remains engaged in school and does not reengage in gun violence. These savings are seen through human costs to victims and families, cost of re-incarceration, public perception, and potential court costs. The impact of Project Longevity further indicates cost savings in the following areas:

- ✓ Collaborative law enforcement efforts reduce costs on all law enforcement systems based upon improvements in information sharing, intelligence gathering, more effective resource management, and reductions in overtime costs. Although overtime costs do not exist for Parole staff, collaboration supports public safety, officer safety, and increases the opportunity for swifter case resolution.
- ✓ For each shooting that is averted, the cost of re-incarceration can be reinvested into the community for education, prevention and service programs.
- ✓ Media attention, although not directly connected to fiscal spending, directly impacts public perception. The city of New Haven has been the focus of media review at the National Public Radio level to include the Million Dollar Block and other stories.

Positive attention in two radio programs highlighting New Haven Parole collaboration has left a positive impact on the community.

- ✓ Community impact and perception has also been affected positively by New Haven Parole efforts through the Reentry Roundtable Meetings, the Second Chance Act Grant – New Haven Reentry Initiative, and other public safety support efforts.

SRG Unit Move to Garner

Department of Correction (DOC)

Challenge: To remove offenders identified as gang members that fall into categories with specific educational needs such as Special Education, Autism, Asbergers, Dyslexia, or overall low IQ from a location where they would be vulnerable to manipulation, targeted by street gangs or extorted while providing an environment conducive to positive programming participation and growth. This must be done while these offenders complete the requirements outlined in the Security Risk Group Member Program prior to reintegration into general population housing.

Initiative:

- ✓ The Security Division’s Intelligence Unit, in conjunction with our programming experts began an extensive review of the present Security Risk Group Program in 2001
- ✓ Recommendations were drafted to make major changes which included increasing the “phase system” of progression from three to five phases.
- ✓ Added relevant programs with a focus on the youth population and their distinct needs.
- ✓ In addition, the plan was formulated to separate different phases of the program by facility. This included the use of the Walker building at the MacDougall-Walker Correctional Institution, as well as the Cheshire Correctional Institution. This would remove the program, in its entirety, from the Northern Correctional Institution.
- ✓ The youth population with specific education needs was identified with the intention of movement to the Garner Correctional Institution. This change formulated the Youth Development Unit (YDU) designed to rehabilitate and educate males, 18-21 years of age who are Security Risk Group affiliated and require specialized educational services.

Future goals include continuous monitoring of the newly implemented program to evaluate effectiveness, as well as monitor the Special Education population statistics such as GED certificates of completion, following their separation from the other Security Risk Group Members.

Impact: The new model provides for a more educationally sound environment. Specifically, education was previously being provided through a one on one ration with students getting irregular instructional hours. Students were provided with “skill-based” instruction rather than a continuum of education. This enhanced model provides for less

interruptions and quality sequential learning. Furthermore, it allows offenders the ability to collaborate and work in teams, as well as build upon knowledge from the previous day's learning. A group setting also provides for an increase in academic hours.

There will be a fiscal savings based on teacher to student ratios. This new setting allows multiple offenders to be seen together and classrooms sizes now range from 8-12 depending on the academic level and correctional needs of the students. It prepares the students to use critical thinking and interpersonal communication skills.

Connecticut Veterans Jail Diversion Program

Department of Veterans Affairs (DVA)/Department of Mental Health and Addiction Services (DMHAS)

Challenge: Identifying the CT veterans, many of whom are experiencing a trauma-related symptom, who have found themselves in situations leading to an arrest and subsequent incarceration. To identify them early and often throughout the judicial process will allow for increased accessibility to support services and diversionary programs.

Initiative: Public Act 12-42 established services for veterans in pre-trial diversionary programs. The Department of Mental Health and Addiction Services (DMHAS), in partnership with other state and federal agencies, has taken the lead in creating a support program for veterans prior to incarceration. The program includes: screening at the courthouse, treatment recommendations, referral for medical, housing, financial, education, etc., case management and monitoring. The Department of Veterans Affairs (DVA) is available as a partnering resource to identify the veteran status of an arrested individual. A comprehensive listing of all CT and Federal services has also been provided throughout the state judicial system as an additional resource. Extensive education and training regarding veteran benefits and services has been, and will continue to be, conducted throughout the court system.

Impact: DVA is contacted on a regular basis concerning the eligibility and benefits of individuals associated with this program. The Office of Advocacy and Assistance maintains the electronic Veterans Registry for the state. By request, DVA uses this registry to research and verify the veteran status of any individual who does not have some form of documentation. Once veteran status is confirmed, court officers can then ensure the individual is directed to the services they are eligible for.

To date, more than 50 post-arrest veterans have been confirmed by this agency.

Improved OHCA Funding Process

Department of Public Health (DPH)

Challenge: Improve the efficiency and effectiveness of the mechanism by which the annual expenses of the Office of Health Care Access (OHCA) are assessed to acute care hospitals.

Initiative: Use a “Plan, Do, Check, Act” quality improvement process to identify strategies to streamline OHCA’s expense assessment process. In the short term, request that all hospitals submit their quarterly assessment payments electronically. This is anticipated to occur before the end of calendar 2013. In the long term, incorporate calculations of their assessed payments into OHCA’s Hospital Reporting System (HRS) and incorporate quarterly invoices and late fee reminders into the state accounting system’s billing module. The latter changes are anticipated during 2014.

Impact: When implemented, these strategies will streamline the OHCA expense assessment process by eliminating:

- ✓ 7 of 12 steps related to the calculation of payments annually
- ✓ 3 of 5 steps related to using the state’s accounting system to process quarterly invoices
- ✓ 1 of 4 steps related to processing late fee reminders

All while reducing human error, freeing up staff time, establishing a faster and more user-friendly electronic process, and increasing collaboration between OHCA and the Department’s fiscal office. Implementation is projected to result in a **savings of 95.5 hours of production time annually**, allowing these man hours to be redeployed to other agency responsibilities.

Streamlining Services

Reduced Business Tax Registration Time

Department of Revenue Services (DRS)

Challenge: Reduce the turn-around time for processing business registration applications.

Initiative: Cross-agency lean team established to map current process, try-storm alternatives and implement a streamlined process.

Impact: Processing time reduced by 87% (15 to 2 days) for paper applications and 80% (10 to 2 days) for higher volume electronic applications.

Improved Fraud Protection

Department of Revenue Services (DRS)

Challenge: Prevent identity theft and reduce fraudulent refunds.

Initiative: Strengthen internal taxpayer identity screening and add vendor-provided external nationwide screens.

Impact: \$11.3 million in fraudulent refunds stopped.

Implemented SNAP Policy Improvements

Department of Social Services (DSS)

Challenge: To process in a timely manner both federal and state-funded SNAP applications and to add efficiencies to the work process. CT has been subject to fiscal penalties in the past from the Food and Nutrition Service (FNS) area of the U.S. Department of Agriculture for payment error rates exceeding the potential liability threshold of six percent.

Initiative: Beginning with a December 2011 reorganization of DSS' SNAP Division, DSS has implemented a number of initiatives designed to improve program quality and efficiency.

The SNAP Division has supported the DSS field offices in making business process changes and improving the consistency and efficiency of their work. They have also implemented a number of policy and technical changes, and worked to ensure those are correctly applied across field offices. Following a technical change in the agency's Eligibility Management

System (EMS) which substantially reduced the number of clients required to visit an office for face-to-face interviews, DSS enacted policy changes to further streamline the application and recertification process. During the last fiscal year, FNS approved the following Waiver Requests or other policy changes that will allow the agency to improve responsiveness to customers and increase efficiency of staff time:

- *Postpone the Interview for Expedited Service Households*
 - This waiver allows DSS to grant expedited SNAP benefits without an interview for up to 2 months to households who appear eligible as long as an initial attempt to contact that applicant has been made and documented. This is important because the agency has just seven days to process expedited applications.
- *On-demand Interviews at Initial Certification and Recertification*
 - This waiver makes it possible for applicants/recipients who cannot be successfully reached by the agency to call DSS Benefit Centers at their convenience to complete the SNAP interview requirement.
- *State option regarding client statement of shelter and utility expenses*
 - The DSS SNAP Division now considers a verbal or written client statement to be sufficient verification of shelter and utility expenses at application, PRF, recert, or when SNAP recipient reports a change.
- *Forgoing of Recert Interviews for Certain Elderly or Disabled Households*
 - This will allow CT to forgo the interview requirement for up to 55,000 adult/disabled SNAP households effective October 1, 2013.

In spring 2013, the Local QC Reviewers of the SNAP Division successfully “scrubbed” the State Funded SNAP program of erroneous monthly recurring benefits for ineligible recipients for the 2nd time in just over a year.

Impact: Overall, enrollment in SNAP is up over 8% from July 2012 to July 2013 (from 203,744 to 220,644 households). This is an indication of the positive work by DSS staff in making the program successful and accessible.

One notable impact of the work done by the SNAP division is the reduction in payment error rate. On June 21, 2013, Connecticut received official SNAP Quality Control payment error rates for FY 2012. **At 5.99%, CT is below the potential liability threshold of six percent, and therefore no liability amount will be established. This is an improvement from the FY 2011 rate of 6.46% and FY 2010 rate of 7.66%.**

The waiver improvements also provide great benefits for program participants. Some of the waivers are central to the ConneCT modernization project, and are a key part of the systems change that supports customer service by providing on-demand services available by phone. The reduction in staff time needed for administrative tasks is anticipated to save time and add efficiency to the process by eliminating redundancies. It also improves customer service and the client experience.

Finally, the scrubbing of state-funded SNAP has reduced benefits paid to ineligible recipients by more than \$70,000. The previous scrub, in the spring of 2012, reduced the total monthly benefits paid by more than \$40,000.

Improved Medicaid Spend-down Process

Department of Social Services (DSS)

Challenge: To reduce processing delays that have lead to inaccurate denial of ongoing coverage and households going without much needed medical coverage and to uniformly process cases. Households that have too much income to immediately qualify for Medicaid may nonetheless qualify using a process known as a “spend-down.” In a spend-down, the amount by which their income exceeds the Medicaid income limit is called their “spend-down amount,” and works like an insurance deductible. Through the spend-down process, clients submit proof of medical expenses that they are responsible for to DSS, and when the expenses are equal to their spend-down amount, they qualify for medical coverage.

Initiative: To expedite the review of medical expenses submitted for the spend-down process, and to maximize limited DSS resources, the Department engaged an outside contractor (Xerox). This was launched in September 2012. With the process centrally located, DSS now had the tools needed to properly track the process and develop uniform standards and procedures for reviews. The goal of the new process was to have clients receive a response about their expenses and medical coverage within 5 business days of the date that the bills were received. For clients with an emergency medical situation, the time would be expedited to 3 business days.

Impact: By July 2013, over 99% of expenses are being processed within 5 business days using the new spend-down process. Spend-down clients no longer experience long delays in finding out whether they meet their spend-down amount and qualify for Medicaid after sending in their bills. They know sooner if they qualify for medical coverage and have access to vital preventative services, which results in fewer emergency room visits. This process has had a positive impact on the lives of Connecticut residents who have low incomes, but who do not immediately qualify for Medicaid.

Reduce Customer Wait Times

Department of Motor Vehicles (DMV)

Challenge: Reduce time for customers to receive test results and be issued their Commercial Drivers License (CDL).

Initiative: Scoring of Commercial Skills Driving Tests is now transmitted electronically from the test site resulting in our **customers receiving their test results the following day.**

Impact: Simplifies the licensing process and eliminates red tape. This saves customers time and results in providing services in a more efficient and effective manner. This provides a cost savings to both the customer and the agency.

Challenge: Increase the availability of Vehicle Information Number (VIN) verification inspection locations for public convenience.

Initiative: Utilization of our Emission Station Network to offer VIN inspections to the public.

Impact: Increased the availability of inspection locations from 10 Branch Offices to 225 Emissions Stations statewide resulting in less travel and wait time and inconvenience to the public.

Challenge: Decrease public wait times at the Wethersfield Branch office.

Initiative: Implemented a new “Express” Information/Service Counter at our main Wethersfield Branch Office. Planning is under way for this ‘pilot’ program to be expanded to our other HUB locations in the future.

Impact: Located near our first floor entrance it provides ‘Express Service’ for registration plate cancellations and change of address transactions on a no line-no wait basis. Provides reduced customer wait times and increased convenience to our customers.

Challenge: Convenience of credit card payments.

Initiative: Maximize customer convenience and quicker document processing by credit card payments over the phone. Give certain customers one more avenue of payment in addition to paying through the mail, online, or in person. These DMV customers would include those with motor vehicle insurance compliance problems and other driver services issues.

Impact: DMV customers experiencing insurance compliance or driver service problems can resolve payments quicker resulting in faster document processing and restoration of DMV privileges.

Challenge: Reduce time in the issuance of vehicle titles to owners.

Initiative: In 2011, title issuance had reached a crisis level of 145 days and was reduced down to 30 days. The department reduced the time to issue a vehicle title to a customer from 30 days to 15 days in 2012.

Impact: Motor vehicle customers can now obtain a vehicle title in 15 days to enable the ability to sell, transfer or trade-in a vehicle in a timely manner. Customer satisfaction, including car dealers, has improved due to the quick turnaround time and increased efficiencies.

Challenge: Provide for an orderly system of servicing branch customers.

Initiative: Hand held wireless machines can issue queuing tickets as an employee works through a customer waiting line. Monitoring customer wait times providing for allocation of staff by customer service demands, provides management the tools to analyze customer needs, manpower allocation and staff productivity levels. This allows for multiple ticket assignment to happen in one line at the same time.

Impact: Provides an electronic system to improve customer flow at all branch offices. The system directs customers to be serviced by their specific needs. Reduces customer wait time and provides for a more efficient delivery of services.

Improving Personal Service Efficiency

University of Connecticut Health Center (UCHC)

Challenge: To decrease salary expenses while improving patient care, quality, service and educational programs.

Initiative: Stringent controls relating to refilling vacated positions and reducing overtime expense were implemented. Each position request was reviewed against a variety of performance metrics and productivity targets to ensure adequate staffing. In addition, the timing of filling new or vacated positions was carefully monitored. For example, if there was a seasonal decrease in the number of patients for a particular clinic or a new service being started, hiring was delayed to match the anticipated demand for that service. Reductions in overtime were realized by optimizing staff schedules through the utilization of staggered start times providing for better coverage at the end of a shift reducing the need for overtime. Utilizing per diem staff, when feasible was also instituted.

Impact: These efforts realized **\$1.2 million in salary savings** and external quality measures indicate improved patient satisfaction ratings. Implementing staggered start times provided even better coverage for patient care. The processes and cost savings realized in FY13 are carried forward and included in the FY14 budget.

Realizing Opportunities for Combined Purchasing and Savings on Supplies and Other Expenses

University of Connecticut Health Center (UCHC)

Challenge: To reduce supply and other expenses in food, travel, membership subscriptions, medical and office supplies.

Initiative: All departments participated in identifying opportunities for cost savings. New travel practices were established for faculty and staff by limiting travel and implementing a more stringent approval process. The most significant savings were realized in two categories 1) the standardization of medical and other supplies in surgery, inpatient and clinic settings and 2) reducing the cost of pharmaceuticals. The UCHC campus also partnered with UConn Storrs and regional campuses on a University-wide office supply bid.

Impact: This interdisciplinary approach resulted in **\$1.3million in supply savings**. The cost savings realized in FY13 are carried forward and included in the FY14 budget. For FY14, efforts will continue to explore further standardization of medical devices. An additional **\$2 million reduction** in this category has been budgeted. The combined buying power afforded the UCHC additional value-added services, more choices on standardized products at a greatly discounted rate, fast and simple electronic ordering, personalized account representation and support, and award-winning customer service. **Savings are expected to be \$339,156** for the Health Center campus during the first year of the contract alone. These savings are captured in the FY14 budget.

Established Homeowners Mortgage Assistance Events

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 **five** free Mortgage Assistance Events to date. These events **are cost neutral and** have been funded by a settlement received from mortgage lenders obtained by the Office of the Attorney General. 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, Ally, Webster Bank, First Niagara Bank, McCue Mortgage, One West/Indy Mac and Ocwen Loan Servicing.

Housing counseling agencies, Fannie Mae, the Connecticut Housing Finance Authority, Judicial Foreclosure Mediation Program, pro bono attorneys, and state and federal agencies 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. Since then over 3,000 people attended four

additional events in Bridgeport, Storrs, Waterbury and New Haven. A sixth event is being planned for October 2013 in Hartford.

Impact:

- ✓ Mortgage Assistance Events provide 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 a variety of programs.

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

Strategic Planning and Quality Improvement

Department of Children and Families (DCF)

Challenge: During FY 2013, DCF continued its work on strategic planning, using Results Based Accountability (RBA). Additionally, the Department has developed its strategic plan to be in alignment with the CT Kids Report Card, as required by Public Act 11-109, and has continued to develop the plan by developing nine strategies. The content and outcomes associated with each strategy, identified below, will be the focus of work during FY 2014:

1. Increase investment in prevention and health promotion
2. Apply strength-based, family-centered policy, practice and supports agency-wide
3. Develop or expand regional networks of in-home and community services
4. Congregate care rightsizing and redesign
5. Address the needs of specific populations
6. Support collaborative partnerships with communities and other state agencies
7. Support the public and private sector workforce
8. Increase the capacity of DCF to manage ongoing operations *and* change
9. Improve revenue maximization and develop reinvestment priorities and methods

Initiatives:

- In Spring 2013, the Department engaged the Casey Child Welfare Strategy Group to assist in developing a more robust **Outcome Focused Performance Management**

(OFPM) system. An assessment to identify current strengths, challenges and possible next steps was completed. OFPM uses outcome data to define agency goals, regularly measure outcome status and guide adjustments in practice and policy to achieve better outcomes for children. The key components of a robust Outcome Focused Performance Management system include: a focus on outcomes by agency staff, data analysis and information system technical support and an ongoing process that incorporates the use of data into policy and practice decision making with a direct connection to agency leadership.

- DCF has engaged the University of Connecticut and the Connecticut Health Development Institute to facilitate a **comprehensive needs assessment** to review the Department's continuum of care, a phase of the work DCF has termed a "Haves Assessment." This has supported the identification of infrastructure gaps and internal system improvements necessary to allow for ongoing review of the Department's service network.
- When traditional or currently available services are not sufficient to meet the needs and expand the opportunities for children and youth in care, DCF employees are expected to consider new or expanded services that might increase the prospect of success for specific youth. **Unique Service Expenditure (USE) plans** are the mechanism through which exceptions to usual and customary spending patterns are authorized.
- The Department met with representatives of the Office of Healthcare Advocate (OHA) in January 2012 to discuss the possibility of establishing a partnership between the two agencies to potentially increase private insurance contributions to support the care of children participating in the DCF Voluntary Services Program (VSP). Under this program, DCF provides an array of behavioral health services to children and families. Many of the participating families have private insurance and can benefit from the CT Healthcare Advocate's expertise to secure coverage for their child. The **Voluntary Services/Private Insurance Interagency Task Force** revised DCF intake procedures in order to connect families to OHA services as soon as possible, so that the Office can assist families with private insurance claims. Linkage has also been re-established with the Department of Administrative Services to assure families who are able to contribute to the care of their child do so on a sliding fee schedule basis.
- The goal of the **Community-Based Services Outcome (CSBO) Workgroup** is to enhance and monitor client-based outcomes for all purchased services in order to improve system efficiency, accountability, and outcomes for children and families. During FY 2013, the workgroup focused on enhancing access to and use of data to manage and monitor these contracts. In particular, through DCF's Office of Research and Evaluation (ORE), training was extended to select staff in DCF's Area Offices to allow them to view data contained in the Program and Services Data Collection and

Reporting System (PSDCRS). This system was launched in 2009 and collects data on over thirty DCF-funded community-based service types. The CBSO Workgroup has also supported the use of Results Based Accountability (RBA) to track program outcomes. Work continues to review and update outcomes in all the Department's community-based Purchase of Services (POS) contracts.

- DCF developed a consensus methodology to **manage caseload carrying staff** on a statewide basis. This allowed the agency to efficiently process social work vacancies and redeploy staff to appropriately meet each Area Office's needs.

Impacts:

- ✓ **Outcome Focused Performance Management:** The Department is convening a variety of committees (e.g., Data Governance and Quality Improvement) to implement the recommendations articulated in the OFPM Assessment.
- ✓ **Community Needs Assessment:** The next phase of the needs assessment will include the collection of primary data through surveying and interviews of key stakeholders (e.g., youth, families, DCF staff and providers). It is expected that this will offer greater insight into service system gaps, needs, and service satisfaction and efficacy.
- ✓ **Unique Service Expenditure (USE) Plans:** Area Office staff will be supported in the development of USE plans through resources identified in the procedure guide and through consultation with Central Office experts handling rate setting and credentialing.
- ✓ **Voluntary Services/Private Insurance Interagency Task Force:** The Office of Healthcare Advocate has identified first-year savings to the state of \$2.4 million that resulted from this interagency partnership. Appropriate access to care for children and youth with complex behavioral health needs has been ensured by providing assistance to families to help them successfully seek private coverage for care, initially and through the appeals process, instead of relying upon DCF-provided voluntary services.
- ✓ **Community-Based Services Outcome (CSBO) Workgroup:** Four (4) service types were specifically focused upon to develop RBA reports, which were posted on the Department's website to advance DCF's goal of becoming more transparent and accountable.
- ✓ **Caseload Analysis:** This allowed the Department to become more efficient and operate effectively with fewer employees and a reduction in overtime.

Streamlined Licensure and Accreditation (L&A):

Office of Higher Education (OHE)

Challenge: Responding to workforce needs in a more efficient and streamlined manner while upholding academic approval standards for the citizens of Connecticut.

Initiative: Legislation enacted as of July 1, 2013 provides for a streamlined academic program approval process requiring that all applications received by the State's independent colleges and universities be reviewed by OHE within 45 days of receipt. During the review period, OHE staff will evaluate proposals and contact college officials with questions or requests for more information. Proposals which meet all state academic standards will be approved, and OHE will notify the applicant institution of such in writing within the 45-day period.

Impact: This initiative has resulted in a **reduction in program approval time of at least 90 days.**

Improving Access to Behavioral Health Treatment

Connecticut Insurance Department (CID)

Challenge: Obtaining insurance coverage for behavioral health treatment was highlighted as an issue of concern in CID's 2011 Consumer Report Card on Health Insurance Carriers in Connecticut. Prior to the Sandy Hook tragedy, the Department began a series of collaborations to address mental health treatment coverage.

Initiative: The Department is:

- Engaging with the UConn Health Center to design a user-friendly "behavioral health claims tool kit"
- Creating the "kit" would assist more families in getting mental health treatment coverage through their insurance

Impact: Connecticut families have more clarity in navigating behavioral health coverage.

Improving Consumer Outreach & Education

Connecticut Insurance Department (CID)

Challenge: Everyone knows that insurance is complex and confusing to navigate. The challenge was for CID's Consumer Affairs Unit to help customers navigate the claims process.

Initiative: The Department began using resources from Consumer Education Fund for targeted outreach, public service announcements and other marketing avenues to make the public aware of the free assistance and effectiveness of the Department's intervention in insurance disputes. The Department also has increased social media activity and routinely

has invited media to the office to “meet the regulators” and recognize the Department as a valuable resource of public information.

Impact: In the past 18 months, the Consumer Affairs Unit has:

- ✓ Fielded more than 14,000 inquiries and complaints on various insurance issues
- ✓ Participated in dozens of local outreach and education events
- ✓ Recovered more than **\$6.2 million** on behalf of Connecticut consumers.

Some of those complaints led to enforcement by the Market Conduct Unit, which:

- ✓ Levied approximately **\$6 million** in overall fines that were deposited in the General Fund
- ✓ Intervened in a mental and behavioral health billing dispute between a major insurance carrier and provider associates
- ✓ Required the carrier to adjust behavioral health claims of more \$400,000 that ultimately benefited approximately 800 providers

Quality Management and Service System Enhancements

Department of Mental Health and Addiction Services (DMHAS)

Challenge: Monitoring of agency performance had been difficult because the Department lacked a coordinated performance measurement system that evaluated whether contracted and operated agencies met established contractual goals.

Additionally, consumers and their family members have been unable to evaluate agency performance when they are selecting a treatment provider.

Initiative: DMHAS began development of a provider performance evaluation system in 2009, in close collaboration with staff of both state funded and private non-profit agencies. The reporting system included a robust set of performance measures (outcome and process) which are tailored to programs by level of care. Many of the indicators used by DMHAS are SAMHSA’s National Outcome Measures (NOMs) for Behavioral Health; Connecticut’s usage of these measures enables meaningful comparison with performance data from other states. Performance reporting is done through the issuance of DMHAS Provider Quality Reports, which have been distributed quarterly to providers and to DMHAS program monitors for over three years. The Quality Reports contain summarized demographic, consumer satisfaction, and service data, as well as program specific performance measures. Results-Based Accountability (RBA) methodology has been utilized in the development process of these reports. The Provider Quality Report is used within a continuous feedback loop between DMHAS and provider staff and has been a crucial tool for improving quality within the DMHAS system. DMHAS anticipates posting the Provider Quality Reports on the Department’s website for public consumption in late 2013.

Impact:

- ✓ These reports will offer providers, consumers, and families an opportunity to evaluate characteristics of DMHAS funded behavioral health providers, which will assist them in making informed 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 has assisted with the reconfiguration of staff functions within the Community Services Division.

Creation of Industry Specific Training and Placement Programs

Department of Rehabilitation Services (DORS)

Challenge: In 2011, the employment rate for citizens with disabilities in Connecticut was less than half (38.5%) of the employment rate for all the citizens of Connecticut (79.1%), highlighting a need for increased access to employment and non-traditional apprenticeship opportunities.

Initiative: The Department's Bureau of Rehabilitation Services developed and implemented a new workforce development training model to respond to the 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: As of July, 2013, **206 individuals with disabilities have been trained and 148 of those individuals are working in the jobs for which they were trained.**

Accelerated Bridge Construction

Department of Transportation (DOT)

Challenges: To utilize alternatives to traditional bridge design and construction to reduce project delivery time and onsite construction time, thereby improving work zone safety and reducing the impact to road users.

Initiative: The Department is challenging designers of bridge rehabilitation or replacement projects to utilize prefabricated elements and systems to speed the erection process. We are coordinating with first officials from the impacted town (s) to allow us to implement a detour when practical to provide better access to the work site for the contractor. The Department is encouraging the use of innovative placement methods, such as self-propelled modular transports (SPMTs) that allows for large prefabrication near a

construction site, followed by a brief installation period. We are promoting the FHWA initiative of “Get In, Get Out, and Stay Out”.

Impacts: The Department has utilized accelerated bridge construction techniques successfully in the past; most notably and recently on the new Flatbush Avenue bridge over the railroad and *CTFastrak* in West Hartford. Most of the substructure of the new bridge was prefabricated and shipped to the site for an expedited erection process. Such techniques are intended to become the norm rather than the exception. The following projects are already in the pipeline and propose to use prefabrication, as well as other techniques, to expedite delivery, improve the quality of construction, and reduce traffic impacts.

- ✓ The Department is replacing the bridge superstructures carrying I-84 east bound and west bound over Marion Avenue in Southington (Project No. 131-194/195). The plan is to close both directions of I-84 during one weekend in June 2014 to demolish and place the new superstructures utilizing SPMTs.
- ✓ Project No. 75-129, replacement of Bridge 05466, SSR 450 over Huzzle Guzzle Brook in Madison will be bid in the winter of 2013/14. Preparatory construction work will start in the spring and then the bridge will be replaced during a four week detour utilizing all precast bridge elements in the fall of 2014.
- ✓ Project No. 82-298, replacement of Bridge 02190, Route 17 over Long Hill Brook, Middletown, will be bid in the winter of 2013/14. Preparatory work will begin in the spring and the bridge will be replaced with a precast rigid frame during a one weekend detour in the fall of 2014.
- ✓ Project No. 135-301, replacement of Metro-North Railroad Bridge over Atlantic Street in Stamford is scheduled to be bid in the summer of 2014. Train traffic on the New Haven Line and vehicular traffic on I-95 and in the vicinity of the Stamford train station are of paramount importance. While there is a great deal of construction work to do effecting vehicular traffic, the railroad bridge superstructure will be prefabricated offsite and then moved into place utilizing SPMTs. This will limit disruption to Metro North and Amtrak rail operations in particular and shorten the overall construction period.
- ✓ Project No. 157-083 involves the replacement of Bridge 01023, Route 57 over West Branch of the Saugatuck River, Weston. The bridge will be replaced with a new technology; a “bridge in a backpack” technique. This technique utilizes concrete-filled carbon fiber arch tubes for the bridge structure. Construction is planned for 2015.
- ✓ Project No. 135-325 involves the superstructure replacement of Bridge 00037, U.S. Route 1 over I-95 Stamford. The plan is to close mainline I-95 during one weekend, leaving only the on-off ramps open. The bridge will be replaced using SPMTs.

LEANed Unemployment Insurance Tax Notices

Department of Labor (DOL)

Challenge: Develop a system to provide employers their annual unemployment insurance tax rate notices before the start of the new year. Employers were receiving their notices as late as March, which made it difficult for them to accurately project and plan for their UI tax obligations.

Initiative: The agency leaned its system of processing and resolving employer appeals to their tax rates, which allows staff to generate the annual tax statements in December – well ahead of the upcoming new tax year.

Impact: The new efficiency provides employers with an accurate UI tax rate at the beginning of each calendar year, which reduces tax reporting discrepancies and inquiries from concerned employers when calculating their UI tax obligations.

School Interoperability Framework (SIF)

Connecticut State Department of Education (CSDE)

Challenge: Many times over the school year, the CSDE is required to collect a large amount of data in several separate collections from schools and districts to meet state and federal reporting needs. These data collections are a combination of manual upload and validation processes usually accomplished by several staff within a district.

Initiative: As part of Governor Malloy's Red Tape Review and Removal initiative, the CSDE aimed to reduce the burden on local district staff in manually collecting this data by implementing the School Interoperability Framework (SIF), a state-of-the-art automation system.

SDE was awarded a \$2 million federal grant after successfully piloting the SIF with 6 districts in 2012. CT is one of only a handful of states to implement the initiative. The SIF is a centralized state data collection system available at no cost to local school districts. It automates the processing of collecting state reporting data and simplifies assignment of Student Assigned State Identification for student registration. Including the 6 pilot districts, 105 districts have now completed the transition to SIF. Another 78 districts will be complete by March 2014, with 13 districts not currently able to use SIF. SDE will continue to work with these 13 districts with a goal of getting all districts in the state to be part of this system.

Impact: SIF makes the state reporting process much easier for district administrators. Districts report significant time savings– now it takes hours rather than days to report to SDE. This enables more time for data validations to meet improved data quality standards.

Designed a Comprehensive Anti-Fraud/Anti-Scam Outreach Strategy

Department of Consumer Protection (DCP)

Challenge: Identifying the most effective avenues for empowering consumers to recognize and avoid frauds and scams and the most effective way for the Department to spread that message.

Initiative: The Department has reached out to empower consumers, particularly in communities that, due to language or other barriers, do not have easy access to the Department's brochures and other educational materials.

Impact: This year, as part of its consumer outreach effort, DCP:

- ✓ Created a new website – smartconsumer.ct.gov – which provides a plain language description of common scams and provides clear information on how to recognize the scam and what to do about it. The new website has received thousands of views.
- ✓ Translated many of its press releases, particularly those warning of scams in the State, into Spanish. The Department has also translated its complaint form, lemon law form, and guaranty fund forms into Spanish and is in the process of translating many of its brochures as well. DCP also added the Google “translate” feature to its primary website and to the smartconsumer.ct.gov site, which enables users to translate those websites into a language of their choosing.
- ✓ Organized roundtable discussions with a variety of public interest organizations that represent under-served populations in Connecticut, including legal services groups, social services organizations, and advocates for people with disabilities to identify areas for improved outreach.

Introduced Go Solar Connecticut” Program: Solar Photovoltaic (PV) in Single Family Households - Clean Energy Finance and Investment Authority (CEFIA)

Department of Energy and Environmental Protection (DEEP)

Challenge: To make rooftop solar photovoltaic (PV) systems more accessible and affordable to single-family households is a policy goal of the State of Connecticut. The wide-scale deployment of clean energy systems such as rooftop solar PV can help lower household energy bills, reduce environmental emissions, and increase jobs by growing a sustainable market for local contractors. Historically, these programs have been overly reliant on taxpayer or ratepayer money to subsidize installation costs.

Initiative: Go Solar Connecticut is a program designed to accelerate the wide-scale deployment of residential rooftop solar PV by transitioning away from reliance on government subsidies to a model based on attracting low-cost long-term private capital. The three focus areas for the Go Solar Connecticut program include: (1) reducing installed costs by targeting soft costs such as permitting and customer acquisition; (2) increasing access to private capital through loans, leases, and on bill repayment; and (3) improving the efficiency of program management to deploy more clean energy using less taxpayer or ratepayer resources.

Impact:

- ✓ Go Solar Connecticut has dramatically increased access to private capital for residential rooftop solar PV installations.
 - Through the Connecticut Solar Lease program, \$10 million of ratepayer resources used to attract over \$50 million of private capital from local, regional and national banks. Participating households will pay less for their electricity by installing solar PV than what they are paying through the standard service offer of the state's two main utility companies. Loan repayments under Connecticut Solar Lease will create an ongoing revenue stream to finance future installations, demonstrating the value of the green bank model for financing the deployment of clean energy.
 - Through the Smart-E Loan program, \$2.5 million of federal resources to attract over \$30 million of private capital from credit unions and community banks. Participating households have access to interest rates not to exceed 4.49% to 6.99% for 5 to 12 year loans (respectively). The Smart-E loan was designed to offer homeowners an affordable way to own their solar PV system and capture the lowest cost of energy possible over its life.
- ✓ Go Solar Connecticut has spurred nearly \$52 million of investment in residential rooftop solar PV technology since the beginning of FY 2012 using only \$17 million of ratepayer resources.
- ✓ CEFIA estimates that this new private capital model required \$9 million less ratepayer funds than what would have occurred under the old subsidy model to achieve this level of investment in rooftop solar PV.
- ✓ Installed costs of residential rooftop solar PV have dropped by more than 20 percent since July 1, 2011 – a reduction of \$12 million prior to FY 2012. With the support of a \$480,000 federal grant and partnerships with private foundations such as Solarize Connecticut, CEFIA has targeted the reduction of “soft costs” to continue to lower installed costs for households in communities throughout Connecticut.
- ✓ In FY 2013, Go Solar Connecticut deployed 11 MW of new rooftop solar PV installations at nearly 1,600 households – a doubling of the prior “best year” performance under the old subsidy model. CEFIA is on target to double the market again in FY 2014.
- ✓ Through Go Solar Connecticut, nearly 150,000 tons of global warming pollution will be avoided (i.e., the equivalent of taking approximately 1,000 cars off the road or planting 2,000 trees) and nearly 850 direct (i.e., construction and installation), indirect (i.e., suppliers), and induced (i.e., use of energy savings in the economy) jobs have been created.

CEFIA recently conducted a LEAN evaluation of the Go Solar Connecticut application process. As a result of anticipated LEAN improvements, CEFIA expects to be able to process twice as many rooftop solar PV incentive applications using existing staff resources.

Statewide Fall Prevention Initiative

State Department of Aging (SDA)

Challenge: To reduce the rate of falls among community dwelling older adults by embedding an evidence-based, multidisciplinary, multi-factorial risk assessment and intervention strategy throughout Connecticut.

Initiative: In 2009, the Connecticut General Assembly authorized the establishment of a fall prevention program to address the rising rates of falls and resulting disabilities among Connecticut's older adults. Funds have been appropriated annually to support the Yale Connecticut Collaboration for Fall Prevention. Under the oversight of the Yale University School of Medicine, several initiatives have been undertaken that have built upon previous research showing that emergency department admissions and acute care hospital stays can be reduced when older adults learn they are at risk, why they are at risk and are assisted in changing behaviors to reduce their risks.

During FY 2013, twenty (20) shoreline communities benefited from a model initiative involving a greater New Haven VNA. The VNA demonstrated an ongoing commitment to moving evidence-based fall prevention into practice by embedding fall prevention into their Medicare "care of the ill" efforts, and actively participating in community outreach, screening and intervention. An extensive program of community education was developed, leading to screening and triaging older adults into the appropriate level of intervention based on their individual risk factors.

Impact: At the six month mark, this innovative program reported having **averted fall-related health care expenditures by an estimated \$249,705. At twelve months, the estimated fall-related injury health care costs averted totaled \$1,498,230.**

Internal Improvements Through the LEAN Process

Department of Economic and Community Development (DECD)

Challenge: To streamline DECD's internal processes and reduce service delivery time.

Initiative: DECD undertook a series of LEAN initiatives of several departments and programs in an effort to improve services and control cost to taxpayers.

Impact: The CT Office of the Arts (COA) completed a LEAN process in March 2013 to streamline the Arts Catalyze Placemaking grant process, provide for better use of staff resources, and to create a more responsive program to meet constituent needs. The results provided both immediate benefits through the elimination of wasted efforts and delays in the processing of applications and a roadmap for more significant improvements including:

- ✓ Doubling of substantive work done by external review panels through more comprehensive vetting of ACP applications followed by in-depth staff review.

- ✓ Streamline the EXP application process and process all applications within the 45-day window, down from 120 as previously experienced.

The State Historic Preservation Office also completed a LEAN event focused reducing processing time for state applications. After mapping their process, they reduced expected turnaround times from an average of 22 to 9 days.

A team consisting of staff from the Connecticut Economic Resource Center, Connecticut Innovations, CTNEXT Partnership, DECD, UConn, and the CT Small Business Development Center is currently reviewing a statewide economic development intake and tracking process. The goal is to develop a seamless customer intake and tracking process that improves customer satisfaction and results in company and economic growth. All core team organizations are adopting common procedures and operating guidelines focused on customers' needs that provide seamless service, close gaps and enable individual organizations to make decisions faster.

LEANed Unemployment Insurance Tax Notices

Department of Labor (DOL)

Challenge: Develop a system to provide employers their annual unemployment insurance tax rate notices before the start of the new year. Employers were receiving their notices as late as March, which made it difficult for them to accurately project and plan for their UI tax obligations.

Initiative: The agency leaned its system of processing and resolving employer appeals to their tax rates, which allows staff to generate the annual tax statements in December – well ahead of the upcoming new tax year.

Impact: The new efficiency provides employers with an accurate UI tax rate at the beginning of each calendar year, which reduces tax reporting discrepancies and inquiries from concerned employers when calculating their UI tax obligations.

Introduced Initiative to Employ Veterans

Department of Labor (DOL)

Challenge: Get more veterans into jobs that take advantage of the transferable skills they bring from their military careers and experience.

Initiative: The agency's Office of Veterans' Workforce Development unit developed a "Vets to Cops" and "Vets to Firefighters" program to help returning veterans gain jobs in these career fields. The program consists to two components. The first is a workshop and on-going support that teaches and guides veterans on how to excel in the application process when applying for jobs in the field of fire and police. This includes filling out applications,

testing, and the interview process. The second component is an outreach effort to educate police and fire departments about the program and to help facilitate the hiring process.

Impact: The program was launched in November, 2012; and since its inception, **29 veterans have taken part in the program** with these results: one has started patrols; three will soon graduate from the Police Academy; two are waiting for Academy start dates for positions in Immigration Customs and Enforcement and Drug Enforcement; two will soon begin careers as firefighters; and 21 are in various stages of the hiring process.

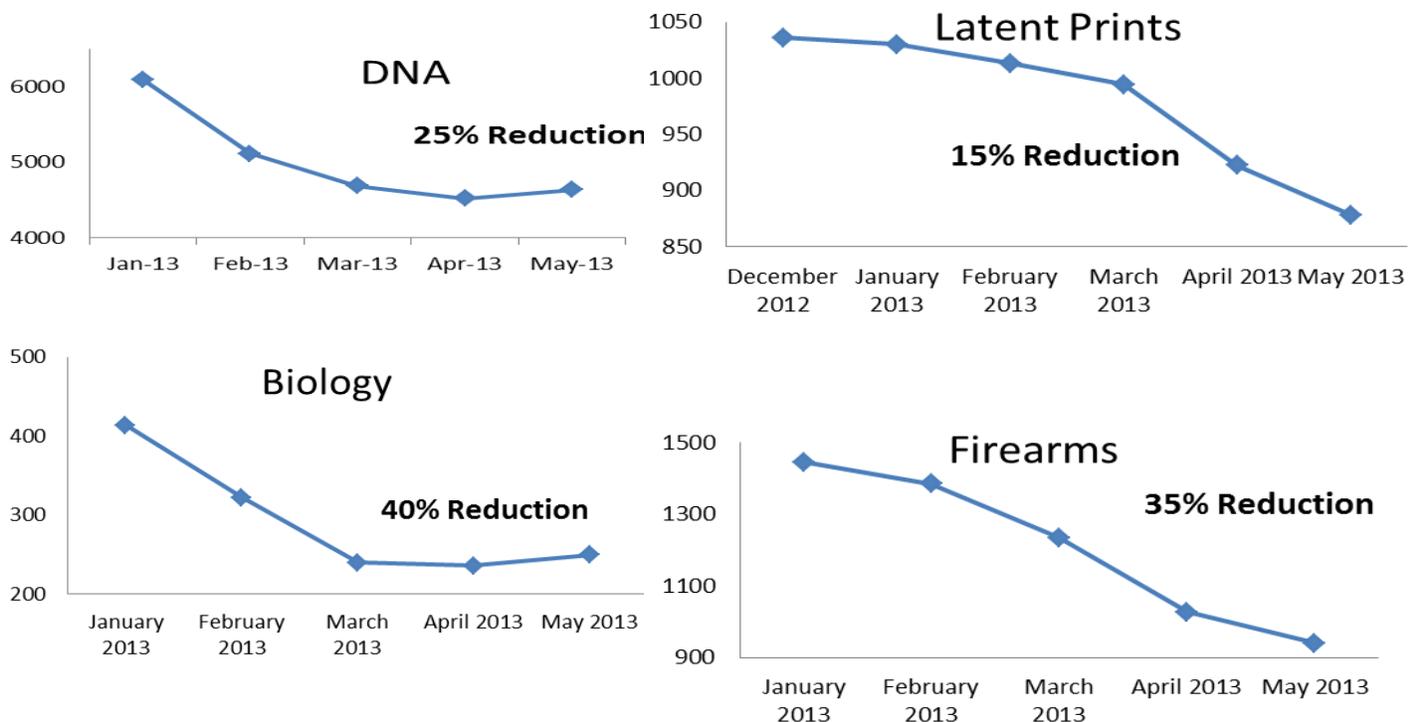
Reduced Case Backlog

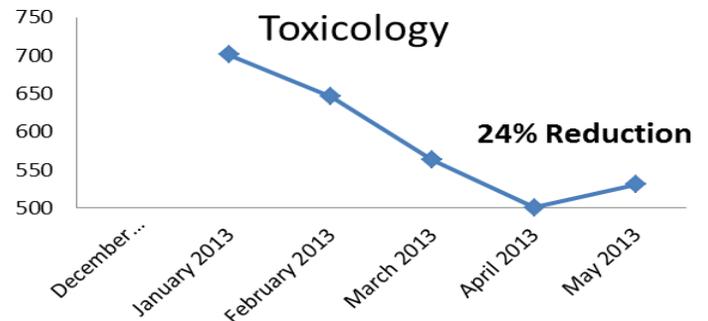
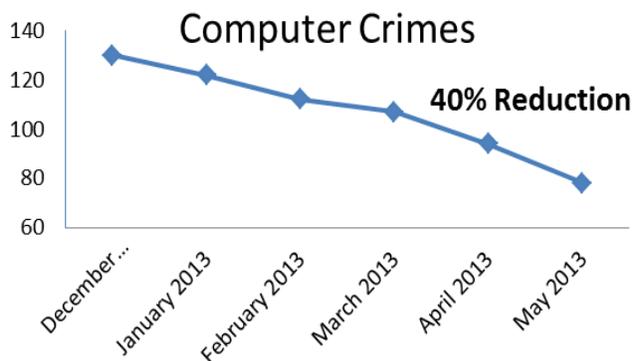
Department of Emergency Services and Public Protection (DESPP)

Challenge: The significant backlog of cases at Scientific Services

Initiative: The Division of Scientific Services has made operational changes which have resulted in a reduction of case backlogs; these changes include use of laboratory automation, electronic replacement of manual processes, and elimination of unnecessary steps through streamlining processes. The Division of Scientific Services collaborated with the State’s Attorney’s and law enforcement to eliminate unnecessary testing. As of July 2013, the lab began the process of outsourcing Firearms and DNA cases to commercial laboratories.

Impact: Significantly reduced the Scientific Services backlog as of June 2013. Further reductions are expected with a goal of less than 60-day turn-around-time from submission of evidence to report.





Veteran Designation on State Drivers License or Identity Card

Department of Veterans Affairs (DVA)/Department of Motor Vehicles (DMV)

Challenge: CT does not have a state issued Veterans Identity Card. State Veterans are identified in one of three ways:

Veterans Administration Healthcare Identity Card
 Active Duty Military ID
 Military Retiree ID

Initiative: Public Act 11-68 became effective January 1st 2013, authorizing the veteran's identifier on CT Drivers Licenses. The Department of Motor Vehicles (DMV), along with the Department of Veterans Affairs (DVA), established a system that verifies a veteran's service (DD214, Military Discharge) along with the application, and electronically files the documents with the DVA and the DMV. Following certification of service, the veteran can report to any DMV or AAA branch without showing proof of service or additional documents. The system is both more efficient and paperless.

Impact:

Identifying a state resident as a veteran is important:

- ✓ For emergency first responders. A veteran may have special medical needs that are not immediately communicated to emergency personnel.
- ✓ For retail discounts and other benefits. Numerous retail stores offer substantial savings for veterans. If you did not possess one of the three form of identification listed above, these benefits were not previously available.
- ✓ To date, more than 10,000 cards have been issued.

Hospital Chargemasters/Pricemasters

Department of Public Health (DPH)

Challenge: Improve public access to hospital chargemasters/pricemasters on file with the Office of Health Care Access (OHCA).

Initiative: Current hospital chargemasters/pricemasters have been posted on the Consumer Assistance section of OHCA's webpage, beginning in Spring 2013. Data is updated periodically.

Impact: Allows the public and the healthcare industry to easily access chargemasters/pricemasters, commonly considered to be a hospital's detailed price list, thus improving overall transparency of the pricing information that OHCA collects. Additionally, the initiative is expected to allow for 5.5 man hours a year to be redirected to other agency responsibilities, due to a reduced need to respond to Freedom of Information requests for this information.

Integrating Performance Management and Quality Improvement into Agency Operations

Department of Public Health (DPH)

Challenge: The Department of Public Health (DPH) is working to become a high performing organization that is performance-based, accountable and service oriented.

Initiative: DPH implemented several critical components of its Quality Improvement (QI) Plan (90% complete) this year, including:

- Developed an organizational strategic plan and state health improvement plan (75% complete) that sets measurable goals for the Department and for the improved health of Connecticut residents.
- Conducted a performance management assessment that identified a baseline of performance management practices throughout the organization. Identified gaps including: communicating and demonstrating consistent expectations around performance management; communicating progress on measures both internally and externally; and a lack of a systematic approach to obtaining customer feedback.
- Assessed the Department's culture of quality and found that formal QI activities take place in the agency but not on a widespread basis, and that staff empowerment and capability should be addressed. A leadership development program is underway which promotes collaborative leadership, staff empowerment, and leading change in an organization. Capability is being addressed through ongoing QI and LEAN training and technical assistance.
- Developed an overall management approach to Quality Culture including establishment of a lead unit to coordinate the work throughout the agency, a QI

Council that advises how to operationalize performance improvement throughout the agency, and a Public Health Improvement Strategic Team (beginning November 2013) that will assure alignment of all major planning and strategic initiatives, including the organizational strategic plan, state health improvement plan, agency accreditation, and performance management.

- Initiated or continued work on QI projects using LEAN or “Plan, Do, Check, Act”:
 - Improve access to emergency department and hospitalization discharge data for surveillance and planning purposes for DPH staff and local health authorities
 - Improve the rates of *C. difficile* bacterial infection in patients/residents in long term care facilities
 - Decrease the time needed to assess/survey a public water system and to report significant deficiencies/violations to affected public water systems
 - Improve customer service by aligning operating hours of the State Vital Records Office with customer needs
 - Improve corrective action reporting at the Public Health Laboratory, including reducing data entry errors, which addresses problems in the pre-analytical, analytical or post-analytical stages of laboratory testing
 - Improve efficiency of the hospital annual reporting and twelve month filing processes in the Office of Health Care Access

Impact: These components are part of a systematic process by which performance excellence will be ensured so that DPH provides the best possible public health services to the residents of Connecticut. Improvements in the efficiency and effectiveness of services to the public will be reflected either through progress toward measureable goals or through positive customer feedback.

Updated Child Day Care and Youth Camp Licensing Programs

Department of Public Health (DPH)

Challenge: To transition child day care and youth camp licensing from the previously relied upon, multiple stand-alone, non-integrated databases that were ill equipped to handle the ever increasing needs to collect, store, manage and disseminate data.

Initiative: As of April 2012, the child day care and youth camp licensing programs transitioned to a new enterprise-wide licensing system. Known as eLicense, the new system takes advantage of new technology capabilities and provides:

- Remote access to the database for viewing and data entry; scanning documents into the database
- Standardized data entry
- Public online searches of providers; and public access to rosters of licensed child care providers

- Will allow public to view final disciplinary actions and offer on-line renewal of licenses

Impact: The new licensing system enables the Department to collect valuable data related to licensing and monitoring child day care providers and youth camps. It aids the Department in identifying programs that are due for inspections to ensure that statutory mandates are met. Demonstrated efficiencies to date include the following:

- ✓ In April 2013, all child day care field workers transitioned from three to four days a week in the field, which will result in **approximately 1,900 more licensing inspections completed each year.**
- ✓ Staff no longer generates statistics by hand, freeing up time for more important duties.
- ✓ The need to support multiple databases has been eliminated.
- ✓ A reduction in the number of Freedom of Information requests processed (from 100 in 2010 to 72 in 2012) is likely related to the increased publication of data online.

Expedited Contract Processing

Department of Public Health (DPH)

Challenge: To address contract processing delays and lateness in issuing payments to service providers. A review of the Department's contract administration system revealed that there were several areas where improvements could be made.

Initiative: A LEAN Committee was formed to evaluate the entire DPH contract processing system. As a result of the committee's work, many changes have been made, including:

- Internal forms were reviewed and a number of them were either merged or eliminated.
- The number of steps to develop and execute a contract was reduced from 92 to 36.
- Ancillary practices in the payment process that were not value added nor time efficient were eliminated.

It now takes six fewer days to process a payment. Electronic processes were implemented and hard copy transfers and paper processing practices were discarded wherever possible.

Impact: The DPH contract administration process directly impacts Connecticut residents by facilitating their receipt of needed public health services in a timely manner. Delays in issuing contracts and late payments to communities and service providers can directly affect health service availability. The Department is committed to executing contracts and issuing payments promptly.

Women, Infants and Children (WIC) Program

Department of Public Health (DPH)

Challenge: Having sufficient vendors that are authorized to participate in the Connecticut Special Supplemental Nutrition Program for Women, Infants & Children (WIC) significantly contributes to creating healthy food environments in inner-city neighborhoods, due to the program's minimum stocking requirements of healthy foods, such as fresh fruits and vegetables, low-fat milk, and whole grain cereals and breads.

Initiative: The Connecticut WIC Program has and continues to streamline operations for vendor authorizations. Over the last twelve months, DPH employees engaged in cross-training on providing vendor training and monitoring, in addition to assisting local agencies in their daily operations. Staff reassignment continues to afford greater efficiencies in the use of federal and state dollars. Fraudulent vendors are identified, thereby protecting program integrity and safeguarding benefits.

Impact: In January 2013, the Connecticut WIC Program held an open enrollment period in which over 195 store owners expressed interest in becoming authorized to accept WIC checks. This process provided an open, equal, and transparent opportunity, a definitive timeframe and increased chances for stores to apply to the program. Through open enrollment, approximately 60 more stores became WIC authorized vendors, thereby increasing the number of locations where participants may redeem their WIC checks. The total number of WIC authorized food stores, pharmacies and farmers is now 700.

Adding stores may increase competition for WIC foods, driving prices down. Having more large stores authorized to accept WIC also increases the likelihood that clients will use their Supplemental Nutritional Assistance Program (SNAP) benefits at the same store, increasing their purchasing power and lowering costs to both federal and state funded programs.

Improving and Streamlining Illness Outbreak Investigation

Department of Agriculture (DoAg)

Challenge: During the summer of 2013, the naturally-occurring bacteria, *Vibrio parahaemolyticus* was responsible for an unprecedented illness outbreak associated with the consumption of Connecticut shellfish as well as outbreaks of illness in Massachusetts, New York, and Washington. The Department of Agriculture Bureau of Aquaculture is responsible for investigating consumer illnesses traced back to the consumption of raw shellfish, such as clams and oysters, and bear the responsibility for closing shellfish beds and initiating recalls in order to prevent additional illnesses.

Initiative: Used previously performed detailed analysis and predictions using Geographic Information Systems (GIS) technology to make recommendations to the shellfish industry as to areas that had the greatest potential to be impacted by the bacteria, with the intent of allowing shellfish companies to make informed decisions about the safest areas to harvest

from during the summer months of concern, in the hopes of preventing an illness from occurring.

When illnesses began occurring, Geographic Information Systems (GIS) technology was used to rapidly identify the harvest location of oysters implicated in the illness outbreak. This information, along with environmental data such as water depth and bacteria levels were used by Bureau analysts to delineate the extent of impacted shellfish beds. This information allowed the Bureau to rapidly identify affected beds and initiate the closure and recall of shellfish from those beds.

Impact:

- ✓ During 2013, 45 cases of illness related to the consumption of shellfish were investigated by the Bureau to determine the source of contaminated shellfish
- ✓ 19 illnesses were eventually linked back to the implicated outbreak area
- ✓ The outbreak area was clearly identified and immediately closed, significantly reducing the chance of additional illnesses during the investigatory process
- ✓ **Only isolated individual illnesses have occurred outside of the outbreak closure area and no confirmed illnesses have been reported since the area was reopened, indicating that the action to close the area was effective in limiting the extent of the outbreak and protecting public health**
- ✓ Companies that heeded the Bureau's recommendations were able to cultivate shellfish in areas outside of the illness outbreak area throughout the summer and continue safely harvesting using good management practices, even while major shellfish areas in Norwalk and Westport remained closed due to the illness outbreak
- ✓ Additional research will be conducted beginning in the fall of 2013 into the environmental and management factors that may be responsible for the prevalence of pathogenic *Vibrio parahaemolyticus* in hopes of preventing additional outbreaks in the future
- ✓ **The Bureau was able to effectively respond to a rapidly evolving disease outbreak and take action to prevent additional illnesses in the face of an extremely challenging and unprecedented disease outbreak**

Expedited Licensing for Nonprofit Organizations

Governor's Nonprofit Liaison

Challenge: Three state agencies, the Department of Public Health (DPH), the Department of Developmental Services (DDS) and the Department of Children and Families (DCF), license over 1,560 settings for community-based entities. Each state agency requires its own license application and license documents. A nonprofit organization licensed by one or

more state agency must provide similar information multiple times in paper format, costing time and money at the state agency and license applicant levels.

Initiative: The three state agencies, meeting under the auspices of the Nonprofit Liaison, through the Work Group on Deemed Status and Single Licensing established under Public Act 11-242 sec. 55 and in conjunction with the Department of Administrative Services (DAS), developed and implemented a series of measures that will save time and money in the state and nongovernmental sectors. The Work Group:

- Developed a common license application for fourteen license types
- Identified twenty eight common license documents
- Created a fillable electronic license application
- Piloted an online process for storing documents through the DAS BizNet site

Immediate next steps include:

- Developing training for use of the site by license applicants and state licensing officials
- Streamlining document retention requirements

Impact:

- ✓ Simplified the license application process, reducing state agency and license applicant time and expense
 - ✓ A nonprofit organization with multiple licensed sites can fill out an application one time and edit that same application for each setting, vastly reducing the paperwork and manual processing burden
- ✓ Streamlined the number of documents required for licensure
- ✓ Developed consistent documentation filing requirements

Simplify Purchase of Service Procurement Standards

Governor's Nonprofit Liaison

Challenge: In 2011 Governor Malloy established his Cabinet on Nonprofit Health and Human Services to analyze existing public-private partnerships with respect to the state's health and human services delivery systems and to make recommendations to enhance the effectiveness of those systems in regard to client outcomes, cost-effectiveness, accountability and sustainability.

Nonprofit community-based organizations that hold Purchase of Service contracts with the state must comply with a complex array of policies and procedures. State agencies contracting and monitoring these contracts spend an equal amount of time in assuring compliance.

The cost of compliance is an added burden to a provider system struggling with funding challenges. Simplifying the contracting process will reduce administrative burden while allowing provider agencies to focus on service delivery.

Initiative:

- The Cabinet developed recommendations for streamlining the Purchase of Service Procurement Standards in areas including:
 - Standardization
 - Posting the results of a state agency procurement in a quicker timetable
 - Providing training for all agency staff charged with procurement responsibilities to help ensure that training is consistent with statewide standards and requirements
 - Developing a standard Request for Proposal format to be used for Purchase of Service contracts
 - Stakeholder input
 - Outlining a process for seeking input from stakeholders, including service recipients and clients, service providers and other experts
 - Service delivery
 - Monitoring contracts utilizing collaborative discussions geared toward service delivery improvement

Impact:

- ✓ Greater uniformity in Purchase of Service contracting
- ✓ Collaborative problem-solving approach toward meeting the health and human service needs of Connecticut residents
- ✓ Increasing stakeholder input in developing new or innovative service models

Energy and Technology Efficiency

Utilized Mobile Technology to Enhance Park Experiences

Department of Energy and Environmental Protection (DEEP)

Challenge: Moving beyond a static web site to provide details about the attractive features of our state park system for mobile device users as they make choices about how to spend their leisure time.

Initiatives: DEEP recently introduced a new “CT State Park App” that is a free download for iPhone and Android phone users. The App provides tremendous amounts of information about our parks, forests, and recreation areas. It uses sophisticated GIS mapping data and a GPS interface so that park users can get detailed mapping of our facilities, and real-time GPS locational data. This App was created, acquired, and **made available to the public at no cost to the state.**

This new CT State Park App compliments DEEP Facebook pages for each of its major state parks and a Twitter account 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 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.

Impact: Increased information provided by the CT State Park App and social media platforms allows the public to:

- ✓ Access information on the status of parks, forests, and beaches in real time. Patrons can identify whether or not a park is closed after reaching parking capacity, whether or not the water quality is suitable for swimming, what are the general conditions that they 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. This allows staff to be redeployed to more pressing duties and reduces need for staff to direct traffic at park gates.

Implement “Lead by Example” Program: Energy Efficiency in State and Municipal Buildings

Department of Energy and Environmental Protection (DEEP)

Challenge: Introducing energy efficiency initiatives to reduce State and municipal government spending of taxpayer dollars on heat and electricity for their numerous facilities and to lower energy bills. Many government entities lack the technical and fiscal resources to identify and make sound investments in efficiency upgrades.

Initiative: The Lead by Example program – established under Public Act 11-80 – seeks to reduce energy use in state and municipal buildings through targeted energy equipment retrofits in state buildings using bond funds, and large-scale, multi-faceted energy efficiency overhauls in state and municipal buildings through the State’s standardized Energy Savings Performance Contracting Program.

Impact:

- ✓ **Connecticut taxpayers will save \$1.84 million per year** through reduced state energy bills as a result of bond funded energy retrofits approved to date. As of September 1, 2013, **49 bond-funded energy efficiency retrofits in state buildings have been approved for a total commitment of \$11.258 million with an average payback of 6.1 years.** These projects are projected to save agencies approximately 101 billion British Thermal Units annually- - which is equivalent to the heat produced by about 730,000 gallons of heating oil.
- ✓ Initial Energy Savings Performance Contracting projects at Department of Corrections, Connecticut Valley Hospital, and the Department of Motor Vehicles are projected to **save Connecticut taxpayers approximately \$5 million per year.** This investment of \$75 million in energy savings measures across these three agencies will be paid back through guaranteed future energy savings within 15 years. These initial Energy Savings Performance Contracting projects – and those that follow – will include rigorous measurement and verification to ensure the guaranteed energy performance and cost savings, installation of real-time monitoring devices to allow facility managers to continuously improve building energy use, and the creation of green jobs in Connecticut.

Lead by Example Case Study: Department of Transportation (DOT) Energy Efficiency Project

The DOT maintains outdoor light fixtures at 118 commuter parking lots located throughout the State of Connecticut. The lots were illuminated by 543 High Pressure Sodium light fixtures operating on a dusk-to-dawn schedule which equals 4,200 hours per year for each fixture.

An investment of \$345,000 in Lead by Example bond funding will enable DOT to convert all 543 light fixtures to Light Emitting Diode (LED) fixtures.

- ✓ The use of the LED fixtures is projected to reduce energy usage by 855 million BTU annually, resulting in an annual cost reduction for electricity use of \$32,000.
- ✓ DOT will realize an additional savings of \$5,000 per year due to reduced maintenance costs from the longer life LED fixtures.
- ✓ All savings will be accomplished using existing DOT maintenance staff to install the LED fixtures.

Development of Industrial Storm Water General Permit Electronic File Capability

Department of Energy and Environmental Protection (DEEP)

Challenge: Addressing the log-jam created by large number of industrial facilities (1500+) from around the state submitting registrations for the Industrial Storm Water General permit that is required in order to insure proper management of storm water on their sites and reduce potential risk to the state's water under the federal Clean Water Act. Each time the permit is updated and reissued, all registrations are processed at once, impacting 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, and
- Incorporate increased program obligations for the Industrial Storm Water General Permit.

This electronic system replaces a cumbersome paper process, which required limited staff resources to take time to physically move paper from place to place, instead of using that time to thoroughly and quickly 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.**
- ✓ This time savings has been redirected to meet the increased program obligations with existing staff resources and to enhance the level of service received by the

regulated community, nongovernmental environmental organizations, and the general public.

EVConnecticut Initiative: Encouraging widespread adoption of electric vehicles (EV)

Department of Energy and Environmental Protection (DEEP)

Challenge: To increased deployment of low emission/zero emission vehicles in order to support DEEP's mission to improve the state's air quality, and provide more transportation choices to Connecticut residents. Cleaner vehicle technologies have higher fuel efficiency, lower air pollution, and cost less to operate. However, electric vehicle (EV) owners and prospective owners claim to lack confidence that the state has a charging network that can meet their travel needs – commonly referred to as range anxiety. This perception – that the EV charging network is under established and an EV user could run out of juice and end up stranded – acts as a deterrent to widespread adoption of EVs.

Initiative: DEEP and the Connecticut Department of Transportation (DOT) created and launched the EVConnecticut Initiative to offer incentives and resources to help encourage the adoption of EVs, and bring an end to range anxiety in the State of Connecticut. EVConnecticut provides incentives to municipalities, state agencies, and private businesses for the installation of EV charging stations, and will provide EV owners and prospective owners with resources, information, and interactive mobile tools and websites that help make EV ownership an easy and enjoyable experience. The goal is to have 200 publicly available charging stations by early 2014.

Impact: EVConnecticut has:

- ✓ Identified and publicized existing stations available for public use through online, interactive maps.
- ✓ Identified geographic areas where additional charging stations should be installed.
- ✓ Created an incentive program to provide funding for the installation of EV charging stations.
- ✓ Initiated stakeholder meetings which brought EV issues and likely solutions to the forefront.
- ✓ Planned and executed community events to educate the public of their options for EVs and EV charging solutions.

Improved response to extreme weather events through the nation's first statewide microgrid program

Department of Energy and Environmental Protection (DEEP)

Challenge: In recent years, Connecticut has been battered by severe weather events that have resulted in large-scale power outages across the state. Despite heightened efforts to harden the electric grid system and reduce the chances for major outages in the future, extreme weather events will still result in some number of major power outages over time. Wide-scale undergrounding of power lines is not a realistic strategy to avoid these outages – undergrounding could cost billions of dollars and result in only incremental improvements to the power grid.

Initiative: Governor Malloy and the General Assembly created the nation’s first statewide microgrid program. A microgrid is a small section of the larger power grid that can be islanded and stay electrified when the larger power grid goes down. This allows for continuity of critical services and life-enhancing amenities for residents of Connecticut in large-scale outage situations.

- The statewide microgrid program invests limited state dollars to fund the creation of microgrids at strategically located critical facilities across the state – such as emergency operations centers, shelters, wastewater treatment plants, prisons, health care facilities, and commercial centers with gas stations, grocery stores, ATMs, and buildings that can serve as warming stations or charging stations for residents.

Impact: The first \$18 million in grants for the microgrid pilot program were awarded this year to fund engineering and design work for nine projects in eight communities across the state. This initial suite of pilot projects includes:

- ✓ Diverse geographic locations – i.e., large and small municipalities, and urban and rural settings across the state.
- ✓ An array of mission critical facilities, such as hospitals, shelters, emergency operations centers, gas stations, and groceries.
- ✓ A mix of clean distributed generation power sources, including fuel cells, solar photovoltaic systems, natural gas turbines, and combined heat and power systems.

Implemented Energy Conservation Initiatives

University of Connecticut Health Center (UCHC)

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

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

Impact: Two major deferred maintenance projects completed in FY09 converted the original electric heat system to more energy efficient steam and hot water systems. These conversions saved approximately \$1.55m in FY13.

UCHC continues to replace obsolete equipment with up-to-date energy efficient equipment. For example, two new energy efficient chillers were recently installed.

Also, the UCHC in conjunction 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. As a result of these and other initiatives, actual expenses for electricity and natural gas during FY13 were approximately \$2 million less than FY12. The savings noted above have been accounted for in the FY14 budget.

Implemented Cost Saving Measures

University of Connecticut (UConn)

Challenge: Maintaining the commitment to meet the needs of UConn students, faculty, staff, and the citizens of Connecticut despite the decline in state operating support.

Initiative: Cost-saving initiatives have been implemented in procurement, facilities operations, and information technology. These cost savings are part of a strategic redesign initiative. The University has realized \$7.4 million in savings in FY13.

- Procurement – More than 20 major relationships redefined, eProcurement deployed, and ongoing collaboration with UCHC.
- Facilities Operations – More efficient deployment of staff and realignment with other parts of the organization, and establishing an enterprise dispatch unit.
- Information Technology – Consolidation of helpdesk functions, governance model in place, Data Center stabilization, managed workstation implementation, and server virtualization.

Impact:

	FY12 Savings (in millions)	FY 13 Savings (in millions)
Procurement	\$1.0	\$2.3
Facilities Operations/Energy	\$2.0	\$3.7
Information Technology		\$1.2
Parking (revenue & savings)		\$0.2
Total	\$3.0	\$7.4

Environmental Stewardship

University of Connecticut (UConn)

Challenge: To meet the energy and water requirements of UConn (and the more than 100 University-supported users across Mansfield) while maintaining and promoting environmentally sound practices.

Initiative: UConn's Water Reclamation Facility came online in stages during the late spring and early summer of FY13 and it is the first of its kind in the region. The facility is capable of treating up to 1 million gallons of treated wastewater each day to use in the University's on-campus power plant, replacing and conserving drinking-quality water that previously was used at the facility.

Impact:

- ✓ By substituting processed wastewater for high-quality drinking water for various functions, the University is helping to conserve valuable natural resources;
- ✓ Significantly reduced the University's effluent discharge;
- ✓ Design measures also include features to recover heat from exhaust air, generate power from photovoltaic cells, and to capture rainfall runoff from the roof so it can be treated and used at the power plant;
- ✓ The Sierra Club ranked UConn as #1 for its efforts to encourage sustainability, green technology, and environmental stewardship.

Establishing an Efficient Business Continuity Plan For Disaster Response

Connecticut Insurance Department (CID)

Challenge: A number of damaging weather events over the past two years (record winter of 2010-11, Tropical Storm Irene, October Nor'easter, Superstorm Sandy and the 2013 February blizzard) underscored the Department's role as a critical liaison between the industry and property owners. The Department had an internal business continuity plan that was in need of updating especially at a time when Department functions were important to policyholders, insurance companies and sister agencies.

Initiative: The Department greatly upgraded its own Business Continuity Plan with new technology that uses the same concept as the state's reverse-911 system for rapid communication before, during and after an emergency.

- The communications alert uses multiple platforms – phone, email and texts for work and home
- The business continuity plan adopted National Incident Management Systems (NIMS) uniformly used by the state and federal governments during emergencies
- The Department has entered into an agreement with Eastern Connecticut State University that allows the Department to use an ECSU building as an alternate location in the event our building is not available (This agreement was timely in enabling some staff was able to work from ECSU during Superstorm Sandy.)

Impact: Because the Department is one of the key agencies in the disaster recovery process, the improvement we have made with CID’s Business Continuity Plan will allow critical staff – licensing, consumer affairs and property & casualty – to continue working on behalf of citizens during a recovery period if our office building was compromised. Our licensing unit will be able continue to issue emergency adjuster licenses allowing insurance companies to deploy an army of authorized adjusters in the event of widespread disaster. Consumer affairs will be able to staff our toll-free consumer and business helpline to answer questions, offer guidance and field complaints.

“Lead by Example” Instituted at Connecticut Valley Hospital

Department of Mental Health and Addiction Services (DMHAS)

Challenge: To reduce energy use rates in state buildings by 20% by 2018, Connecticut Valley Hospital must address energy overuse as the state hospital for mental health and substance use disorders.

Initiative: Connecticut Valley Hospital has begun energy efficiency projects designed to reduce energy costs for the state. DMHAS will utilize Performance Contracting to achieve energy efficiency upgrades using the standardized system created by the Department of Administrative Services.

Impact: Renovations will include upgraded lighting and controls, an improved heating and cooling system, new windows, system modernizations, and possibly a co-generation system to work with new boilers. Additionally, CVH seeks to install a solar hot water array and a 1 megawatt solar electric system. This project will realize cost savings for the state and municipalities, upgrade facilities, create jobs, and drive investment in Connecticut’s economy. With these improvements **DMHAS expects to save roughly \$2 million annually.**

Implemented Innovative Distance Learning Initiative

Department of Rehabilitation Services (DORS)

Challenge: The Department of Rehabilitation Services and other state agency partners needed a system to allow for the continued sharing of knowledge and expertise around the

issues of employment and disability. Additionally, distance education was a priority in the Bureau of Rehabilitation Services (BRS) federal In-Service Training Grant; and, BRS needed to meet Vocational Rehabilitation (VR) staff training needs through an online platform.

Initiative: The Department of Rehabilitation Services developed an online training platform for job seekers with disabilities, their family members, educators, employers, other professionals and state agency staff. The online trainings focus on the areas of employment and independent living issues for individuals with disabilities, as identified and prioritized through broad stakeholder input.

Impact: These free online training courses can be accessed by individuals, family members, service providers, and state agency staff. They can be taken at any time and are self-paced. As of July, 2013, **49 training modules have been created and 1,170 users have registered in the learning management system.**

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. The online training modules are a cost-effective way to convey necessary knowledge to a greater number of individuals while reducing staff time and travel.

The online modules also include training specifically designed for VR staff such as On-the-Job Training Process, Autism in the Workplace, etc. Further, the BRS in-person training calendar is accessible via this website and BRS staff sign up for VR trainings exclusively through this website. This improves communication accuracy and timely data collection and reporting.

Used Technology to Reduce Unemployment Insurance Fraud

Department of Labor (DOL)

Challenge: Introduce new technology to the current benefits system to further automate efforts to prevent fraud in the state's unemployment program.

Initiative: Customize Social Security Verification and UI Integrity Software for the UI benefits system. Connecticut implemented a new automated process that verifies all Social Security numbers against the Social Security Administration's database. The effort was designed to improve the integrity of the UI program and reduce the number of improper UI payments. This measure was paired with integrity software that was installed to help detect on-going UI fraud unemployment insurance benefit and tax fraud schemes.

Impact: Integrity software was installed in January, 2013. This automated program has been able to detect certain patterns that typically cannot be accomplished by human observation and has identified additional overpayment cases for further research. Since

the Social Security verification program began in May, 2013, an **estimated \$100,000 weekly in attempted UI fraud has been prevented.**

Provided Streamlined Online Access to Customer Service

Department of Labor (DOL)

Challenge: High claim load made it difficult for claimants to reach a Customer Service Representative (CSR) on the TeleBenefits phone system to make inquiries or request support services, such as a change to their mailing address. This caused delays in the benefits system and frustration for the public trying to file a claim. For example, individuals that could not remember their password could not file a claim until reaching a CSR.

Initiative: The agency developed a new website -- fileCTui.com -- to provide streamlined access to a variety of UI services available to residents, including a new UI Unemployment Assistance Center that completes all electronic requests within one business day. This includes resetting passwords, changing mailing addresses, making changes to income tax withholding amounts, or allowing individuals to continue their claim after inadvertently missing a week of filing.

Impact: The UI Unemployment Assistance Center now provides an efficient way for claimants to contact the Department of Labor regarding a number of issues relating to their claim, and prevents the need to try to reach a CSR on the phone. This frees up the TeleBenefits line for those filing a claim using the phone option. Additional forms and services are being added to this online portal to enhance efficiency and further improve customer service.

Use Electronic Data Entry to Reduce Costs

Department of Labor (DOL)

Challenge: Reduce data entry costs associated with the recording of UI tax, wage and payment data submitted by employers. The information, submitted by paper forms, was being entered into a data system at a cost of \$20,000 annually.

Initiative: The agency supported new legislation that requires employers to submit tax return filings and payments using an electronic filing system, effective with the first quarter of 2014. The user-friendly website allows employers to quickly file returns and make payments free of charge.

Impact: The legislation, which allows for waiver requests, will eliminate the data entry costs associated with paper forms and the agency can reallocate staff to other priority functions, such as delinquent tax collections and enforcement activities.

Modernization and Business Process Redesign

Department of Social Services (DSS)

Challenge: To reduce high error rates while improving customer service in order to better serve individuals and families who depend on DSS assistance for food and medical care. DSS caseloads for Public Assistance programs have been rising but agency systems have not kept pace. Following years of slower-paced growth, the number of applications, and

program recipients, increased at a more dramatic rate during the recent recession. Demand for and recipients of services are at an all-time high.

DSS receives close to 4 million pieces of paper each month and prior to modernization

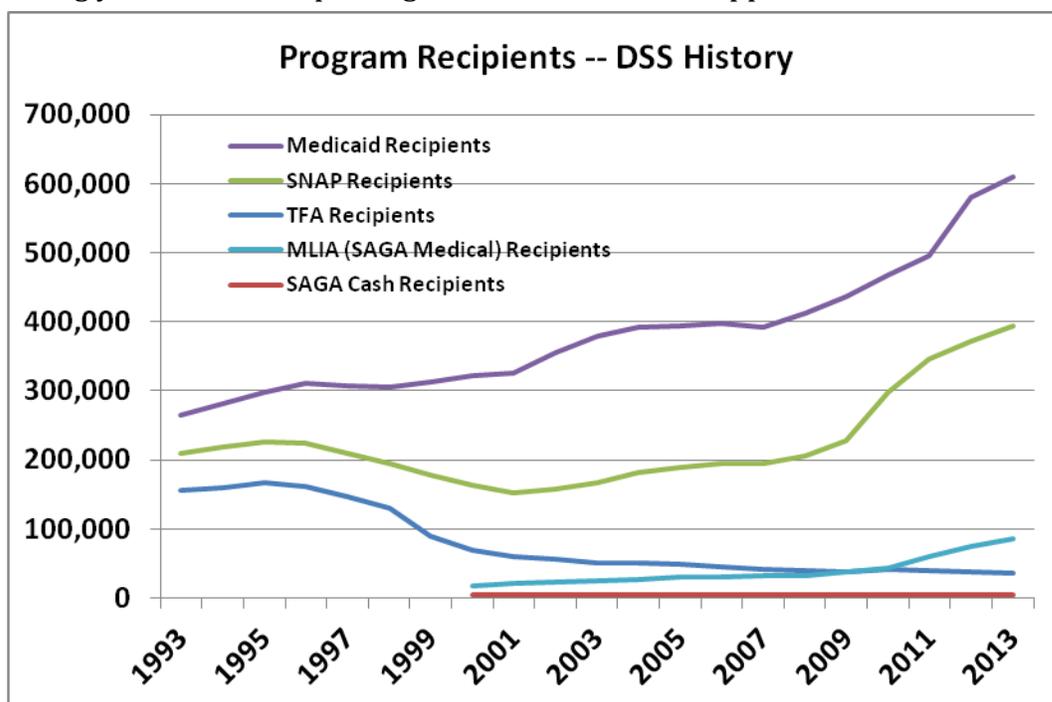
and business process redesign, most applications for DSS services were received by the US Postal Service mail or were dropped-off in one of the 12 local field offices. Processes were not always consistent among offices. Given the volume and outdated systems, documents could get lost resulting in delays.

In addition, over 800,000 calls were coming into antiquated phone systems at DSS offices each month, leading to clogged voicemail boxes and system shutdowns making it difficult for clients to reach their workers.

The combination of demand for DSS services being at an all-time high, and systems being unable to accommodate the volume, led to many challenges. The agency was struggling to comply with federal rules regarding timely application processing.

Initiative: The changes that are part of modernization are radical and cross-cutting. The ConneCT project, in various releases, is at the heart of modernization and includes development and implementation of the following:

- “My Account” function that customers can use to check benefits status online;



- “Pre-screening” for potential applicants to check eligibility for various programs online;
- Interactive voice response system (IVR) that customers can use to check benefits and documents processed status;
- Virtual benefit center, a single toll-free number, that program beneficiaries and applicants can use to reach a DSS worker who can assist them with nearly all functions;
- Electronic document management to ensure that all paper received is centrally scanned and accessible to any worker in the state who needs it to do their job;
- Workflow to assign work to eligibility staff based on priority and skill set; and
- On-line applications, renewals of eligibility, and change reporting (scheduled for October 1).

ConneCT has been implemented along with business process changes including elimination of assigned caseloads and the redesign of our offices to enable clients to be directed more efficiently. However DSS identified a need to further improve our underlying business system and, in November 2012, entered into a contract with the Change and Innovation Agency (dubbed “C!A”) -- a team of experts dedicated to helping government increase its capacity to improve business processes and systems. C!A’s Business Process Redesign efforts take a comprehensive look at revamping and sustaining every aspect of an agency’s eligibility practices.

C!A has engaged with DSS in a multi-phase process that began with an assessment of each of the Department’s 12 offices, and an internal team with a broad scope of functional knowledge working with C!A to develop recommendations for work processes that are faster, more easily accessible, integrated, and flexible. Upon agency acceptance of certain recommendation, DSS directed C!A to begin the next phase of implementation in a pilot office. Following that success, C!A has now been approved to and is working with all 12 offices to implement the recommendations.

Impact: As yet, the impact of both initiatives is difficult to quantify because they are still being rolled out and there are currently pending elements that prevent optimal operations on a regular basis. However, some early results show positive impact to Connecticut residents.

One of the main impacts of ConneCT on DSS customers / clients is an increased ability by customers to self-serve via web and telephone tools. **To date, more than 26,000 DSS clients have created online benefit accounts and nearly 41,000 phone benefit accounts have also been opened.** These numbers represent tens of thousands of people whose access to information about their benefits has been streamlined and eased. **Over 400,000 calls have been handled through the new interactive voice-response phone system, with thousands of clients getting information without needing to speak to a worker.** The full potential is increased convenience for the approximately 1/5th of CT residents that are served by DSS.

These systems also will make workers more accessible and available to assist customers who do need individual assistance or who choose not to self-serve, and will positively impact the timeliness and quality of eligibility processing. The new document scanning function **has lead to hundreds of thousands of pages already scanned and inputted for DSS processing.** These systems have allowed for better gathering and utilization of data regarding application processing performance. This further increases DSS' ability to be responsive to customer needs and ensure that we are meeting the needs of Connecticut residents who avail themselves of our services.

For business process improvement with CIA, all teams within the agency are now tracking "completion rates" which mean that a worker was able to bring the work item, whether an application, redetermination or other work, to full resolution on the first touch. This provides better customer service and improves staff efficiency. **Our pilot office is now showing completion rates of 75% to 87% for most work items, which is an improvement from the 69% to 79% those teams were showing in May when the process changes were implemented but still new.** As this is a new measure for the agency, we do not have completion rates for prior to implementation for comparison. The offices just beginning these changes are showing varying completion rates and room for improvement, as they become more familiar with the new tools and techniques.

The new business processes have also assisted with completing the "work in progress" or "WIP" – the paper files still on hand from before implementation of ConneCT. Again, our pilot office was able to complete all of the pre-March WIP by June 2013. Our other offices have now calculated the number of hours needed to complete their WIP and have a plan in place to resolve this work while also staying current with new work coming into DSS via the ConneCT system.

Upgraded e-Licensing

Department of Consumer Protection (DCP)

Challenge: To reduce the thousands of pieces of mail received each week by DCP using the upgraded e-Licensing system.

Initiative: Enhancements to DCP's e-Licensing system will allow:

- ✓ Online applications for new licensees
- ✓ Proxy renewals
- ✓ Online printing
- ✓ The ability to send automatic status updates to applicants.

Impact: The availability of online applications for new licensees has the potential to:

- ✓ Significantly reduce the amount of paperwork processed by the Department and provide a more convenient avenue for applying for a license.

- ✓ Benefit large employers such as AT&T that have over a thousand employees licensed by the Department. They will now be able to renew all licenses at once with a single payment.
- ✓ **Reduce printing and mailing of licenses and permits by 25,000 each year, saving the Department about \$13,000 in printing and postage costs** and will result in significant savings of personnel time that is spent printing licenses and stuffing envelopes. In addition, this feature will provide a convenience for licensees by eliminating the delay between when a license is approved and when it is sent to the applicant.
- ✓ Allow the Department to automatically notify applicants via email when their license has been approved, increasing transparency and reducing call volume, which will enable DCP staff to devote more time to consumer protection work that cannot be automated.

On-Line Surplus Auctions

Department of Administrative Services (DAS)

Challenge: Improve the process of disposing of surplus personal property owned by State agencies to (1) generate more money on sales of such property; (2) enable faster turn-around of such property; and (3) address space limitations associated with holding surplus property auctions in warehouse space.

Initiative: In FY13, DAS transitioned from live surplus auctions to on-line surplus auctions. The DAS State Surplus Program manages the disposition process of the State's surplus property (vehicles and other personal property – not real estate). State agencies are required to channel all surplus property through the DAS Surplus Program for disposition.

- *Vehicle Auctions.* In December 2012, DAS entered into a contract with a vendor to handle all vehicle auctions through a new on-line system that integrates all relevant State requirements and procedures. Since February 2013, all State vehicle auctions have been held online at www.Copart.com. To date, approximately 305 vehicles have been sold using this new on-line auction system.
- *Other Surplus Personal Property.* In early 2013, DAS contracted with a vendor to handle the auctioning of all other State surplus property. Currently all property auctions are held online at www.PublicSurplus.com. The first such on-line auction occurred on March 1, 2013.
- This new system has a reallocation system built into it, allowing State agencies, municipalities and non-profit organizations to claim property (according to the rules established by State statute) that has been surplus by other offices, per State statute. To date, approximately 559 items have been reallocated.
- Connecticut political subdivisions are also able to utilize the two contracts that DAS has awarded to handle on-line vehicle and property auctions.

Impact: Implementing the new on-line auction systems has:

- ✓ Resulted in higher average prices per surplus vehicle sold, **totaling an additional \$224,620 to the General Fund** since the implementation of the new system (305 vehicles sold to date, at an average price of \$736.46 more than the average price received when DAS conducted live auctions).
- ✓ Enabled the state to more effectively reuse surplus property. Since implementation of the new system, most of the items that agencies have posted as surplus have been internally reallocated. This is a clear indication that state agencies, now having the ability to see photographs and improved descriptions of surplus items, are claiming these items for their agencies' use resulting in direct saving because the Agencies are not purchasing items that they can now find in the system.
- ✓ Eliminated geographic limitations to bidding on state surplus property, enabling the state to reach both in-state and out-of-state (worldwide) buyers.
- ✓ Allowed the state to get a faster return of its capital investment dollars (vehicles are not sitting in a lot awaiting an auction date). Auctions are held weekly.
- ✓ Eliminated the recurring problem of space limitations associated with attempts to aggregate all surplus vehicles ready for sale.

Innovation in Network Hardware Maintenance

Department of Administrative Services (DAS)

Challenge: The cost of maintaining the State's network equipment is costly.

Initiative: DAS-BEST reevaluated its maintenance policy in regards to network equipment and determined it was significantly more cost effective to utilize a limited spare policy instead of purchasing more expensive maintenance on all networking devices.

Impact: DAS-BEST reduced our network maintenance costs by **over \$150,000 per year**.

Improvement in Enterprise E-Mail

Department of Administrative Services (DAS)

Challenge: Identify ways to reduce the cost of the State's enterprise email system; provide additional email functionality for agencies, such as the ability to better manage document requests and document holds associated with litigation.

Initiative: DAS-BEST is upgrading the State's enterprise e-mail to bring a number of new capabilities. Chief among these will be the implementation of a new eDiscovery feature that will provide agencies delegated control over mail under legal or administrative hold. Finally, as part of the upgrade to the enterprise mail and scheduling environment, BEST is in the process of evaluating new storage options that will meet the performance and reliability requirements for this important environment at a greatly reduced cost.

Impact: DAS-BEST expects to save **\$400,000** in the implementation of new storage for this upgrade. Further, providing agencies with more control over their employees' email records will mitigate the State's liability for failure to comply with litigation hold orders.

Increased Online Services for Customers

Department of Motor Vehicles (DMV)

Challenge: Provide choices for customer business visits.

Initiative: Customers can now check wait times at DMV Branch Offices for specific transactions they are planning on making **via the Web**.

Impact: Customers can make an informed decision as to their visits to the Branch Offices and their personal schedule. This leads to increased efficiency at Branch offices with decreased wait times for the public and improved customer service.

Challenge: Increase truck enforcement effort and streamline the citation process with electronic citations (E-Citations).

Initiative: Provide every Commercial Vehicle Safety Division (CVSD) enforcement vehicle the capability to issue E-Citations and transmit such electronically from the field to the CT Central Infraction Bureau. This program also provides for the automatic form load of information on registration, licensing and other pertinent information. This is the first Connecticut Law Enforcement Unit to fully implement this program.

Impact: A more efficient method to issue, verify and clear infraction citations in a timely manner. This provides for an added level of safety for law enforcement officers.

Challenge: Provide expanded opportunities for the public to schedule testing appointments.

Initiative: Provide the public more online opportunities to schedule learner permit testing appointments at its Cheshire, Norwalk and Bridgeport branches. Continue to roll out this initiative to other full service branches thereby making DMV more flexible and convenient for its customers. DMV initiated this new pilot project in 2012 at its Cheshire facility that became the model for this online service and experience.

Impact: Improved customer experience with ability to schedule an appointment and pay online without having to wait in line. **Customer surveys state a 98% "very satisfied" rating.**

Challenge: Offer Wi-Fi service to branch customers.

Initiative: Provide customers free Wi-Fi to make their DMV visit as productive and enjoyable as possible. Customers can surf the web with their personal smart phones or tablets while waiting to conduct their business at all branch offices.

Impact: If customers are delayed, they can utilize DMV's free Wi-Fi to pass time or conduct personal business while they wait, similar to other modern venues that offer the public Wi-Fi.

Challenge: Convenience of e-mail information for driver services.

Initiative: Allow customers with Ignition Interlock Device and Suspension compliance issues to email DMV and obtain an answer within 24-48 hours rather than speaking over the phone only during business hours where hold times might inconvenience customers. **To allow customers the opportunity to contact DMV at their convenience within their personal schedule** while at the same time providing a DMV response within a timely manner.

Impact: This email service will expand customer ability to get an answer to their specific driver services issue. This service will give customers an option to make contact with the Department during off-hours and receive an answer within a reasonable period of time without having to wait on hold for an answer.

License Endorsements

Department of Motor Vehicles (DMV)

Challenge: Expedite notification of public service license approvals.

Initiative: Applicants are now notified by e-mail rather than conventional mail of their license approvals.

Impact: Faster turn-a-round to the public from the time of license application to approval. Increases the employment opportunity of successful applicants.

Online Pre-Bid Q and A System for Construction Projects Out For Bid

Department of Transportation (DOT)

Challenges: To implement an "online" web-based Question and Answer System for the Department's construction projects that are advertised for bid. Some of the challenges have been associated with timely interagency communication and functional authority related to the IT aspects of this initiative. Other challenges include training of internal staff

and the contracting community, as well as incorporating the new process into current bidding procedures.

Initiative: The Department's Bureau of Finance and Administration is currently in the process of implementing a web-based "online" Q and A System for Construction Projects that are advertised for bid. The purpose of this web site will be to allow prime contractors, subcontractors, bidders, suppliers, etc. to present pre-bid questions related to DOT construction projects advertised for bid, to the Department, in a more efficient and transparent environment. The system will be located on the Department's web site and will be linked to the Bid Solicitation Documents on the State Contracting Portal.

Impacts:

- ✓ Provide a central (automated) location for contractors to view and ask questions.
- ✓ Help eliminate duplication of questions.
- ✓ **Increase transparency to the public.**
- ✓ Decrease the number of addenda issued on projects and postponements to bid openings.
- ✓ The new system will act as a tracking mechanism for the Department, which will enable staff to efficiently track, review, and answer contractor/bidder questions related to projects that are advertised for bid.
- ✓ The new system will be an improvement in the way the Department utilizes current computer technology. For example, in 2008 the Department was receiving questions via fax machine. In 2009, the Department began using a central e-mail location to receive questions. The Online Q and A System is a further enhancement to the Department's contract bidding process.
- ✓ Increase administrative efficiencies - Having the information centrally located and readily available should allow for a more efficient Q and A process and quicker turn-around time for providing answers and information to the bidding public.

Teleconferencing, Video Conferencing and Recording of RPO Coordination Meetings

Department of Transportation (DOT)

Challenges: To use technology to maximize the use of staff resources, increase productivity and reduce travel-related costs for the Department and its federal, state and regional partners; increase and expand participation of regional planning organizations (RPOs) and federal agencies in the Department's meetings with RPOs; expand opportunities for the Department and RPO staff to learn about transportation programs, projects and innovative practices, and provide more opportunities for input into and greater transparency in the administration and delivery of the transportation program, projects and services.

Initiative: The Department's Bureau of Policy and Planning (Bureau), with the assistance of the Office of Information Systems (OIS), has implemented new technologies, hardware and software solutions to add benefit to meetings with the Department's various business partners.

- Implemented video conferencing systems in several of the Department's conference rooms for the Commissioner, the Bureau of Policy and Planning, the Bureau of Engineering and Construction and at the Office of Rails in New Haven. Additionally, several video cameras were installed at several locations in the Department, at several of the state's transit district offices and at each of the state's 14 RPOs.
- In 2011, as an initial roll-out, the Bureau implemented a fully integrated Polyvision "Smart-Board" System and a new state-of-the-art conferencing phone in one of its conference rooms and acquired licensing for the CITRIX GoToMeeting Webinar services to implement in-house teleconferencing and webinar capabilities. Due to the popularity and demand, in 2013 three additional conference rooms have been equipped in the Bureau and a new installation was also done by Engineering to enable more Department employees to participate in webinars.

In 2012, the Department began to record and post the RPO coordination meetings in the Streaming Video Library on the Department's website so that recorded versions of the meetings could be viewed by the Department, RPO, and federal agency staff who were not able to attend the meetings, as well as by other interested parties such as local elected officials, other state agencies, students and the members of the general public, who might be interested in presentations on specific topics.

Impacts:

- ✓ Time savings and increased productivity on the part of RPO staff who would otherwise have to drive to the Department. For each meeting with the RPOs that the Department holds as a teleconference or video conference (versus having RPO staff travel to the Department), **at least 21.61 hours of travel time are eliminated** (based on the travel time required for one representative from each of the 14 RPOs to make a round trip between their office and the Department). Two or more staff from an individual RPO may participate in a teleconference meeting, so the travel time savings and increased productivity are even greater.
- ✓ Reduced fuel costs and wear and tear on vehicles of RPO staff and others who participate in the meetings via teleconferences. Based on the U.S. General Services Administration's established mileage reimbursement rate of .565 per mile, there is a **savings of \$613.98 per meeting** when representatives of the 14 RPOs participate in meetings via teleconference or video conference rather than driving to and from a meeting.
- ✓ Greater participation in the meetings by more RPOs and more staff members of an RPO, better informed and more engaged partners and, ultimately Department policies, practices and procedures that reflect the input of the RPOs and the municipalities they represent. The teleconferencing and video conferencing

capabilities provide opportunities for greater and more frequent participation by RPOs, and the Department's federal partners in the meetings. This enables the Department to more broadly disseminate information to keep everyone "on the same page" and to engage the RPOs and federal agencies such as the FHWA, the FTA and EPA in group dialogues on transportation programs, procedures and projects.

- ✓ Expanded opportunities for greater numbers of Department staff and RPO staff to cost-effectively learn about transportation programs, projects and innovative practices.
- ✓ Reduction or elimination of the need to use and purchase laptop computers for group viewings of webinars and reduction of the amount of staff time devoted to setup for webinars. Prior to the installation of the teleconferencing hardware in the conference rooms, laptop computers and projectors were used for group viewings of transportation-related webinars held by federal agencies and other organizations. Staff had to obtain a projector and a laptop, make arrangements with OIS to get security clearance to log-on to use a laptop not assigned to their office, and set up and break down this equipment.
- ✓ Travel time-savings, increased productivity and travel cost-savings resulting from the use of the Bureau's teleconferencing hardware and software by other offices within the Department.

The Bureau of Policy and Planning will continue to explore and implement the technology to maximize the use of staff time, reduce the costs of administering programs and delivering services, and provide greater transparency in the administration and delivery of transportation program, projects and services.

Business Tax E-Filing

Department of Revenue Services (DRS)

Challenge: Meet business demand for greater ease and efficiency in filing and paying state taxes.

Initiative: Expedite planned phase-in of electronic filing and payment for more business taxpayers through Modernized E-File (MeF).

Impact: E-filing expanded to two more business taxes with \$126,000 savings to date and 1.35 million now filing electronically.

Provided Streamlined Online Access to Customer Service

Department of Labor (DOL)

Challenge: High claim load made it difficult for claimants to reach a Customer Service Representative (CSR) on the TeleBenefits phone system to make inquiries or request

support services, such as a change to their mailing address. This caused delays in the benefits system and frustration for the public trying to file a claim. For example, individuals that could not remember their password could not file a claim until reaching a CSR.

Initiative: The agency developed a new website -- fileCTui.com -- to provide streamlined access to a variety of UI services available to residents, including a new UI Unemployment Assistance Center that completes all electronic requests within one business day. This includes resetting passwords, changing mailing addresses, making changes to income tax withholding amounts, or allowing individuals to continue their claim after inadvertently missing a week of filing.

Impact: The UI Unemployment Assistance Center now provides an efficient way for claimants to contact the Department of Labor regarding a number of issues relating to their claim, and prevents the need to try to reach a CSR on the phone. This frees up the TeleBenefits line for those filing a claim using the phone option. Additional forms and services are being added to this online portal to enhance efficiency and further improve customer service.

Use Electronic Data Entry to Reduce Costs

Department of Labor (DOL)

Challenge: Reduce data entry costs associated with the recording of UI tax, wage and payment data submitted by employers. The information, submitted by paper forms, was being entered into a data system at a cost of \$20,000 annually.

Initiative: The agency supported new legislation that requires employers to submit tax return filings and payments using an electronic filing system, effective with the first quarter of 2014. The user-friendly website allows employers to quickly file returns and make payments free of charge.

Impact: The legislation, which allows for waiver requests, will eliminate the data entry costs associated with paper forms and the agency can reallocate staff to other priority functions, such as delinquent tax collections and enforcement activities.

Connecticut Army National Guard's VISION 2020 Facilities Program

Connecticut Military Department (MIL)

Challenge: Improve infrastructure to maintain and increase operational capability, address life safety issues and decrease energy consumption.

Initiative: Vision 2020 Facilities Program is the Connecticut Army National Guard's initiative to make the best and proper use of Federal and State funds to construct new

facilities to replace those that are economically beyond repair and rehabilitate enduring facilities that retain an economic advantage to repair. This year the Connecticut Army National Guard's Vision 2020 program is constructing over 300,000 square feet of facilities at four locations around Connecticut and repairing over 200,000 square feet of facilities at 14 other locations.

Impact: The Connecticut Army National Guard was able to obtain approximately \$100,000,000 in Federal funds with a match of \$3,000,000 in State funds to improve mission and operational capability at facilities throughout Connecticut. The Vision 2020 program statewide results are:

- ✓ Decreased energy consumption
- ✓ Decreased storm water runoff from grounds and parking, stabilization of our coastal shoreline
- ✓ Improved traffic flows in and out of facilities
- ✓ Closure of seven facilities which were economic burdens and life safety risks to the State of Connecticut
- ✓ Greatly improved and modernized facilities for our Citizen Soldiers to use every day.

Connecticut Army National Guard Facilities Energy Conservation Program

Connecticut Military Department (MIL)

Challenge: Reduce energy consumption and environmental impacts of CTNG facilities, while improving function and lifespan, and reducing annual operating costs.

Initiative: The CT National Guard has implemented an Energy Conservation Program over the last 3 years that has replaced old inefficient oil boilers to over 90% efficient natural gas or propane boilers and water heaters. Some water heaters have also been replaced with “on-demand” type heaters that save significant operating costs. Lighting systems are also systematically being upgraded with the replacement of old incandescent systems with efficient fluorescent and LED lighting fixtures and motion sensors which automatically turn lights off after a period of inactivity. Several of our facilities were also upgraded with building management systems, which enable them to be operated more efficiently and remotely.

To date, 4 buildings have been converted from oil to gas, and gas equipment has been upgraded at 2 other facilities, cutting average annual oil use by 26,319 gallons. Lighting upgrades have been ongoing with an estimated 80% of facilities completed. In addition, 8 Facilities have been upgraded with automated controls. For the future there still remain 12 facilities using oil, 2 of which should be converted to gas within the next year. There are

also 2 buildings scheduled to get upgraded gas equipment. LED and other lighting upgrades will continue on the remaining facilities.

Impact: The CTNG's total annual **energy consumption was reduced from 112,300 MBTUs in 2010, to 74,500 MBTUs in 2012, for a State Agency savings of 37,800 MBTUs or 40%**. Old oil boilers and water heaters were replaced when they were failing, and would otherwise have required costly and continued future repairs, so in addition to the obvious operating cost efficiencies, there are maintenance cost savings long into the future. These improvements, along with the lighting and control systems all provide CTNG staff with a healthier, safer and more productive work environment. In addition, the 37,800 MBTU usage reduction improves air quality and the environmental impacts near these facilities. Our Enfield Armory, a 16,800 square foot building that was recently upgraded, is a model example. In May 2013 the Enfield Armory earned "Top Building Award First Honors" in the Governor's Power of Change Award 2013 for executing a program that decreased energy consumption at the Enfield facility.

DESPP/DAS-BEST Public Safety Data Network Deployment

Department of Emergency Services and Public Protection (DESPP)/Department of Administrative Services (DAS)

Challenge: Deploying a statewide high-speed fiber optic data network for Public Safety to over 500 locations while meeting the Federal Grant requirements.

Initiative: DESPP, in conjunction with DAS/BEST began installing a high-speed fiber optic network connecting the 100+ 911 Public Safety Answering Points (PSAPs) in 2010. With the award of a Federal Broadband Opportunity Grant, that network was expanded to over 500 police, fire and radio tower locations across Connecticut. The network has been completed by the September 1, 2013 deadline and is already carrying COLLECT (Connecticut On-line Law Enforcement Communications Teleprocessing) data as well as providing the capability for emergency services radio interoperability between municipal police, fire and Emergency Medical Service (EMS) throughout the State.

The Public Safety Data Network (PSDN) is an ultra-high speed fiber optic data network that will serve as a base transport infrastructure and interconnectivity pathway for public safety related applications and services throughout the state. Its primary purpose is to provide the required connectivity for the upcoming implementation of Next Generation (NG9-1-1) services. In addition, the network will provide a single connectivity source to allow for the integration of systems, applications and currently disparate networks so that vital information and resources can easily be shared amongst the various public safety entities throughout the State.

The network creates a fabric which can easily link various communities of interest in a cost-effective and efficient manner. As services are deployed on the network, the

ubiquitous nature of the design and the ability to share applications will **create efficiencies and economies of scale for the entities which it serves.**

Impact:

- ✓ High speed data connectivity for 500+ public safety entities
- ✓ Capable of supporting increasingly large data transmission requirements
- ✓ Fiber optic reliability and network redundancy
- ✓ Highly secure implementation
- ✓ Significant savings and increase in efficiency over current network costs
- ✓ Easily upgraded to provide additional speed and/or connectivity
- ✓ Ability for each PSAP and public safety entity on the network to connect with any other

Introduced a Videoconferencing Initiative

Department of Developmental Services (DDS)

Challenge: To reduce travel costs and increase employee productivity.

Initiative: Develop the Video Conferencing Initiative

Phase One

- Purchased video conference units and located them at the DDS Central Office and in each region for meeting use.

Phase Two

- After the success of the initial rollout, DDS expanded the initiative to cover 21 DDS locations statewide.

Impact: The availability of video conferencing has saved DDS in productivity, time and travel funding. From December 1, 2012 through August 9, 2013, DDS has held 289 Video Conference Meetings.

Digitalization of Military Discharge Records

Department of Veterans Affairs (DVA)

Challenge: In accordance with CT Statutes, Section 27-109a, the Department of Veterans Affairs (DVA) maintains a registry of CT veterans who have completed a period of active service. Additionally, DVA maintains a registry of the recipients of the CT Wartime Service Medal. These two registries maintain storage for more than 300,000 documents, which has exceeded the secure storage capacity available at DVA. The Veterans Administration, as well as most states including CT, started an initiative to convert these records to an electronic format, thereby increasing available storage capacity and improving efficiency. This format allows for immediate desktop access to a veteran's file, saves both employee time and associated mailing/faxing costs, and assures compliance with the Veterans Benefits Management System, an electronic claims database.

Initiative: Between December 2012 and March 2013, DVA contracted with Scanoptics Inc. to scan and enter data into a searchable database.

Impact: This database is used on a daily basis. The immediate impact has been the increase in productivity, storage space and data security.

Created Public Drinking Water System Status Board

Department of Public Health (DPH)

Challenge: To address the need for a real-time information sharing application between DPH and public water systems throughout the state. Many systems, especially small community public water systems, were without power to operate their water systems for several days during recent storms. Many were on boil water advisories as a result of losing power and system pressure.

Initiative: The DPH Drinking Water Section (DWS) created a Public Drinking Water System Status Board (PDWSSB) in the existing statewide WebEOC information management system. WebEOC is a crisis information management system that provides real-time information sharing to help agencies and officials make decisions during emergencies. The PDWSSB is designed to allow Connecticut's community public water systems to report and update their operational status during periods of emergency.

Impact: The ability of real-time information sharing will allow the Department to work in a timely manner with public water systems in need of technical assistance during an emergency event. This tool will enable public water systems to:

- ✓ Better prepare for their communication capabilities during an emergency event.
- ✓ Allow for quicker response and recovery efforts during an event due to speedier communication of system needs.
- ✓ Improve the quality of information collected during emergencies.
- ✓ Allow officials to make better informed decisions related to the adequacy and purity of drinking water in Connecticut.