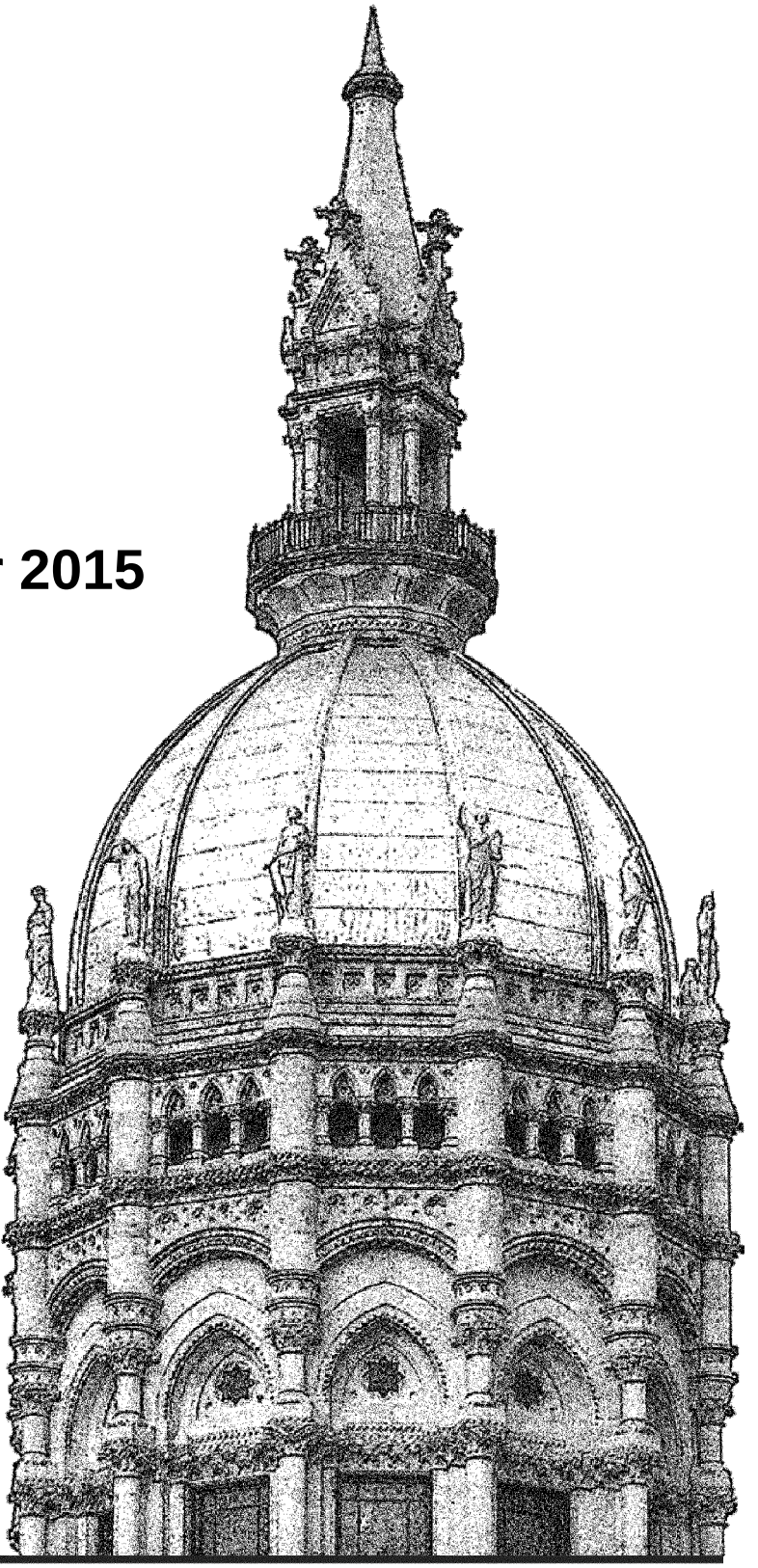
2016 Committee Annual Report

Covering Activities During Calendar Year 2015

February 2016



PRI

Legislative Program Review and Investigations Committee

Connecticut General Assembly

CONNECTICUT GENERAL ASSEMBLY
LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE

The Legislative Program Review and Investigations Committee (PRI) is a bipartisan statutory committee of the Connecticut General Assembly. Established in 1972, its purpose is to "conduct program reviews and investigations to assist the General Assembly in the proper discharge of its duties." (C.G.S. Sec. 2-53e) From program review topics selected by PRI, the committee examines "state government programs and their administration to ascertain whether such programs are effective, continue to serve their intended purposes, are conducted in an efficient and effective manner, or require modification or elimination." (C.G.S. Sec. 2-53d) Investigations require broader legislative approval to begin. The committee is authorized to raise and report bills on matters under its review.

The program review committee is composed of 12 members. The president pro tempore of the Senate, the Senate minority leader, the speaker of the House, and the House minority leader each appoint three members. The committee co-chairs and ranking members rotate every two years between House and Senate members from each party.

2015-2016 Committee Members

Senate	***House***
John W. Fonfara, *Co-Chair*	Christie M. Carpino, *Co-Chair*
John A. Kissel, *Ranking Member*	Mary M. Mushinsky, *Ranking Member*
Eric D. Coleman	Whit Betts
Anthony Guglielmo	Henry Genga
Joe Markley	Philip Miller
Andrew Maynard	Cara Pavalock

Committee Staff

Carrie E. Vibert, Director
Miriam P. Kluger, Chief Analyst
Scott M. Simoneau, Chief Analyst
Brian R. Beisel, Principal Analyst
Michelle Castillo, Principal Analyst
Maryellen Duffy, Principal Analyst
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Janelle Stevens, Principal Analyst
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2016 Annual Report of the Legislative Program Review and Investigations Committee

Covering Activities During Calendar Year 2015

February 2016

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Legislative Program Review and Investigations Committee
2015 Highlights

2015 PRI Studies Completed

- One-page highlights and recommendation lists for the following four studies started and completed in 2015 are contained in this annual report:

    - **Apprenticeship Programs and Workforce Needs** (p. 9)
    - **Department of Veterans' Affairs: Office of Advocacy and Assistance** (p. 15)
    - **Health Information Privacy in Selected State Programs** (p. 21)
    - **Regional Cooperation Between Local Boards of Education** (p. 25)

- The program review committee made a total of 61 recommendations for improvement from these four studies.

Other PRI Activities in 2015

- ***State Employee 401k-Like Retirement Plan Review Idea.*** At the committee's request, PRI staff prepared a background memo on the feasibility of a PRI study about the establishment of a 401k-like retirement plan for state employees (PRI committee did not pursue study per April 22, 2015, committee meeting).
- ***Collaboration with Federal Reserve Bank of Boston***. As approved by the committee on May 15, 2014, the committee through its staff collaborated with the Federal Reserve Bank of Boston's (FRBB) New England Public Policy Center on *Measuring Municipal Fiscal Disparity in Connecticut* (FRBB presented report May 8, 2015, at Legislative Office Building).
- ***Began Dealer Conveyance Fee Information Project, Surveying 2,542 Car Dealers.*** Mandated by Section 428 of PA 15-5 JSS (June 29, 2015), the committee through its staff began work on a dealer conveyance fee data collection and analysis project (required report to Transportation Committee due January 15, 2016).
- ***Hartford Region Public School Choice Program Study Started***. The committee directed its staff to begin a study of Hartford Region Public School Choice Programs in late September 2015 (anticipated completion in March 2016).
- ***Use of Hartford-Brainard Airport Site Study Topic Approved.*** The committee approved a study scope of the use of the Hartford-Brainard Airport site on July 9, 2015, directing its staff to begin the review in January 2016.
- ***Participation in NCSL Working Group on Drones.*** PRI staff participated in a December 2015 NCSL forum on drones (based on the committee's 2014 study on drone use regulation).

PRI Study Legislation Enacted in 2015

- ***PRI raised bills from five previously completed studies in the 2015 legislative session***
    - Drone Use Regulation (2014)

- Transitional Services for Youth and Young Adults with Autism Spectrum Disorder (2014)
- Veterans' Home Residential Services (2014)
- Higher Education Certificate Programs (2104)
- Access to Substance Use Treatment for Publicly and Privately Insured Youth (Phase I-2012; Phase II-2013)

- ***Four study bills resulted in three public acts from the 2015 legislative session and a section of a 2015 implementer bill.***

  - **PA 15-209** (*AAI the Recommendations of the Program Review and Investigations Committee Concerning Transitional Services for Youth and Young Adults with Autism Spectrum Disorder*):
    - Specifies that information related to secondary transition services be given to parents/guardians of children requiring special education services
    - Requires the Connecticut State Department of Education (CSDE) to monitor the provision of this information to parents/guardians of children requiring special education services
    - Requires CSDE to develop and distribute a parents' of children receiving special education services bill of rights
    - Develops a shared definition of "competitive employment'
    - Establishes an annual requirement for the Department of Developmental Services to report on Autism Spectrum Disorder activities

  - **PA 15-80** (*AAI the Recommendations of the Program Review and Investigations Committee Concerning the Federal Achieving a Better Life Experience Act*):
    - Creates tax-free saving accounts to allow persons with disabilities to pay certain expenses

  - **PA 15-197** (*AAI the Recommendations of the Legislative Program Review and Investigations Committee Regarding Residential Services at the Veterans' Home*):
    - Gives the Department of Veterans' Affairs (DVA) Board of Trustees more oversight over the department
    - Increases the voting membership of DVA's Board of Trustees, and adds certain board appointment and resignation conditions
    - Requires the DVA commissioner to report on a plan to provide transitional and permanent housing, and the chief fiscal officer to semiannually submit a report to each Veterans' Home resident on usage of the institutional general welfare fund
    - The DVA commissioner must propose complaint-related regulations allowing Veterans' Home residents and others to file complaints concerning the home's policies, procedures, and administrative decisions

  - **PA 15-5 Sec. 353 (JSS) –** Based on PRI raised bill from Access to Substance Use Treatment for Publicly and Privately Insured Youth (Phase I-2012; Phase II-2013)

Chapter 1

Committee Overview

Purpose and History

The Legislative Program Review and Investigations Committee (PRI) was established in Connecticut in 1972 as an instrument to strengthen legislative oversight. Originally created as the Program Review Committee, its charge was to direct its staff to conduct program reviews to assist the General Assembly "in the proper discharge of its duties." For committee purposes, a "program review" means "an examination of state government programs and their administration to ascertain whether such programs are:

- effective,
- continue to serve their intended purposes,
- are conducted in an efficient and effective manner, or
- require modification or elimination…" (C.G.S. Sec. 2-53d)

The committee's authority was expanded in 1975 to include investigations of "any matter" referred to it by the full General Assembly or the Joint Committee on Legislative Management. The program review committee's mandate was broadened further in 1977 with the addition of "sunset" performance reviews (which was modified significantly in 2012). In 1985, the committee was given authority to raise and report out bills.

In 1993, the committee sought and gained specific statutory authority to obtain data maintained by public agencies that is otherwise confidential, with the accompanying requirement to similarly maintain that status. Like other legislative committees, the program review committee also has subpoena authority. (Appendix A contains the program review committee's authorizing statutes.)

In practice over the years, the committee takes on, or is required to take on, studies pertinent to state government that fall outside the statutory definition of a program review. For example, a recent PRI study looked at drone use regulation in 2014 at the request of members of the Judiciary Committee. There was no state drone program to examine, but there were a number of issues that crossed typical subject matter boundaries that PRI was able to explore, explain, and offer recommendations about.

Composition and Rules

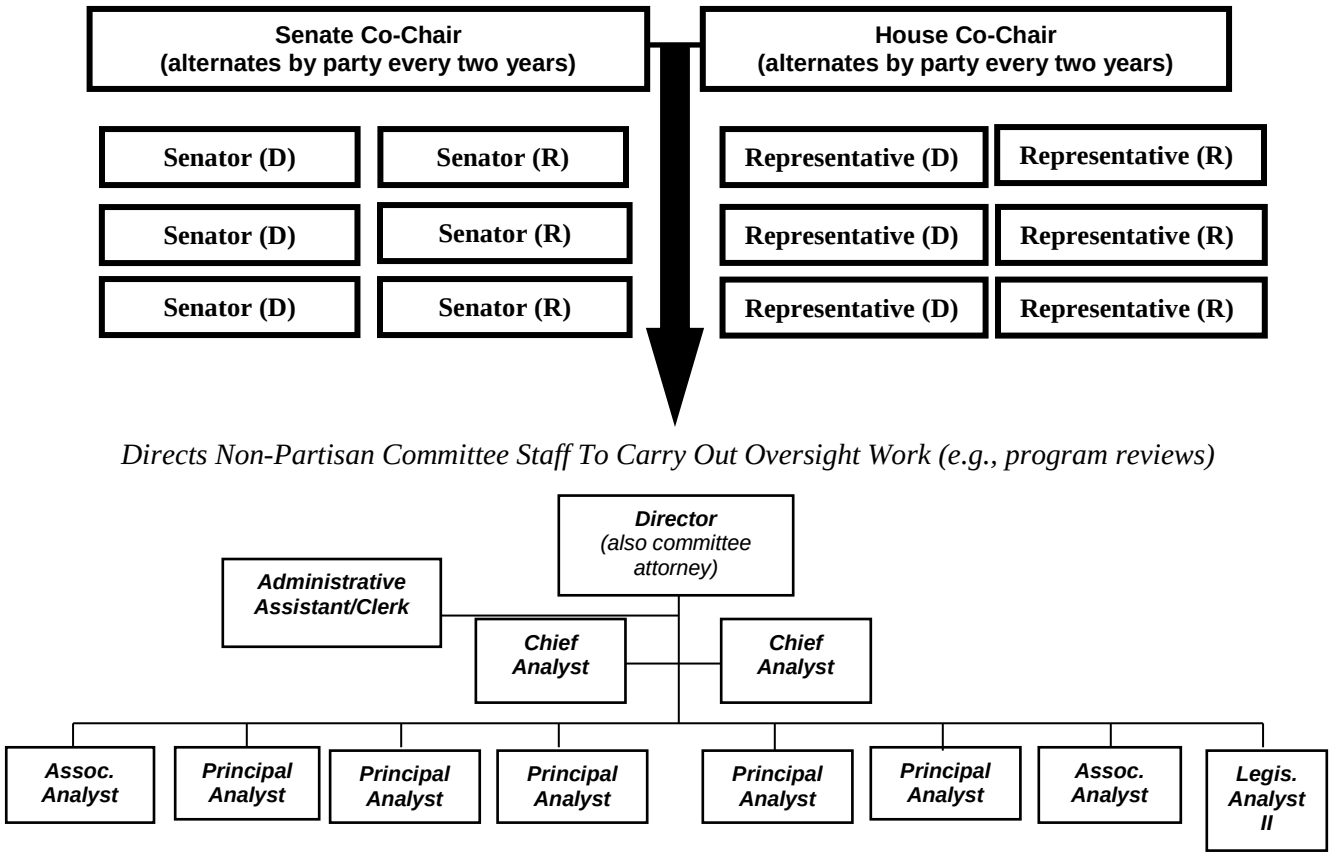
The 12-member committee is composed of six House members, three appointed by the speaker and three appointed by the House minority leader, and six Senate members, three appointed by the president pro tempore and three appointed by the Senate minority leader. The Legislative Program Review and Investigations Committee is the only legislative committee in the Connecticut General Assembly with equal representation from each party and each chamber.

Enhancing the bipartisan nature of the committee's work, its authorizing statute requires that "all [committee] actions…shall require an affirmative vote of a majority of the full committee membership." For legislative purposes, though, such as raising or reporting out bills, the committee follows the same rule as other committees, where a simple majority of those present and voting is required to move business. Further, by tradition, the co-chairs rotate every two years from a Senate Republican and a House Democrat to a Senate Democrat and a House Republican. While the PRI statute provides that the committee elects its own co-chairs, in practice, the pertinent legislative leaders make the appointments.

The committee also includes, on an ex officio and nonvoting basis, the co-chairs and ranking members of the standing committee having jurisdiction over each program under review. In the case of an investigation, the co-chairs and ranking members of the committee requesting the investigation are by law ex officio and nonvoting members during the course of the inquiry.

The basic structure of the committee and its staff is shown in Figure 1-1. Each year, the staff organization changes depending on workload and specific topic selection. Staffing may vary from two- or three-person teams of analysts with a project manager assigned to review a complex or very broad topic to one staff person conducting a smaller scope study alone.

Figure 1-1. Legislative Program Review and Investigations Committee



The Program Review Process

Legislative program review is one process by which the legislature oversees the state programs and agencies it has created and funded. Some programs may have outlived their usefulness; others may warrant continuation, but in a modified version; and still others may be appropriately structured but inappropriately funded. A program review typically involves examining the actual implementation of a program and evaluating how well the program meets the underlying legislative intent. Ideally, both program process and actual outcome results are analyzed. Policy and management issues may also be reviewed.

In brief, the purpose of program reviews is to provide the General Assembly with independent and objective information and analysis that it needs to make sound, constructive decisions about state government programs and expenditures. Studies typically extend over a several month period.

Major committee activities in the typical program review process are outlined in Figure 1-2. The process begins with the selection of topics for review based on suggestions and requests from a variety of sources including program review committee members, other members of the General Assembly, the committee staff, officials and staff within the executive branch, and the general public. The committee's authorizing statute gives the committee the final decision on whether to grant or deny study topic requests. Infrequently, legislation is enacted directing the committee to undertake specific study projects, as occurred in 2015 with the dealer conveyance fee data collection project.

The committee seeks topics with a potential for meaningful, constructive impact. In assessing a proposed topic, the committee considers the breadth of public and official concern and the degree of state control over the issue. The committee also considers the timeliness of a proposed study.

The selection process also takes into account the current status of the agency or program to be studied. Generally, the committee avoids reviews of programs that were recently created, reorganized, or given new management.

Figure 1-2. Typical Program Review Process Cycle: Major Committee Activities

Review and Select Topic (approved by at least 7 votes)

↓

Approve Study Scope (approved by at least 7 votes)

↓

Invite Subject Matter Committee Leaders to Participate on Ex Officio Non-Voting Basis

↓

Receive Interim Study Update & Background Information from Staff

↓

Hold Informational Public Hearing

↓

Receive Presentation of Staff Findings and Recommendations; Final Committee Action (approved by at least 7 votes)

↓

Final Committee Report Prepared: Agency Response Solicited on Final Report for Inclusion

↓

Final Committee Report Published, Distributed, and Posted on Website

↓

Raise Bills to Implement Legislative Recommendations, Hold Hearings, Report Bills Out, and Follow Progress

↓

Follow Up on Implementation of Legislative & Administrative Recommendations

A program review study is initiated after studied consideration and a majority vote of the full committee; the committee's authorizing statute requires at least seven affirmative votes for committee actions. If not already developed, staff is then directed to develop a detailed scope of study to define the focus and limits of the study. The scope is reviewed by the committee, modified if necessary, and adopted by a majority vote of the full committee.

Review Methods and Staff Interim Information

The committee, through its staff, uses a variety of methods to gather information for a program review or evaluation. Typically, the methods include: literature reviews and statute searches; extensive examination and analysis of program records, files, and budget information; interviews with agency personnel at different levels and outside experts; field visits; surveys of agency employees and clients; contact with other jurisdictions, similar private sector operations, and national professional or research organizations; and informational public hearings.

Prior to an informational public hearing on a study topic, staff will provide an interim update including background material to committee members at a public meeting, and often get further guidance from the committee as to particular areas of interest within the previously approved study scope. At the conclusion of the research and analysis phase, staff presents to the committee its findings and proposed recommendations to address identified problems at a public meeting, for committee consideration and adoption as final committee recommendations. Any staff documents prepared for the committee are posted on the committee office website at least at the time of the meeting at which the committee is scheduled to discuss the documents.

Committee Recommendations and Final Report

The committee, under its seven affirmative votes minimum rule, may take any action it wants on the staff proposed recommendations, including approving them in whole as committee recommendations, modifying them before that approval, or rejecting them. Recommendations adopted by the committee along with relevant background information are published in a final report prepared by program review staff. Agencies studied are offered the opportunity to review and comment on the committee's final recommendations and, if provided, their formal responses are included in the published report.

Some committee recommendations require statutory change to implement and thus the committee needs to raise legislation for consideration by the full General Assembly. Other committee recommendations do not require legislation, but propose ways of improving the efficiency or effectiveness of a given agency. This type of recommendation, termed administrative, may be implemented by an agency under its general operational authority.

Study Follow-Up

The final step in the program review process, as the above figure indicates, is the follow-up function, a mechanism for tracking the progress of state agency implementation of administrative recommendations and enacted legislative recommendations contained in the committee's final program review reports.

According to committee statute (C.G.S. Sec. 2-53h(a)), the agency head or appropriate program official to which a committee report pertains must take necessary corrective actions to address inadequacies or deficiencies cited in a program review. When the committee deems the action taken "to be not suitable," it must report the matter, together with its recommendations, to the General Assembly.

Generally for two years after a study has concluded, the committee, through its staff, annually queries agencies that have been the subject of recent studies as to what actions they have taken to implement previously made administrative recommendations as well as enacted legislative recommendations. In the near future, this study follow-up information will be available on the committee office website.

Investigations

In addition to conducting program reviews of agency performance, the Legislative Program Review and Investigations Committee is authorized to investigate any matter referred to it in accordance with Section 2-53g(a)(5) of the Connecticut General Statutes. When the General Assembly is in session, investigations can be authorized only by adoption of a joint resolution of the two chambers. When the General Assembly is not in session, investigations can be authorized only by the Joint Committee on Legislative Management, either acting independently or on a request from a joint standing committee or the Legislative Program Review and Investigations Committee.[1]

Sunset

Traditionally, the term "sunset" refers to a legislative device that automatically terminates programs and activities on specific dates unless they are re-created by law. Sunset began in Connecticut as part of a 1977 reorganization of state government. Connecticut's sunset law required the program review committee to conduct a performance audit of each government entity scheduled for termination and submit a written report with recommendations regarding the entity's abolition or reestablishment to the General Assembly.

After completion of one five-year cycle from 1980 to 1985, interest in continuing sunset in its original form as a tool of legislative oversight waned and its restart was postponed for several years. In 2012, PA 12-143 amended the state's sunset laws in a number of ways, but still involves PRI. (See C.G.S. Secs. 2c-1 through 2c-8.) Now, 75 selected entities are scheduled for review by various committees of cognizance over a ten-year cycle. Unlike the original sunset law that set automatic termination dates for these selected entities unless re-enacted by the legislature (aka "sunset"), the 2012 revised sunset law triggers scheduled reviews of the selected entities by the pertinent committees of cognizance. As part of the reviews, the committees are to

[1] To date, four PRI projects have been initiated under the investigations procedures: 1) *An Investigation of the Environmental Protection Department* (1976); 2) *Compliance With Selected Civil Rights Statutes By the Department of Transportation, Education and Labor: An Investigation (1977)*; 3) *An Investigation of Selected Aspects of the Criminal Justice System* (1988); and 4) *Investigation of Department of Mental Retardation: Client Health and Safety* (2002).

report recommendations to the General Assembly about termination, modification, or consolidation of the entities.

PRI's role is to assist each involved committee of cognizance by developing a form for collecting data from each entity for each committee, using results-based measures, including but not limited to the criteria used in the original sunset law. If a committee of cognizance completes its review and determines further examination is needed, it may request PRI to review the entity or program further, which PRI may grant or deny.

Availability of Reports

A list of all of the reports issued by the program review committee since it was created in 1972 can be found in Appendix B of this report. Printed copies of all reports, including annual reports, are available from the committee staff office: State Capitol - Room 506, Hartford, CT 06106 (Tel. 860/240-0300: E-Mail PRI@cga.ct.gov; or Fax 860/240-0327).

Committee Office Website

Electronic copies of many program review reports are available on the committee's web site at: **www.cga.ct.gov/pri/index.asp.** The committee office website also contains information on current committee activities as well as background information including the committee's enabling statute, current committee membership, and staff profiles (also included as appendices to this report).

Chapter 2

PRI Accomplishments: 2015

Introduction

The 2015-2016 biennial legislative session began in January 2015, with a newly appointed Legislative Program Review and Investigations Committee (PRI). Following the PRI tradition of bi-partisan committee co-chairs rotating by chamber every two-year legislative term, Senator John Fonfara (D) and Representative Christie Carpino (R) were appointed co-chairs. They replaced the 2013-2014 co-chairs, Representative Mary Mushinsky (D) and Senator John Kissel (R). Seven of the 12 committee members returned from the 2013-2014 committee.

Studies Completed

During calendar 2015, PRI commenced and completed four studies:

- Apprenticeship Programs and Workforce Needs;
- Department of Veterans Affairs' Office of Advocacy and Assistance;
- Health Information Privacy at Selected State Agencies; and
- Regional Cooperation Between Local Boards of Education.

Later in this chapter, the highlights for each study and accompanying list of the study recommendations are provided.

Studies Underway

The program review committee approved two additional studies in 2015, both underway as of February 2016. One was approved and began in October 2015, about the Hartford region public school choice programs, and is scheduled to be completed in March 2016. The second, about the use of the Hartford-Brainard Airport site, was approved in July 2015 to begin in January 2016. (Table 2-1 on the next page summarizes the status of all PRI studies authorized by the committee in 2015.)

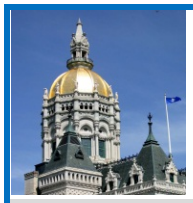
2015 Legislative Session

During the 2015 legislative session, the committee raised seven bills to implement recommendations through legislation from studies completed in 2014, and one based on a 2012 study. The 2012 study was entitled *Access to Substance Use Treatment for Privately and Publicly Insured Youth*, and PRI legislation raised in the 2014 session was enacted as PA 14-58, but vetoed by Governor Malloy. Details about the PRI legislation and its outcomes are provided later in this chapter.

Table 2-1. Status of PRI Studies Authorized by PRI Committee in 2015				
Study	**Date Initiated***	**Date Scope Approved**	**Status**	**Date Completed**
Apprenticeship Programs and Workforce Needs	--	7/9/15	Completed	12/16/15
Department of Veterans Affairs' Office of Advocacy and Assistance	2/11/15	4/22/15	Completed	12/16/15
Health Information Privacy at Selected State Agencies	--	7/9/15	Completed	12/16/15
Regional Cooperation Between Local Boards of Education	2/11/15	4/22/15	Completed	12/16/15
Use of the Hartford-Brainard Airport Site	2/11/15	7/9/15**	*Underway*	*Scheduled Completion Fall 2016*
Hartford Region Public School Choice Programs	7/9/15	9/30/15	*Underway*	*Scheduled Completion March 2016*

*****A date in this column means PRI formally voted to direct staff to draft a study scope and later, at a subsequent meeting, approved the draft scope. The absence of a date in this column means PRI consolidated its approval process by adopting an already drafted study scope, often a function of timing.

******Along with approving the study scope on 7/9/15, the committee also established that staff work on the study would not begin until January 2016, when two staff would be available next.



PRI Study Highlights

December 2015

Apprenticeship Programs and Workforce Needs

Background

In July 2015, the program review committee authorized a study of Connecticut's registered apprenticeship system. The study was to examine the scope of the system and how well apprenticeship is promoted. Finally, the project was to include an update of certain information from a 2009 PRI study on workforce supply and demand.

The Connecticut Department of Labor (CT DOL) Office of Apprenticeship Training administers the state's apprenticeship system. The office establishes standards for apprenticeship, oversees apprenticeship participants through a registration process, and promotes apprenticeship. In fiscal year 2015, the office had 10 staff and expenditures of about $1.05 million. As of June 2015, there were 5,215 apprentices and 1,582 on-the-job training (OJT) organizations participating. The office is advised by the State Apprenticeship Council.

Apprenticeship involves two components: paid OJT and coursework. On-the-job training is overseen by sponsors, who are employers and, for union workers, labor-management partnerships. Coursework is provided by a variety of organizations. Apprenticeship lasts between one and six years. For many licensed occupations, apprenticeship requirements must be finished before the licensure exam can be taken.

To complete this study, program review committee staff: interviewed CT DOL personnel; obtained information from original surveys of and conversations with apprentices, sponsors, coursework providers, and other states' apprenticeship directors; communicated with other state agencies' staff and U.S. Department of Labor apprenticeship personnel; toured a few labor-management partnership training facilities; observed a State Apprenticeship Council Meeting; and analyzed data from multiple state agencies.

Main Findings

The apprenticeship office has focused on in-person meetings with new apprentices and sponsors, with little attention to high-level oversight. In-person, on-site meetings take up substantial office resources and are not done by any of the four nearby states examined in-depth (including states with federally-administered apprenticeship systems). Comprehensive oversight of sponsor quality is required by federal regulation, but is not systematically conducted by the office. The office's data system does not provide data that would assist in program management, and it does not allow for online apprenticeship registration. In addition, the office has not consistently monitored coursework quality. A current review of coursework quality has been riddled with problems.

The office has promoted apprenticeship, and additional steps could be taken. The office successfully applied for a major federal grant to assist in promotion, totaling $5 million over five years, and is partnering with the Manufacturing Innovation Fund to offer qualified manufacturing companies up to $7.8 million in apprenticeship incentives. Both efforts will expand apprenticeship. Promotion efforts may be hampered by reliance mainly on the completion of a set number of OJT hours, an inadequate website (which is highly inaccurate and incomplete in some cases), and the fact that the Department of Consumer Protection (DCP) administers a "trainee" program similar to apprenticeship for some occupations, among other features.

An undetermined number of workers are not properly registered as apprentices, which is problematic, perhaps due in part to deficiencies in apprenticeship administration and coordination. Apprentices who are not registered might not get the benefits of increasing wages (required in apprenticeship) and, for licensed trades, do not get any hours credited toward apprenticeship completion (i.e., licensure eligibility). The annual registration renewal process, which is required, does not involve apprentices until sponsors fail to renew registration. In addition, there does not appear to be strong communication with DCP when either state agency discovers workers are not registered. About 28 percent of apprentices who responded to an original PRI survey reported previously working in a licensed occupation without being a registered apprentice (or licensed).

PRI Recommendations

Numerous recommendations are issued to strengthen the apprenticeship office's oversight of sponsors and coursework providers, as well as add to apprenticeship promotion efforts. Key recommendations would:

1. **Shift office activities to focus on sponsor compliance**, which would be made possible by moving to the free federal data system;
2. **Further apprenticeship promotion** by expanding apprenticeship into different models and overhauling the website;
3. **Stop the coursework provider review underway and replace it** with a new system for setting and monitoring coursework standards; and
4. **Improve coordination with DCP** regarding licensure enforcement and training for licensed occupations.

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List of Program Review Committee Recommendations

Apprenticeship Administration

1. **The Connecticut Department of Labor's apprenticeship office should discontinue in-person registration for new apprentices and dedicate substantial staff time to sponsor monitoring.**

    a) **Upon apprentice registration, materials should be mailed to each new apprentice that include the "Apprentice Handbook & Progress Report" along with an easy-to-understand one-page explanation of apprentice and sponsor responsibilities. If an apprentice switches sponsors, just the one-page explanation should be mailed to the apprentice, reminding him or her of each party's responsibilities.**

    b) **The state labor department should establish a rotating schedule, along with a plan, to monitor sponsor compliance with federal and state laws and regulations. In addition to the annual review required for new sponsors by the federal government, each sponsor should be reviewed every five years per federal regulation.**

    c) **Either the U.S. Department of Labor apprenticeship office's quality assurance form or a common form developed by the Connecticut labor department should be used for each sponsor. Data from the form should be collected and aggregated so the department can track problem areas across sponsors. During an on-site compliance review, the Connecticut labor department should check on the Apprentice Handbooks of those apprentices who are on premises to make sure the handbooks' logs of on-the-job training hours are being kept up-to-date and signed, apprentices are being rotated in different work tasks, and coursework progress is being made. Connecticut labor department staff should also check on recent apprentice wages to ensure the wage progression schedule is being followed.**

    d) **Every sponsor identified by a review as seriously out of compliance (as defined by the department) shall be subject to random visits by field staff to ensure the sponsor has implemented any recommendation that was determined to be needed at the time of the review.**

    e) **Beyond routine monitoring, Connecticut labor department staff should focus on those sponsors that continually fail to register new apprentices within the federally required 45 days of hiring. A special effort should be made to contact apprentices who are employed by those sponsors to remind them of the consequences of no registration (i.e., no credit earned towards hours needed for completion of apprenticeship).**

f) The results of any compliance review conducted by the Connecticut labor department should be accessible and linked to the sponsor list that is maintained online.

2. **The Connecticut Department of Labor should transition to the U.S. Department of Labor apprenticeship data system. The Connecticut labor department should discuss with the federal labor department the details of transferring to the federal data system RAPIDS 2.0 in summer 2016, including timeframes for the transfer, the data to be transferred, and staff training.**

3. **The Connecticut Department of Labor should revamp its apprenticeship website with clear and comprehensive information for potential and current apprentices, sponsors, and coursework providers. The website should be regularly updated and include links to appropriate sources of information, such as all approved coursework providers' websites.**

Apprenticeship Promotion

4. **The Connecticut Department of Labor should consider contacting potential sponsors involved in occupations that have apprentices in nearby states but not in Connecticut, to learn whether there is interest in launching those apprenticeships here. Even if sponsors are interested, when determining whether an occupation might be appropriate for apprenticeship in Connecticut, the apprenticeship office should take into consideration existing training options and wages, and how apprenticeship might alter those.**

5. **The Connecticut Department of Labor should offer sponsors at least two of the three models of apprenticeship in the ten licensed and ten unlicensed occupations with the most apprentices by July 1, 2018.**

   a) For each occupation, the apprenticeship office should convene industry groups including at least six sponsors (three each from union-contracting companies and other companies) and, for licensed occupations, members of the relevant licensing board, to recommend sample apprenticeship on-the-job training requirements for each of (at least) two of the three possible models (time-based, competency-based, and hybrid). The State Apprenticeship Council should review the industry groups' samples and the apprenticeship office should approve them, or approve with revisions.

   b) The Connecticut labor department and the Department of Consumer Protection should review statutes and regulations to determine whether any revisions are necessary to comply with federal regulation allowing all three types of models. If so, the department(s) should pursue the necessary changes.

At Work: On-the-Job Training

6. **The Connecticut Department of Labor should change the apprenticeship registration renewal process in the following ways:**

   a) **Apprentices and sponsors should both be reminded multiple times before and after the renewal fee due date.**

   b) **The office should use its computer system to e-mail pre-due date reminders to those apprentices and sponsors with e-mail addresses on file.**

   c) **After the fee due date, the office should call both apprentices and sponsors before a deregistration notice is sent by mail and e-mail.**

   d) **The renewal form from the apprentice should be revised to include:**

   - **the apprentice's on-the-job training hours earned, in total, at the point of submission;**
   - **a note on the apprentice's progress or status regarding coursework; and**
   - **dated signatures from both the apprentice and a sponsor representative attesting to the information's accuracy.**

   In addition, the apprentice renewal form should instruct the apprentice to make a copy of the form and keep it until the apprentice has fulfilled all requirements of apprenticeship and, if applicable, become licensed.

7. **The Connecticut Department of Labor should amend its regulations to include the process to be used by sponsors to request apprentice-to-journeyperson ratio relief. The department also should post, on its website, a list identifying the sponsors that have received ratio relief, along with the number of apprentices and journeypersons the sponsor was allowed.**

Coursework

8. **The Connecticut Department of Labor should immediately suspend its evaluation of apprenticeship coursework providers and notify them of the suspension. The department should then take the following steps to develop and implement apprenticeship coursework standards:**

   a) **Give administrative and technical assistance to the licensing boards, each of which should propose coursework standards for every license under its jurisdiction by July 1, 2017. The coursework standards should reflect current practices and knowledge needed for each occupation, including knowledge tested on occupational licensing exams. As part of the standards proposal, the licensing board also should determine whether any curriculum developed by a national industry association or a national**

accrediting body is acceptable in lieu of the coursework standards. In formulating each proposal, the licensing boards should seek comments and suggestions from all coursework providers who had been previously approved by the labor department as apprenticeship coursework providers.

b) Deliver the licensing board proposals to the State Apprenticeship Council for the council's review and suggested revisions, by August 1, 2017. The council should examine the proposals, receive public comment on them, and give suggested revisions to the labor department by December 1, 2017.

c) Determine the coursework standards and publish them on the labor department's website by December 31, 2017.

d) Use the new standards to evaluate organizations that apply to become new coursework providers, or approved coursework providers that apply for approval to offer coursework in an occupation for which approval was not originally granted.

e) Set a schedule and clear process for reviewing approved coursework provider quality on a routine basis, by December 31, 2017.

f) Set a schedule for regularly updating the coursework standards at least every five years. The update process should be the same as the process outlined above for developing the standards.

9. The Connecticut Department of Labor, Charter Oak State College, the Department of Consumer Protection, and the licensing boards should discuss what resources would be needed to undergo an assessment that could result in making academic credit available to license holders in apprentice occupations. The groups should then consider whether to move forward with assessment(s).

Interagency Coordination: Departments of Labor and Consumer Protection

10. The Connecticut Department of Labor should offer apprenticeships in all licensed trainee occupations that meet the minimum on-the-job training and coursework requirements for apprenticeships, by July 1, 2017. The department should conduct outreach to encourage employers to become sponsors in those occupations.

The labor department should consider handling all trainee registration and related matters for licensed occupations that require training but do not meet the requirements of registered apprenticeship. The department should consider a standalone, minimally-staffed trainee office that coordinates closely with the apprenticeship office.

11. **The Department of Consumer Protection should revise its website so that each trainee occupation or trainee occupational field's webpage links to the trainee registration application and to clear standards for the specific trainee program.**

12. **Every few years, the Connecticut Department of Labor should examine occupational exam results by apprenticeship coursework provider and licensure data by occupation and sponsor. The resulting information should be used to assist coursework providers and sponsors in improving the quality of apprentice training.**

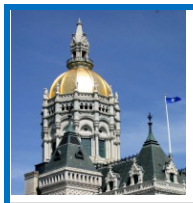
13. **The Connecticut Department of Labor should clarify how long sponsors have to register a new employee as an apprentice and should consider the 45-day window that is allowed under federal regulation.**

14. **The Connecticut Department of Labor and the Department of Consumer Protection should take the following steps regarding occupational licensure enforcement:**

    a) **Any enforcement action taken by the Department of Consumer Protection against an employer involving the use of employees performing work that requires apprentice registration or occupational licensure should be forwarded to the Connecticut Department of Labor apprenticeship office on a monthly basis.**

    b) **The apprenticeship office should check its data system to determine if the worker was ever registered as an apprentice and/or if the employer was ever an approved sponsor. If so, the office should contact the sponsor to determine the reason(s) the sponsor did not register the employee as an apprentice. If the worker was ever registered as an apprentice, the apprentice should be mailed a reminder notice that he or she is not considered a registered apprentice and therefore will not receive credit towards apprenticeship completion until registered.**

    c) **In addition, the state labor department, Wage and Workplace Standards Division should send a monthly report to DCP and the apprenticeship office delineating any violations that division has identified and found valid for those transgressions that involve workers without proper credentials.**



PRI Study Highlights

December 2015

Department of Veterans' Affairs: Office of Advocacy and Assistance

Background

In April 2015, the program review committee authorized a study of the Connecticut Department of Veterans' Affairs Office of Advocacy and Assistance (OAA). The study's focus was to examine how well OAA provides "aid and benefit" to veterans and their families, primarily in assistance with their claims for federal veterans' benefits. Key areas of analysis included cataloguing OAA activities, evaluating OAA's outcomes, gauging veterans' satisfaction with OAA's services, and examining OAA's collaboration and coordination with public and private entities to serve veterans.

OAA serves as the state's veterans' service organization recognized by the U.S. Department of Veterans Affairs (VA). The office primarily assists veterans who served in the United States Armed Forces and their family members in accessing government veteran benefits and entitlements under federal, state, and local laws.

To those veterans who qualify, the VA offers a myriad of benefits, but they are not granted automatically. Basic eligibility depends on the type of military service performed, the duration of that service, and the nature of discharge or separation. While a veteran can apply directly to the VA for benefits without assistance, the use of a VA-accredited professional in submitting a claim for veterans' benefits is common practice.

For this study, committee staff: interviewed OAA personnel; surveyed veterans and their families and municipal veteran contacts; had conversations with external stakeholders, including VA personnel and staff from the state labor and social services departments; observed a Bridgeport Interagency Collaborative Project meeting as well as a Veterans Engagement Board Public Forum; and analyzed data from the VA and OAA.

Main Findings

OAA's effectiveness in assisting veterans and their families is difficult to assess. Per the PRI staff survey, some clients were very pleased with OAA assistance, while others had complaints. Analysis of federal data shows mixed results when comparing OAA to other veterans service organizations and professionals.

Operations are not performance-oriented. Accurate data on general activities and claims workloads are either not tracked or not compiled into an accessible format, preventing analysis of annual trends as well as balancing workloads across district offices.

OAA is not using its information management system to its fullest capacity. District offices are inputting information, but no one knows how to fully extract it. The staff person fluent in management reporting functions retired in 2013 and no one has been trained since then to fulfill the role. This critically limits the ability for program oversight and management.

Self-represented claimants submit the largest share of compensation claims, but receive the lowest average monthly benefit awards. This raises questions as to whether these claimants may have recouped higher award amounts with the assistance of accredited professionals, like OAA.

Connecticut compares poorly overall to other states in maximizing receipt of federal benefits for its veterans. OAA, as the state's veterans' service organization, is at least partially accountable for this poor performance and, with the largest number of service officers of all the state's service organizations, must be integral in its improvement.

PRI Recommendations

Recommendations are proposed with a focus on operational improvements to address identified deficiencies. Key recommendations would:

1. **Establish meaningful performance standards** which should be incorporated into a functional data management system to assess staff progress on a monthly and annual basis;
2. **Develop, manage, and report on timely and relevant data** namely establishment of a formal development plan to address extensive internal data weaknesses;
3. **Enhance operational efficiencies** such as utilizing the current information management system to its full capabilities and reviewing claims before submission;
4. **Increase awareness of and access to OAA services** by developing an annual written outreach plan and electronically tracking these activities to determine the impact of such efforts;
5. **Improve training and continuing education** by overhauling OAA's training program for new hires, including formalizing training specific to the main software program OAA utilizes; and
6. **Identify alternate funding and resource sharing opportunities** through exploration of potential federal grants and collaborations.

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List of Program Review Committee Recommendations

Activities and Workload

1. **The Office of Advocacy and Assistance should dedicate efforts to ensure its existing veteran information management system is used to its maximum potential. This includes ensuring relevant information is entered into the system in a timely and accurate manner. The system should be used as part of the office's routine oversight and management of veterans' benefits claims. Any necessary training should occur to ensure at least one person in each OAA district office and one in the central office have complete knowledge of the system, can extract data, and produce the reports necessary for proper program management and oversight purposes.**

2. **The Department of Veterans' Affairs should conduct an internal review of the information management system used by the Office of Advocacy and Assistance, and should at least include key OAA staff who frequently use and rely on the system. The review should critique the system to identify whether it meets the current and future data collection and program management needs of both the office and the department. If the review finds the current system incapable of meeting those needs, the department should devise a plan for an alternative system, and work with the necessary stakeholders to implement a new system. If the review indicates system modifications are necessary, OAA should pursue those changes.**

3. **The Office of Advocacy and Assistance should collect relevant district office activity and workload data, and use the information in the overall management of its program. The veterans' affairs department also should ensure the activity information collected is beneficial for overall departmental resource allocation strategies regarding OAA. Any necessary adjustments to the type of information collected, or how it is collected, should be made accordingly. The information should be used as part of a larger analysis by the department to determine if staff and budget resources are adequately distributed across OAA's district offices.**

4. **The Office of Advocacy and Assistance should develop an annual written outreach plan. The plan should formally identify strategies for conducting outreach and, to the extent possible, the specific events the office will either sponsor or be a part of. OAA veterans services officers and the manager should have the ability to electronically report their outreach activities, the number of veterans and family members reached, and any formal assistance provided to veterans while at outreach events or resulting from these events.**

5. **The Office of Advocacy and Assistance should begin tracking electronically the number of visits by veterans services officers to nursing homes and assisted living facilities. The office should also administer the internal controls necessary to ensure the number of nursing home visits is evenly shared across VSOs to the extent feasible. The office should report quarterly to the commissioner and the DVA Board of Trustees on the number of health care facility visits, the number of residents**

enrolled in veterans' benefits programs, information about the benefits veterans in the facilities currently receive, and the outcomes of the visits (e.g., number of veterans enrolled in benefits).

6. **The Department of Veterans' Affairs should send semi-annual electronic reminders to health care facility administrators requesting them to notify OAA about new residents who are veterans and any benefits they receive. OAA should use this information to develop an annual visitation schedule for each VSO. The office should frequently monitor the schedules, and use the outcome results in its quarterly report to the commissioner and the Board of Trustees.**

Performance Measurement and Oversight

7. **OAA should measure the satisfaction of its customers annually. This should ideally be done after VA completion of the client's claim. Low or no cost methods should be explored, including online survey tools, inclusion of a paper survey in other department mailings, and surveying a smaller randomized sample of the population served.**

8. **OAA should institute a formal system for tracking office-specific complaints. Details related to each complaint, such as the type of complaint, when it was received, when it was resolved, and relevant outcomes, should be recorded. Management should identify and analyze recurring issues and make changes to improve service delivery as needed.**

9. **OAA should establish fully developed claims as its recommended method of claim submission, using a standard claim submission in only limited circumstances. OAA service officers should educate veterans and their families about the advantages of submitting a fully developed claim to encourage active client participation. An annual goal for the overall use of fully developed claims should be established and measured by OAA.**

10. **OAA should encourage each client to register for a free eBenefits account as part of its routine intake and claim submission process. Assistance in the registration process should be provided for any clients unable to register independently.**

Internal Operations

11. **The Connecticut Department of Veterans' Affairs should annually explore potential federal grant opportunities that may be suited for the Office of Advocacy and Assistance. In doing so, DVA should seek collaboration with other relevant state agencies whenever possible.**

12. **OAA should establish a formal data development plan to address its extensive internal data weaknesses. Current data deficiencies should be inventoried (e.g., unavailable, incomplete, poor quality). Key performance measures should be developed taking into account input from OAA service officers and administrative**

staff. This plan should be submitted to the DVA Commissioner and Board of Trustees no later than June 30, 2016.

13. **OAA should establish office-wide performance standards and achievement goals for both veteran service officers and administrative support staff. These measures should be incorporated into a data management system, whether by more fully utilizing the capabilities of VIMS or establishing a different tracking system, to assess staff progress on a monthly and annual basis. Quarterly reports based on key performance measures should be developed by OAA and submitted to the department's commissioner and Board of Trustees.**

14. **The OAA Veterans Services Officer job specification should be revised to more accurately reflect the essential duties of the position as well as the most appropriate qualifications necessary for future candidates applying for consideration.**

15. **DVA should partner with experts in the field of veterans benefit law to identify weaknesses in the current OAA training program for newly hired service officers. Training for all new hires within OAA should be overhauled to address any identified deficiencies, including training specific to software programs such as VIMS, and formalized. A process to capture institutional knowledge should also be undertaken in advance of anticipated senior staff retirements.**

16. **OAA should institute a standardized review process to ensure the quality of the claims being submitted by its service officers. This should include review by at least one colleague or supervisor other than the service officer originating the claim.**

17. **The Connecticut DVA should work with the VA to establish additional sites for teleconference hearings.**

18. **OAA should explore the possibility of moving its district offices to improve client accessibility and convenience with particular consideration given to co-location with other relevant services for veterans and their families.**

19. **The online presence and functionality of the Office of Advocacy and Assistance should be significantly improved. The Department of Veterans' Affairs should undertake a review of the weaknesses of OAA's current website, with particular attention to the validity of its information on veterans' benefits. Ease of navigation and offering capabilities not currently available online, such as eligibility screenings and appointment requests, should be considered.**

Collaboration and Coordination

20. **An interagency workgroup should be developed to examine the services provided to veterans by state agencies, their service delivery systems, and whether ways exist to consolidate office space and/or administrative functions for a better coordinated veterans' services structure. The workgroup should at least include representatives from the state veterans' affairs, labor, and social services departments. Any recommendations produced by the workgroup should be forwarded to the**

commissioners of each agency, the governor's office, and the legislature's veterans' affairs committee by December 31, 2016. The Department of Veterans' Affairs commissioner (or his designee) should lead the workgroup.

21. **The Department of Veterans' Affairs should annually notify each municipality of its responsibility to designate a municipal employee as the town's veterans' service contact person (in accordance with state law). The notification should require municipalities to submit the name and email address of their contact representatives to the Office of Advocacy and Assistance on a timely basis upon receipt of the DVA's correspondence.**

22. **Municipal veterans' service contract persons should be required to complete the formal training provided by OAA. The training should be completed one time only, but within three months of becoming the designated municipal veterans services contact person. Any current municipal contact person who has not received the OAA training should do so by April 1, 2016. OAA should offer its training quarterly, which should include a summary of state and federal veterans' benefits, the role of municipal veterans' service contacts, and how OAA can to help the municipal contacts questions arise. OAA should periodically collect feedback from participants as to their overall satisfaction with the training.**

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PRI Study Highlights

December 2015

Health Information Privacy in Selected State Programs

Background

In July 2015, the Legislative Program Review and Investigations Committee authorized a study to evaluate the management of personal health information, including certain confidentiality requirements, at the Department of Public Health's (DPH) Infectious Diseases Section (IDS) and the Department of Consumer Protection's (DCP) Prescription Monitoring Program (PMP).

IDS is responsible for collecting identifiable health data from across the state to assess infectious diseases and associated risk factors; identify and respond to emerging infections; and conduct outbreak investigations and surveillance. PMP maintains a statewide electronic database of dispensed prescriptions for controlled substances that allows prescribers to properly manage a patient's treatment, as well as to prevent the improper or illegal use of controlled substance prescription drugs.

Health information security and confidentiality is a multi-faceted concept, which requires a variety of safeguards and approaches to ensure proper management and implementation. By developing and implementing *administrative, physical,* and *technical* safeguards for both physical and electronic records, an agency can strengthen its capability to prevent security breaches, regularly monitor information usage and security, and react if an issue does occur.

To conduct this study, PRI staff: developed a data collection tool based on information security best practices and legal requirements to evaluate sufficiency of safeguards; interviewed various DPH and DCP staff, other state agency staff, and stakeholders; conducted literature searches; examined each agency's policies, procedures, and practices regarding safeguards; and evaluated the management and security of select databases.

Main Findings

DPH and DCP need to build on existing *administrative* safeguards. Both agencies have a number of administrative policies and procedures in place to protect identifiable heath information; however, DCP does not have a specific employee confidentiality pledge, and DPH does not have comprehensive data breach policies. Neither agency has completed a risk analysis and risk management plan.

Both agencies have a number of *physical* safeguards in place to secure personal health information; however, gaps exist. Building protections have been established at both agency locations**.** Each agency has some policies and procedures to address the physical management of information, including information exchanged through mail, email, and faxes, but certain omissions should be examined.

Policies and procedures related to *technical* safeguards have been implemented but can be improved. Both agencies have protocols for assigning log-in credentials, downloading data, and the use of portable and external devices. While IDS staff are not allowed to download identifiable health data, that activity is not proactively tracked or restricted. Timely removal of inactive users from each agency's database and lack of regular auditing of databases for inappropriate activity were additional concerns. No breach of confidential data has been reported by either agency.

Each agency has established procedures for sharing information with authorized database users. Both DPH and DCP have permission-defined registration processes for regular database users with a number of security features and access controls.

DPH has a review process for the sharing of identifiable health information with researchers, though some enhancements are necessary. DCP lacks such a formal review process. DPH has an extensive review process of researchers' data requests and an agreement defining protective requirements; however, the requirements lack data breach protocols. DCP does not have a formal review process for research information requests or standardized confidentiality language within data sharing agreements. Neither agency verifies compliance with security provisions in written agreements.

PRI Recommendations

Key recommendations for both DPH and DCP include:

1. **Conduct a comprehensive risk analysis and develop a risk plan** to assess the vulnerabilities to confidential data and formulate a plan to address identified risks;
2. **Perform periodic audits of server and database access** to check for any unusual or inappropriate activity that may compromise data security and integrity; and
3. **Strengthen controls over information shared with researchers** to ensure formal review processes and protections are in place for sensitive data.

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List of Program Review Committee Recommendations

Policies and Procedures

1. **DCP should consider establishing a confidentiality pledge signed by DCP employees similar to the one used by DPH to ensure all employees are made aware of state agency confidentiality requirements.**

2. **Connecticut General Statutes Section 4-196 of the Personal Data Act should be amended to replace the current requirement to adopt regulations describing agency databases containing personal information with an annual database inventory conducted by the Office of Policy and Management. The resulting inventory of databases should be publically accessible, and should include information concerning the purpose of each database, categories of data stored in each database, how data are used, and categories of authorized database users.**

Risk Management

3. **DPH and DCP should update and/or correct inconsistencies in their all hazards Continuity of Operation Plans.**

4. **DPH and DCP should each perform a comprehensive risk assessment that focuses on the vulnerabilities of handling confidential information. As part of those assessments, both agencies should investigate using the BEST Threat and Vulnerability Analysis Team to provide a detailed analysis of the specific threats and vulnerabilities associated with each agency's information technology system's environment and configuration. The assessments should be used to develop comprehensive risk management plans for each agency.**

5. **DPH and DCP, in consultation with OPM, should develop comprehensive confidentiality breach policies and procedures that would establish criteria to: identify; track; assess severity of threat and information exposure; and make appropriate notifications to affected parties, if necessary, in the event of the unauthorized acquisition, access, use, or disclosure of confidential data.**

Appropriateness of Information Collected

6. **Both DPH and DCP should perform a data classification examination pursuant to BEST methodology. The examination should be performed in conjunction with a recent on-going OPM effort to inventory state databases.**

Physical Management of Information and Record Handling

7. **As part of a comprehensive risk analysis assessment, both DPH and DCP should evaluate the potential vulnerabilities that are currently represented by their respective policies and practices surrounding their handling of the physical and**

electronic flow of health information through the U.S. mail, fax machines, printing, email, and storage.

Computer Access and Usage

8. **DPH and DCP should perform regular audits of computer records to check for inappropriate or unusual activity.**

9. **DPH should consider implementing procedures that would block or track staff downloads of identifiable health information to portable devices.**

Server Management

10. **Both DPH and DCP should perform periodic audits of server access to determine if there is any unusual or inappropriate activity.**

Database Security and Access Management

11. **Stronger procedures for the handling of inactive users at both DPH and DCP should be developed to ensure timely removal of unauthorized users.**

12. **Both DPH and DCP should perform periodic audits of database access activity to determine if there is any unusual or inappropriate activity.**

DPH Information Sharing

13. **For research proposals involving data sharing approved by DPH, the department should include within its written requirements researchers' responsibilities when there is a data breach.**

    At a minimum, DPH should require that researchers notify the department, as soon as practicable, of the discovery of any incident that involves an unauthorized acquisition, access, use, or disclosure of identifiable health information, even if the researcher believes the incident will not rise to the level of a breach. The researchers should provide a report detailing the severity of the breach, or suspected breach, including a plan to mitigate the effects of any breach and specifying the steps taken to ensure future breaches do not occur.

14. **When sharing identifiable health data, DPH should specify within its written requirements how that data should be destroyed, and develop a verification procedure, in addition to researcher attestation, to ensure all identifiable health data was destroyed upon study conclusion.**

15. **Within available resources, DPH should attempt to verify researchers' compliance with administrative, physical, and technical safeguard terms and conditions outlined in written agreements.**

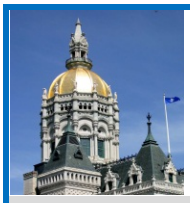
DCP Information Sharing

16. **DCP should periodically conduct random audits of law enforcement use of active case numbers in the CPMRS system.**

17. **DCP should establish and implement written policies and procedures for the submission and approval of CPMRS information requests from public or private entities for research purposes.**

18. **DCP should develop standard language for written CPMRS/PMP information sharing agreements that address specific state confidentiality statutes, penalties for violations of any disclosure or misuse of information, and requestor responsibilities for data retention and destruction.**

19. **Within available resources, DCP should attempt to verify authorized CPMRS information receivers' compliance with administrative, physical, and technical safeguard terms and conditions outlined in written CPMRS/PMP agreements.**



Regional Cooperation Between Local Boards of Education

Background

In April 2015, the PRI committee authorized this study to examine the prevalence, advantages, and disadvantages of regional cooperation and identify factors related to implementing, replicating, or expanding beneficial efforts.

Regional cooperation between boards of education refers to the voluntary joint provision of services, programs, activities, or operations. Cooperative efforts can occur between two or more school districts, between school districts and regional educational service centers (RESCs), or between school districts and other entities such as the State Education Resource Center (SERC) and the Connecticut Association of Schools (CAS).

Regional cooperative efforts vary widely, from two school districts arranging to share a bus route or football team, to the creation of a regional school district serving children in grades K-12. PRI examined nearly 90 collaborative efforts that could occur within three instructional categories (special education, general education, and professional development) and three operational categories (pupil transportation, administrative and back office functions, and cooperative purchasing). Agri-science centers, designated high schools, and formal cooperative arrangements pursuant to C.G.S. Sec. 10-158a, were also examined.

Because there is no centralized place where information on regional cooperation between school districts is collected, PRI staff developed a database of such information. A key source of this information was structured telephone interviews with 56 (46 percent) of the 122 superintendents of non-regional K-12 school districts. Additional information was also obtained from the Connecticut State Department of Education (CSDE), Connecticut's six regional educational service centers (RESCs), and the Connecticut Association of School Business Officials (CASBO).

Main Findings

Almost all school districts studied participated in at least one cooperative effort in each of the three instructional categories of general education, special education, and professional development. Also:

- **Smaller school districts cooperate in relatively more instructional areas** than larger school districts; however, **there are also many cooperative efforts occurring in middle sized school districts**
- Depending on the school district's' geographic area, RESCs played a larger or smaller role in certain special education areas.
- School districts in more affluent communities are less likely to partner for physical therapy, occupational therapy, or psychological services.

With the exception of pupil transportation, **there were generally fewer partnerships between educational entities in the operational areas**:

- Nearly three-quarters of school districts collaborated on special education pupil transportation
- **School districts are more likely to partner with local municipalities for cooperative purchasing** of such items as heating oil/gas, and health insurance.
- **School districts are more likely to partner with local municipalities for administrative and back office functions** such as snowplowing, grounds maintenance, and auditing.

Superintendents identified **factors used in deciding whether to form or continue a collaboration including whether effort**:

- saves money or contains costs
- results in efficiencies or improves quality of services
- satisfies a need of the school district
- benefits all collaborating parties
- benefits or positively impacts students
- logistics can be worked out
- meets the needs of local control, politics, and good relationships
- to collaborate is known by the school district

PRI Recommendations

Share more information. Publicize collaborative opportunities in training, ride-sharing, and food services. Provide information on special education membership model, and software licensing and hosting rates.

Create financial incentives. Cover start-up costs of new cooperative efforts.

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List of Program Review Committee Recommendations

Model Program

1. **Have CSDE publicize the benefits of the special education program membership model as a way to promote replication of these models in Connecticut.**

Funding

2. **Legislature should consider either establishing a new grant or loan program to provide (seed) money for start-up costs for new cooperative efforts among local boards of education, or resume funding of the Technical Assistance for Regional Cooperation grants (C.G.S. Sec. 10-262t) to support plans that implement cost-saving strategies.**

Information-Sharing

3. **In coordination with SERC, the RESC Alliance should develop and publicize a comprehensive list of training opportunities for school personnel. The opportunities would include both special education and general education topics sponsored or planned by school districts, RESCs, SERC, and other entities, that are open to other school districts.**

4. **RESCs should look for structured ways to facilitate communication between districts about opportunities to share rides to out-of-district destinations.**

5. **CSDE should disseminate information to school districts about the possibility of realizing efficiencies through either sharing food service directors or sharing food service operations. Such dissemination efforts could potentially be supported by CASBO, CAPSS, and the six RESCs.**

6. **The RESC Alliance should develop a centralized listing of all available opportunities for districts to obtain reduced rates for software licensing or hosting and each RESC should include links to this list on their websites to facilitate district access to such opportunities.**

Final 2015 Session PRI Bill Status	
Bills from Drones Use Regulation Study (2014)	
S.B. No. 971 An Act Implementing The Recommendations Of The Program Review And Investigations Committee Concerning **The Criminal Use Of Drones.**	• PRI Raised: 1/23 • PRI PH: 2/25 • No Action by JF deadline: 3/13 *(PRI merged bill with sSB 974 at JF meeting)*
sS.B. No. 974 (File 708, Senate Cal. 406, Ho. Cal. 687) An Act Implementing The Recommendations Of The Legislative Program Review And Investigations Committee Concerning **The Use Of Drones** ***OFA Fiscal Note*** ***State Impact: Less than $20,000 in FY 16 DESPP*** ***Municipal Impact:*** **None** **Passed Senate 36-0, On House Calendar 687**	• PRI Raised: 1/23 • PRI PH: 2/25 • PRI JFS to Judiciary: 3/13 • JUD JF: 4/6 • Filed with LCO: 4/7 • Referred to OLR/OFA: 4/10 • File 708: 4/16 • Sen. Cal. 406: 4/16 • Referred to PS&S: 4/22 • PS&S JF: 4/28 • Tabled for Senate Calendar: 4/29 • **Senate passed: 6/2/15 (Vote 36-0)** • Ho. Cal. 687: 6/2/15
Bills from Transitional Services for Youth and Young Adults with Autism Spectrum Disorder Study (2014)	
sH.B. No. 6737 (File 562, 867 House Cal. 346, Sen. Cal 615) An Act Implementing The Recommendations Of The Program Review And Investigations Committee Concerning **Transitional Services For Youth And Young Adults With Autism Spectrum Disorder.** *Fiscal Note:* *State Impact: Less than $1,000 each in FYs 16 and 17* *Municipal Impact (local and regional school districts): Less than $1,000 each in FYs 16 & 17* Note About Education JFS: Education JFSed amendment changed proposed DDS reporting requirements by limiting them to what the agency has control and access over) **Passed Both Chambers (House 146-0; Senate 36-0))** **Public Act No. 15-209 Approved July 2, 2015**	• PRI Raised: 1/23 • PRI PH: 2/27 • PRI JFS to Human Services: 3/13 • At HS 3/23 (3/26 JF) • HS JF to Floor: 3/24 • Filed with LCO: 3/24 • Referred to OLR/OFA: 4/2 (4/8) • File 562: 4/9 • House Cal 346: 4/9 • House ref. to Approps: 4/14 • Approps JF: 4/29 • On House Cal: 4/30 • Ref. to ED: 5/5 • ED JFS: 5/11 • New File 867: 5/20 • Back on House Cal: 5/20 • Double starred on House Cal: As of 5/23 • **House Passed: 5/28 (Vote 146-0)** • Sen. Cal. 615: 5/30

Final 2015 Session PRI Bill Status	
	• Double Starred: 6/1 • **Senate Passed On Consent 6/3(36-0)**
sH.B. No. 6738, (File 817, House Cal. 545, Sen. Cal. 563) An Act Implementing The Recommendations Of The Program Review And Investigations Committee Concerning **The Federal Achieving A Better Life Experience Act.** **Passed Both Chambers (House 133-0; Senate 36-0)** **Public Act No. 15-80 Approved June 19, 2015**	• PRI Raised: 1/23 • PRI PH: 2/24 • PRI JFS to Finance: 3/13 • At Finance: 3/25 (5/1 JF) • Finance JFS: 4/30 • Filed with LCO: 4/30 • Referred to OLR/OFA: 5/8 (5/13) • File 817: 5/14 • House Cal. 545: 5/14 • **House passed: 5/19 (133-0)** • Sen. Cal. 563: 5/21 • Double starred on Sen Cal: As of 5/27 • **Senate Passed: 5/29 On Consent. (36-0)**
Bill from School Paraprofessional Staffing (2014)	
sS.B. No. 972 (File 814, Sen. Cal. 494) An Act Implementing The Recommendations Of The Program Review And Investigations Committee Concerning **School Paraprofessional Staffing.**	• PRI Raised: 1/23 • PRI PH: 2/27 • PRI JFS to Education: 3/13 • Filed with LCO: 3/13 • At Education: 3/18 (3/30 JF) • Edu JF to Approps: 3/27 • At Approps: 3/31 (4/30 JF) • Approps JF: 4/29 (34-22) • Filed w/ LCO: 4/30 • Referred to OLR/OFA: 5/6 (5/11) • File 814: 5/12 • Sen. Cal. 494: 5/12 • Double starred on Sen Cal: As of 5/15
Bill from Higher Educational Certificate Program (2014)	
sS.B. No. 973 (File 565, Senate Cal. 332, House Cal. 566) An Act Implementing The Recommendations Of The Legislative Program Review And Investigations Committee Concerning **Higher Education Certificate Programs.** **Very Similar Bill (HB 6696, amended by Ho. A) passed House 145-2** **See HB 6696 (File 407, 879, Sen. Cal. 582) AAC Higher Education Certificate Programs (a Higher Ed Comm. bill with most of PRI provisions in it) Passed House 145-2** • 5/20: House passed House Amendment A (JA that included most provisions from PRI Bill SB 973) introduced by Rep. Willis, Higher	• PRI Raised: 1/23 • PRI PH: 2/27 • PRI JFS to Higher Ed: 3/13 • Filed with LCO: 3/13 • At HED: 3/19 (3/24 JF) • On 3/24 HED agenda to JFS to Floor • HED JFS to Floor: 3/24 • Filed with LCO: 3/24 • Referred to OLR/ OFA: 4/2 (4/8) • File 565: 4/9 • Senate Cal 332: 4/9

Final 2015 Session PRI Bill Status	
Education Co-Chair • 5/20: House passed as amended by House A (145-2) • 5/22: New File 879 • 5/22: Sen. Cal 582 • **5/28: Double Starred on Sen. Cal.**	• Double starred on Sen Cal: 4/14 • Sen. passed on consent: 5/14 • House Cal 566: 5/15 • Double starred on House Cal: 5/18 • **See Note at left on HB 6696**
Bill from Veterans' Home at Rocky Hill: Residential Services (2014)	
sH.B. No. 6855 (File 287, 901 House Cal. 183, Senate Cal. 600) An Act Implementing The Recommendations Of The Legislative Program Review And Investigations Committee Regarding **Residential Services At The Veterans' Home.** • ***OFA Fiscal Note, State Impact:* None, *Municipal Impact:* None** • ***Explanation*- The bill requires the Department of Veterans' Affairs (DVA) to report on implementing the Program Review and Investigations committee recommendations and provides more oversight to the DVA board of trustees which does not result in a fiscal impact** **Public Act No. 15-197 Approved July, 2015** **Passed Both Chambers (House Amended by Ho. A. 147-0; Senate on Consent 36-0)**	• PRI Raised: 1/23 • PRI PH: 3/5 • PRI JFS to Floor: 3/13 • Filed with LCO: 3/13 • Ref. to OLR & OFA: 3/23 (3/30) • File 287: 3/30 • House Cal 183: 3/30 • Referred to Vets: 4/23 • Vets JF: 4/29 • Back On House Cal: 4/30 • House Adopted House A (Strike All): 5/26 • **House passed as amended by House A: 5/26 (147-0)** • Immediate transmittal to Senate: 5/26 • New File 901: 5/27 • Tabled on Sen. Cal. 600: 5/27 • Double starred on Sen. Cal.: 5/29 • **Passed Senate on Consent 36-0**
Bill from Access to Substance Use Treatment for Privately and Publicly Insured Youth (Phase I-2012; Phase II-2013)	
H.B. No. 6854 (File 287, House Cal 182) An Act Implementing The Recommendations Of The Legislative Program Review And Investigations Committee Concerning **The Reporting Of Certain Data By Managed Care Companies And Health Insurance Companies To The Insurance Department.** • Bill raised after PA 14-58 passed implementing PRI 2014 legislation, but was vetoed by Governor Malloy. • *OFA Fiscal Note-State Impact:* None, *Municipal Impact:* None • *Explanation*-The bill requires managed care organizations and insurance companies to report additional data to the Insurance Department. As this	• PRI Raised: 2/19 • PRI PH: 2/27 • PRI JF to Floor: 3/13 • Filed with LCO: 3/13 • Ref. to OLR & OFA: 3/23 (3/30) • File 286: 3/30 • House Cal 182: 3/30 • Double starred on House Cal: As of 4/2

Final 2015 Session PRI Bill Status	
concerns reporting by private entities, there is no fiscal impact. **NOTE: HB 6854, a Governor's bill, contains Sec. 7, which is identical to LCO 6818, both of which represent the latest negotiated language worked on by parties.** **PA 15-5 JSS (Section 353) contains provision for a working group to develop behavioral health utilization and quality measures data in part to "[protect] behavioral health parity for youth and other populations."**	• Amdt LCO 6818 Filed • Sec. 353 of PA 15-5 JSS (implementer) contained provisions to achieve bill purposes.

Appendices

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LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE STATUTORY AUTHORITY

Committee Authority and Responsibilities:
C.G.S. Sections 2-53d through 2-53j

Sec. 2-53d. "Program review" and "investigation" defined. As used in sections 2-53e to 2-53j, inclusive:

(1) "Program review" means an examination of state government programs and their administration to ascertain whether such programs are effective, continue to serve their intended purposes, are conducted in an efficient and effective manner, or require modification or elimination; and

(2) "Investigation" means the investigation of any matter which is referred to the Legislative Program Review and Investigations Committee as provided in section 2-53g.

Sec. 2-53e. Legislative Program Review and Investigations Committee. There is hereby created a Legislative Program Review and Investigations Committee which shall be a permanent standing committee of the General Assembly, consisting of six members of the Senate, three appointed by the president pro tempore and three appointed by the minority leader, and six members of the House of Representatives, three appointed by the speaker of the house and three appointed by the minority leader. Members shall serve for a term of two years from date of appointment. The appointments shall be made at the beginning of each regular session of the General Assembly in the odd-numbered year. The terms of all members appointed to the committee shall end with the termination of each member's term or holding of office, whichever occurs first. Vacancies shall be filled in the same manner as the original appointments. The committee shall select cochairpersons and such other officers as it may deem necessary from among its membership. A majority of the membership shall constitute a quorum and all actions of the committee shall require the affirmative vote of a majority of the full committee membership. The cochairpersons and ranking minority members of the joint standing committee requesting an investigation shall serve as nonvoting, ex-officio members of the Legislative Program Review and Investigations Committee during the course of such investigation.

Sec. 2-53f. Meetings of committee. The Legislative Program Review and Investigations Committee shall meet as often as may be necessary, during legislative sessions and during the periods between sessions, to perform its duties and functions.

Sec. 2-53g. Duties. (a) The Legislative Program Review and Investigations Committee shall: (1) Direct its staff and other legislative staff available to the committee to conduct program reviews and investigations to assist the general assembly in the proper discharge of its duties; (2) establish policies and procedures regarding the printing, reproduction and distribution of its reports; (3) review staff reports submitted to the committee and, when necessary, confer with representatives of the state departments and agencies reviewed in order to obtain full and complete information in regard to programs, other activities and operations of the state, and may request and shall be given access to and copies of, by all public officers, departments, agencies and authorities of the state and its political subdivisions, such public records, data and other information and given such assistance as the committee determines it needs to fulfill its duties. Any statutory requirements of confidentiality regarding such records, data, and other information, including penalties for violating such requirements, shall apply to the committee, its staff, and its other authorized representatives in the same manner and to the same extent as such requirements and penalties apply to any public officer, department, agency or authority of the state or its political subdivisions. The committee shall act on staff reports and recommend in its report, or propose, in the form of a raised committee bill, such legislation as may be necessary to modify current operations and agency practices; (4) consider and act on requests by legislators, legislative committees, elected officials of state government and state department and agency heads for program reviews. The request shall be submitted in writing to the Program

Review and Investigations Committee and shall state reasons to support the request. The decision of the committee to grant or deny such a request shall be final; (5) conduct investigations requested by joint resolution of the general assembly, or, when the general assembly is not in session, (A) requested by a joint standing committee of the general assembly or initiated by a majority vote of the Program Review and Investigations Committee and approved by the Joint Committee on Legislative Management, or (B) requested by the Joint Standing Committee on Legislative Management. In the event two or more investigations are requested, the order of priority shall be determined by the Legislative Program Review and Investigations Committee; (6) retain, within available appropriations, the services of consultants, technical assistants, research and other personnel necessary to assist in the conduct of program reviews and investigations; (7) originate, and report to the general assembly, any bill it deems necessary concerning a program, department or other matter under review or investigation by the committee, in the same manner as is prescribed by rule for joint standing committees of the general assembly; and (8) review audit reports after issuance by the auditors of public accounts, evaluate and sponsor new or revised legislation based on audit findings, provide means to determine compliance with audit recommendations, and receive facts concerning any unauthorized, illegal, irregular or unsafe handling or expenditures of state funds under the provisions of section 2-90.

(b) The identity of a public employee providing information to the committee shall not be disclosed. In the course of an investigation, all information, records of interviews, reports, statements, notes, memoranda or other data in the custody of or obtained or prepared by the Legislative Program Review and Investigations Committee or its staff shall not be subject to the provisions of section 1-210 until the investigation is completed.

Sec. 2-53h. Corrective action by agency officials. Report to General Assembly. (a) In any instance in which a program review cites inadequate operating or administrative system controls or procedures, inaccuracies, waste, extravagance, unauthorized or unintended activities or programs, or other deficiencies, the head of the state department or agency or the appropriate program officer or official to which the report pertained shall take the necessary corrective actions and when the committee deems the action taken to be not suitable, the committee shall report the matter to the General Assembly together with its recommendations.

(b) The committee shall report the results of each investigation together with its recommendations for any further action to the General Assembly.

Sec. 2-53i. Studies by committee. The Legislative Program Review and Investigations Committee may, at any time, take under study any matter within the scope of a completed or partially completed staff report then being conducted or may at its discretion study and consider any matter relative to program activities of state departments and agencies.

Sec. 2-53j. Reports. The Legislative Program Review and Investigations Committee shall report annually to the General Assembly on or before February fifteenth and may, from time to time, make additional reports.

Subpoena Authority:
C.G.S. Sections 2-46 through 2-48

Sec. 2-46. Investigations by the General Assembly and Legislative Program Review and Investigations Committee; procedure. Witness' rights.
(a) The president of the Senate, the speaker of the House of Representatives, or a chairman of the whole, or of any committee of either house, of the General Assembly, or either of the chairmen of the Legislative Program Review and Investigations Committee shall have the power to compel the attendance and testimony of witnesses by subpoena and capias issued by any of them, require the production of any necessary books, papers or other documents and administer oaths to witnesses in any case under their examination including any program review or investigation, as defined in section

2-53d. Any person, summoned as a witness by the authority of either house of the General Assembly or said Legislative Program Review and Investigations Committee to give testimony or to produce books, papers or other documents upon any matter under inquiry before either house, or any committee of either house, of the General Assembly, or a joint committee of both houses, who willfully makes default or, having appeared, refuses to be sworn or to answer any question pertinent to the question under inquiry, shall be fined not more than one thousand dollars nor less than one hundred dollars and imprisoned for not less than one month nor more than twelve months.

(b) Any individual who is subpoenaed to appear and testify before a committee of the General Assembly or the Legislative Program Review and Investigations Committee shall have the right to review a copy of the transcript of his or her testimony and a reasonable amount of time to question its accuracy prior to the public release of said transcript or its permanent filing.

Sec. 2-47. Witness not privileged. No witness shall be privileged to refuse to testify to any fact, or to produce any paper, respecting which he is examined by either house of the General Assembly, or by any committee of either house or any joint committee of both houses, or by the Legislative Program Review and Investigations Committee in any program review or investigation, as defined in section 2-53d, upon the ground that his testimony to such fact or his production of such paper may tend to disgrace him or otherwise render him infamous.

Sec. 2-48. Prosecution of witness. Whenever a witness summoned fails to testify and the fact is reported to either house, the president of the Senate or the speaker of the House, as the case may be, shall certify to the fact under the seal of the state to the state's attorney for the judicial district of Hartford, who shall prosecute therefore.

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Completed PRI Studies Through 2015

Children

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Child Care Providers: Consultative Services, Department of Public Health (2001)
Child Day Care in Connecticut (1981)
Child Day Care Services in Connecticut (1995)
Child Protective Services, Department of Children and Youth Services (1990)
Child Support Enforcement System Performance (1993)
Connecticut Department of Children and Families Monitoring and Evaluation (2007)
Department of Children and Families (1999)
Department of Children and Families Foster Care (1995)
Department of Children and Families Services to Prepare Youth Aging Out of State Care (Feb. 2014)
Department of Children and Youth Services (1978)
Family Day Care Homes in Connecticut (1980)
Juvenile Justice in Connecticut (1978, 1988)
RBA Pilot Study: DCF Family Preservation and Supports (2009)
Substance Abuse Policies for Juveniles and Youth (1996)

Criminal Justice and the Courts

An Investigation of Selected Aspects of the Criminal Justice System (1988)
Bail Services in Connecticut (2003)
Connecticut Sheriffs System (1999)
Correction Officer Staffing (2003)
Department of Correction Inmate Privileges and Programs (1991)
Department of Correction Management Services (1993)
Diversionary and Alternative Sanctions (2004)
Factors Impacting Prison Overcrowding (2000)
Judicial Review Council (1992)
Judicial Selection (2000)
Mandatory Minimum Sentences (2005)
Office of Victim Services (1998)
Parole Services, Board of Parole (1992)
P.A. 04-234 Monitoring Project (offender re-entry strategy) (2005)
Probate Court System (2005)
Recidivism in Connecticut (2001)
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Economic Development

Connecticut's Economic Competitiveness in Selected Areas (2009)
Connecticut's Regional Planning Organizations (2007)
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Enterprise Zones (1997)
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Alignment of Postsecondary Education and Employment (2009)
An Evaluation of Housing Payment Practices at the University of Connecticut (1989)
Apprenticeship Programs and Workforce Needs (2015)
Community Colleges in the State of Connecticut (1974)
Coordination of Adult Literacy Programs (2006)
Connecticut State University System Administrative Functions (2010)
Educational Services for Children Who Are Blind or Visually Impaired (2000)
Education Professional Standards Boards (2011)
Higher Education Certificate Programs (2014)
Higher Education Governance Structure (2010)
Higher Education: Performance Monitoring (1993)
Public School Finance in Connecticut (2001)
Regional Cooperation Between Local Boards of Education (2015)
Regional Vocational-Technical School System (2000)
Report on the University of Connecticut Health Center (1974)
School Paraprofessionals (2006)
School Paraprofessionals Staffing (2014)
Secondary Vocational Education in Connecticut (1973)
Special Education in Connecticut (1972)
State Board of Trustees for Hartford Public Schools (1999)
State Secondary Vocational-Technical Schools (1987)
State Sponsored Job Training Programs (1996)
Strengthening Higher Education in Connecticut (1977)
Student Suspension and Expulsion (1997)
Teacher Certification: Phase One (BEST) (2007)
Teacher Certification Program Implementation (2008)
UCONN 2000 Construction Management (2002)
University of Connecticut's Affordability to Students (Jan. 2014)

Elder Care

Elderly Home Care in Connecticut (1981)
Elderly Transportation Services (1998)
Mixing Populations in State Elderly Disabled Housing Projects (2004)
Services for Elderly to Support Daily Living (1996)
Staffing in Nursing Homes (2000)

Energy

Energy Management in State Buildings (1981)
Energy Availability in Connecticut (2001)
Energy Conservation and Efficiency Programs (2008)
Energy Management by State Government (2002)

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Environment

Brownfields in Connecticut (1998)
Bureau of Air Management (1989)
Connecticut Siting Council (2000)
Department of Environmental Protection: An Investigation (1976)
Department of Environmental Protection: Enforcement Policy and Practices (1998)
Farmland Preservation Program: RBA Analysis (2012)
Hazardous Waste Management in Connecticut (1987)
Mid-Connecticut RRF Transfer Project (2011)
Municipal Solid Waste Management Services in Connecticut (2009)
Open Space Acquisition (1998)
Regulation of Underground Storage Tanks (1998)
Resources Recovery Facility Determination-of-Need Process, Department of Environmental Protection (1994)
Siting Controversial Land Uses (1991)
Solid Waste Management (1979)
Solid Waste Management Fees, CRRA (1993)
State Environmental Conservation Police (2006)
State Parks and Forests: Funding (Jan. 2014)
Stream Flow (2003)
Vehicle Emissions Control Program in Connecticut (1986)
Water Pollution Control Program (1986)

Health

Access to Substance Use Treatment for Youth: Phase I (2012)
Access to Substance Use Treatment for Youth: Phase II (2013)
Adolescent Health in Connecticut (2011)
Containing Medicaid Costs in Connecticut (1976)
Funding of Hospital Care in Connecticut (2006)
Health Care Cost Containment (1993)
Health Center, Report on the University of Connecticut (1974)
Health Information Privacy in Selected State Programs (2015)
Medicaid Health Services in Connecticut (1994)
Medicaid Eligibility Determination Process (2004)
Medicaid: Improper Payments (2012)
Medicaid Rate-Setting for Nursing Homes (2001)
Medical Aid Program for the Disabled: Phasing Out CAMAD (1978)
Medical Malpractice Insurance Rates (2003)
Mental Health in Connecticut: Services in Transition (1979)
Mental Health Parity (2005)
Office of Emergency Medical Services (1997)
Connecticut State Dental Commission (1990)

Pharmacy Benefits and Regulation (2003)
Pharmacy Regulation (2004)
Preparedness for Public Health Emergencies (2004)
Psychiatric Hospital Services for Children and Adolescents (1986)
Regulation and Oversight of Managed Care (1996)
Regulation of Emergency Medical Services Phase One (May 1999)
Regulation of Emergency Medical Services: Phase Two (December 1999)
Residential Lead Abatement (1999)
Scope of Practice Determination for Health Care Professions (2009)
Substance Abuse Treatment for Adults (2008)

Human Services

Community Action Agencies (2011)
Consolidation of Human Services Agencies (1991)
Connecticut's Welfare Reform Initiative (2006)
Consolidation of Agencies Serving Persons with Disabilities (2003)
Contract Processes, Department of Social Services (1996)
Department of Income Maintenance: Error Detection and Prevention (1984)
Department of Income Maintenance: General Assistance Program (1984)
Department of Income Maintenance: Management (1984)
Entitlement Programs (1992)
Family Care Homes for the Mentally Ill (1991)
Investigation of Department of Mental Retardation: Client Health and Safety (2002)
Major Publicly Assisted Housing Programs (1997)
Management Audit of the Department of Mental Retardation (1989)
Planning for Needs of Aging Individuals with Developmental Disabilities (2008)
Provision of Selected Services for Clients with Intellectual Disabilities (2011)
Section 8 Contract Process Compliance Review, Department of Social Services (1996)
Transitional Services for Youth and Young Adults with Autism Spectrum Disorder (2014)
Weatherization Assistance for Low Income Persons (1980)

Labor and Employment

Apprenticeship Programs and Workforce Needs (2015)
Binding Arbitration for Teachers (1989)
Binding Arbitration: State Employee Contract (1995)
Binding Arbitration for Municipal Employees (2005)
Reemployment of Older Workers (Dec. 2013)
Second Injury Fund (1993)
State Board of Mediation and Arbitration (1997)
Workers’ Compensation: Impact of the Reform Legislation (1995)
Workers’ Compensation Insurance Rate Making (1992)
Workers’ Compensation System (1990)

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Permits and Regulation

Consumer Representation in Public Utility Matters (1996)
Department of Public Utility Control (1984)
Insurance Regulation in Connecticut (1987)
Propane Regulation in Connecticut (2011)
Regulation and Operation of Legalized Gambling (1992)
Regulation of Water Companies (1993)
State Liquor Permits (2004)

Public Safety

Drone Use Regulation (2014)
Fire and Codes Services in Connecticut (1981)
Municipal Police Training Council (1994)
Homeland Security In Connecticut (2007)
State Police Staffing Standards (2012)
State Protective Services (1991)

State Boards, Commissions and Funds

Alcohol and Drug Abuse Commission (1984)
BESB (Board of Education and Services for the Blind) Vending Machine Operations (2002)
Commission on Human Rights and Opportunities (1999)
Soldiers, Sailors and Marines Fund (2005)

State Government Administration

Absentee Voting in Connecticut (1986)
Affirmative Action in State Government (1986)
Assessment of Connecticut's Implementation of E-Government (2010)
Bonding and Capital Budgeting in Connecticut (1977)
Building Maintenance, Department of Administrative Services (1986)
Bureau of Purchases, Performance Audit (1989)
Compliance with Selected Civil Rights Statutes by the Departments of Transportation, Education and Labor: An Investigation (1977)
Connecticut Budget Process (2003)
CRRA and Other Quasi-Public Agencies (2002)
Department of Administrative Services Space Acquisition (1987)
Department of Banking (1992)
Department of Human Resources (1985)
Department of Public Works Facilities Management (2000)
Department of Public Works Space Acquisition and Disposition (2001)
Department of Veterans' Affairs: Office of Advocacy and Assistance (2015)
Land Acquisition by the State of Connecticut (1973)

Office of Secretary of the State (1994)
Investment Practices of the State Treasurer (1989)
Maximizing Federal Revenues, State Efforts at (2012)
Performance Management (1999)
Performance Monitoring in State Government (1992)
Personal Service Agreements (1992)
Personnel Services in State Government (1991)
Prevailing Wage Laws in Connecticut (1996)
Public/Private Provision of Selected Services (1993)
Quasi-Public Agencies in Connecticut (1987)
Retirement Division (1990)
Revenue Forecasting in Connecticut (1990)
RBA Pilot Study: DOT Project Delivery (2010)
RBA Pilot Study: DCF Family Preservation and Supports (2009)
State Contract Management (1995)
State Grants-in-Aid to Municipalities (1974)
State's Long-Term Planning Efforts (2007)
State Police Employment Practice Impact on Protected Groups (1994)
State Properties Review Board, Performance Audit of (1988)
State Workers' Compensation (2007)
Status Report on State Agency Personal Service Agreement Contracting: Selection and Monitoring (2014)
Sunset Law in Connecticut (2007)
Sunset Review Process (1998)
Sunset Reviews: Board of Examiners of Embalmers and Funeral Directors & Regulation of Hearing Aid Dealers (2011)
Use of Professional Consultants by State Agencies (1988)
Veterans' Home at Rocky Hill: Residential Services (2014)
Whistleblower Law (2009)

Taxes

Connecticut's Tax System (2005)
Report on Connecticut State Unemployment Compensation Program (1975)
Unemployment Compensation in Connecticut (1994)

Transportation

Bradley International Airport (2000)
Connecticut Lemon Law (1988)
Department of Motor Vehicles: Branch Operations (1985)
Department of Motor Vehicles: Dealers and Repairers (1985)
Department of Motor Vehicles: Management and Central Operations (1985)
Department of Motor Vehicles: Summary (1985)
Department of Motor Vehicles: Title Operations (1985)

Department of Motor Vehicles Review of Summary Process Final Report (1994)
Department of Transportation (1984)
Economic Development Considerations in Transportation Planning (2000)
Motor Vehicle Related Complaint Processing Systems (1988)
New Haven to Springfield Rail Project Update (2014)
RBA Pilot Study: DOT Project Delivery (2010)
Taxicab and Livery Vehicle Regulation (2008)
Transportation Infrastructure Renewal Program (1997)
Truck Regulation and Enforcement (1982)
Vehicle Emissions Testing Program (1999)

Sunset Review Reports

Academic Awards, State Board for (1984)
Accountancy, Board of (1983)
Aging, Advisory Council on (1984)
Agricultural Experiment Station, Connecticut (1983)
Agricultural Lands Preservation Pilot Program (1980)
Alcohol Advisory Council and Drug Advisory Council (1981)
Architectural Registration Board (1983)
Arts, Commission on the (1984)
Barber Examiners, Board of (1980)
Bedding, Upholstered Furniture and Second Hand Hats, Regulation of (1981)
Blind, Board of Education and Services for the (1984)
Capitol Center Commission (1984)
Capitol Preservation and Restoration, Commission on (1984)
Child Day Care Council (1984)
Children and Youth Services, Regional Advisory Councils on (1984)
Children and Youth Services, State Advisory Council on (1984)
Chiropractic Examiners, Board of (1980)
Coastal Management Program (1983)
Connecticut's Future, Commission on (1984)
Crane Operators, Examining Board for (1984)
Deaf and Hearing Impaired, Commission on the (1984)
Demolition, Commission on (1982)
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Embalmers and Funeral Directors, Board of Examiners of (1980)
Employment Security Review Board (1983)
Energy Advisory Board (1983)
Engineers and Land Surveyors, State Board of Registration for Professional (1982)
Environmental Quality, Council on (1983)
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Hospitals and Health Care, Commission on (1981)
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Justice Commission, Connecticut (1982)
Landscape Architects, State Board of (1982)
Library Board, State (1984)
Liquor Control, Department of (1982)
Marketing Authority, Connecticut (1983)
Massage Parlors, Masseurs and Masseuses, Regulation of (1983)
Materials Review, Board of (1982)
Medical Examining Board (1980)
Medicolegal Investigations, Commission on (1981)
Mental Health, Board of/Facility Advisory Boards/Regional Mental Health Boards (1981)
Mentally Retarded, Regional Center Advisory and Planning Councils for the (1984)
Midwives, Regulation of (1980)
Milk Regulation Board (1983)
Municipal Police Training Council (1982)
Natureopathic Examiners, Board of (1980)
Nursing, Board of Examiners for (1980)
Nursing Home Administrators, Board of Licensure of (1980)
Occupational Licensing Boards (1982)
Occupational Safety and Health Review Commission (1983)
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Opticians, Commission on (1980) Optometry, Board of Examiners in (1980)
Organized Crime Prevention and Control, Advisory Committee on (1982)
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Physical Therapists, Board of Examiners for (1981)
Podiatry, Board of Examiners in (1980)
Properties Review Board, State (1983)
Psychologists, Board of Examiners of (1980)
Public Transportation Authority (1983)
Real Estate Commission, Connecticut (1982)
Sanitarians, Board of Registration for (1981)
Siting Council, Connecticut (1983)
Solid Waste Management Advisory Council (1983)
Special Education, Advisory Council for (1984)
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Subsurface Sewage Disposal System Examiners, Board of (1981)
Sunset Summary Reports General Report 1980 Sunset Reviews: Health Professions (1980)
Summary of 1982 Sunset Reviews (1982)
Summary of 1983 Sunset Reviews (1983)
Summary of 1984 Sunset Reviews (1984)
Television and Radio Service Examiners, State Board of (1983)
Tree Protection Examining Board (1983)
Veterans Home and Hospital Commission (1981)
Veterinary Registration and Examination, Board of (1980)
Voluntary Action, Council on (1984)
Water Company Lands, Council on (1983)
Well Drilling Board, Connecticut (1982)

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Appendix C

PRI Staff Biographies

Carrie E. Vibert, Director

- J.D. Washington University School of Law
- B.A. (Government) Georgetown University
- Previous Positions: Special Assistant, U.S. Senator John C. Danforth; Law Clerk, Land of Lincoln Legal Assistance, Alton, IL; Intern, Connecticut General Assembly
- Member, Connecticut Bar

Miriam P. Kluger, Chief Analyst

- Ph.D., M.A. (Applied Psychological Research and Evaluation) Hofstra University
- B.A. (Experimental Psychology) Stony Brook University
- Previous Positions: Senior Vice President of Research, The Village for Families & Children, Inc. of Hartford; Health Care Analyst, Queens Hospital Community Mental Health Center, Jamaica, NY

Scott Simoneau, Chief Analyst

- M.P.A. (Public Administration) University of Connecticut
- B.A. (Political Science/Public Administration) Rhode Island College
- Previous Positions: Performance Auditor, State of New Hampshire; Administrative Aide, Providence Water Supply Board (RI): Administrative Aide, Department of Administration, City of Providence (RI): Mayor's Aide, City of Providence (RI): Management Intern, Town of Windsor (CT)

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