



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Agriculture

Co-Chairs: Kevin Sullivan and Bonnie Burr

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe? Connecticut agriculture has tremendous opportunity to significantly grow and expand its impact on the state economy, providing local jobs, and keeping working lands active. A stand-alone Department of Agriculture will be key to this. Extensive work done in 2011-2012 strategically identified priorities necessary to comprehensively develop agriculture in CT. *The Governor's Council for Agricultural Development (GCAD) was a direct result of PA11-189. Hundreds of surveys and interviews conducted in 2012 illustrated what was needed to create a more robust agricultural economic engine. All the issues raised then, remain priorities today. (See exhibit 1)*

The Department of Agriculture (DoAG) should embrace its role in creating conditions for all residents to have access to CT-Grown food and plants. *An independent DoAG which has financial capacity and/or the flexibility to work with all agricultural partners and businesses to extend their reach is a top priority.* Our state is seeing an expanding number and diversity of small farmers growing their business here who are committed to growing food and plants for their communities. Larger farms want to access CT's buying power and are also looking at coming to our state. With transfer of the Regional Market in Hartford away from DoAG, any comprehensive assessment needs to show how to incorporate ag product marketing into integrated economic development plans. *Another priority should be to create a mechanism to identify where and how to collect excess farm products for use by regional and local food banks. Great significance must be placed on maintaining the Community Investment Act* <https://www.ct.gov/doag/cwp/view.asp?q=320938> These funds have been instrumental in creating economic opportunities and must be left intact to continue enhancing agriculture and not used to shore up other programs. (see exhibit 2 for CT Grown action items)

The highest priorities for such a margin tight, regulated business like agriculture is reducing costly business related inputs including labor, energy, transportation, land access, environmental and food safety. Regulatory challenges exist in all of the aforementioned areas. The pervasive "bureaucracy within the bureaucracy" mentality allows divisions within a department to build regulations layer by layer without regard for what other regulations are in their own department or other agencies. Another urgent point needs to be increasing efficiencies and streamlining regulatory processes to be a "business facing" state versus regulatory only.

When we see growth in individual agricultural businesses, one of the primary reasons for success is the state's proximity to 25 million consumers in the New York/Boston corridor that are thriving economically and have a strong demand for locally grown agricultural products. However, these markets can source their agricultural products regionally and nationally so it's imperative CT agricultural businesses remain competitive. Agriculture is a very labor intensive business. If CT's minimum wage is not in line with other states in the northeast and mid-Atlantic regions, CT agricultural businesses will be at a competitive disadvantage. As of this writing in 2018, in the northeast region including 12 states, only NY (at \$10.40) and MA (at \$11.00) have higher minimum wages

than CT (at \$10.10). CT is already at the high end of the regional minimum wage scale. *Policy must reflect that the agriculture community will suffer with a minimum wage increase.* (See exhibit 3 for regulatory environment)

There are issues with educating children, aspiring teens, beginning farmers, as well as existing producers. Increasing agricultural literacy will engage children at a young age and help them explore careers in agriculture via high school agri-science. Disparate funding mechanisms in all forms of school choice have put agri-science at a severe disadvantage. While college degree programs exist at UConn and some community colleges, farmers and those interested in sustainable agriculture with plants and animals are looking for short term offerings such as certificate based learning opportunities as well as online courses. Poor funding has hampered development of these educational courses. *Investment must be made in the cost of agricultural education.* (See exhibit 4)

2. Which goals are achievable in the first 100 days of the Administration?

1. Reviewing the GCAD surveys and interviews to identify how to bring committees and industry leaders back together and charge them to assign financial implementation costs then take action on all areas versus just advising the DoAG.
2. Inventory all state owned lands to see which have land that can be accessed for production agriculture.
3. Identify and create a listing of all educational programs offered which address interests in agriculture and create a central location for listing these activities so programs are not replicated.
4. Marketing *CT Grown* needs a fresh, invigorated jump start so people understand what buying locally from your neighbor can mean to growing communities.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions? Many of the items in the GCAD can be moved forward with commitment from the administration. There is a fiscal impact that will need to be budgeted for, but those numbers are not available and need to be determined.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those? Given the broad and inclusive nature of strategizing for the GCAD, issues should be cross walked to see what is common between GCAD and the Lamont policies.

5. How will implementation of policy in this area create jobs and spur economic growth? Aggressively reinvigorating the GCAD and utilizing business forward collaborations can turn ag's economic challenges around. In 2010 the USDA Economic Research Service listed CT as having \$211,061,000 in net farm income and in 2017 those numbers dropped to \$84,773,000. Other facts and income data please are found in exhibit 5. You can also follow the USDA /ERS web site and hover/click over CT and then compare rankings by selecting the years you choose to view https://public.tableau.com/views/Gettoknowyourstate2/State-leveldashboard?amp&:display_count=no&:embed=y&:embed=y&:toolbar=no&:toolbar=n&:showVizHome=no

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy? There could be many opportunities to explore cost savings if there is a deep dive to see where there are overlapping regulations so multiple agencies are not doing the same thing. For example, redundancy of state inspectors going to farms who may have a commercial kitchen which sells farm processed goods off the farm. Three departments; DOAG, DCP and DPH (which handles food protection oversight of local health departments) will inspect at the farm. Three inspectors going to the farm at three different times, taking valuable time away from the business. Creating efficiencies and streamlining regulations needs to occur as soon as possible.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study? In Connecticut, food and plant production, including cannabis and hemp, can greatly expand the farm economy if we can extend the growing season, create more space for ag production and be environmentally sustainable. Greenhouse production does all that. *National Geographic* highlighted the Netherlands in an article which illustrates what can be done in a small area like Connecticut with dedicated

support from the Department of Agriculture. <https://www.nationalgeographic.com/magazine/2017/09/holland-agriculture-sustainable-farming/>

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

All areas of agriculture should be focused on, not just one sector of farming because when all segments are more successful, that lifts everyone. Efficiencies play out with agricultural services and farm supplies and inputs can be lowered. The industry cannot divide itself and should work more collaboratively.

Exhibits

Exhibit 1

Governor's Council on Agriculture Development

<https://www.ct.gov/doag/cwp/view.asp?a=3595&q=423842>

GCAD Working Group Minutes - 2014

<https://www.ct.gov/doag/cwp/view.asp?a=3595&Q=536954&PM=1>

Retaining a stand-alone Department of Agriculture

Connecticut agriculture has a tremendous opportunity to grow significantly, expanding its impact on our economy, providing local jobs, and keeping working lands active. A strengthened stand-alone Department of Agriculture (DoAG) can reinforce this opportunity and foster growth in the state's net farm income. Increasing the profitability and marketing of CT Grown products in our state is imperative.

First, there should be no changes to the programs that currently support the agricultural community, including keeping PA 490 a strong and supported program to keep land affordable and available. The Community Investment Act must remain fully funded and disbursed as the original legislation intended. Key in the CIA are the dairy supports that have been instrumental in keeping dairy farms in place. Milk pricing is a very complicated process that is driven by the federal government. A robust farmland preservation program that ensures land is available for future generations must also see growth.

A strong DoAG would enthusiastically collaborate across state agencies, with businesses and community partners, to work together to help Connecticut residents connect to local food and agriculture through promotional campaigns, consumer awareness efforts, marketing, and educational events. We aim to mobilize our allies, enthusiasts and innovators in helping to market agriculture's contribution to our vibrant quality of life in Connecticut; all while improving food security in our communities. Currently, CT consumers spend approximately 5% of their grocery bill on CT Grown products, which means that through these activities, the state can increase that number; thereby increasing consumer access to locally grown produce and increase farm revenues and the viability of agriculture.

DoAG should be charged with more authority to regulate farm activities, including processing and marketing of CT Grown products. The legislature recently assigned DoAG with the oversight of the Food Modernization and Safety Act, and this was the first of a number of steps that should be taken to empower the DoAG to have more regulatory oversight and enforcement; including the processing of honey and maple syrup, farmers markets, the opportunity to grow and sustain a hemp industry, and other value-added production that would increase the bottom line for farms and encourage new farmers to join the industry.

Helping entrepreneurial farm businesses compete with out of state food and plant producers, importers and manufacturers needs to be an important function of the Lamont administration. An office of economic development should also be created within DoAG. This would provide a vital navigation service to help farmers navigate the different permits and agencies necessary for their operation and provide guidance on available support programs available to their operation. These changes would foster an entrepreneurial agency that would be better able to respond and support an industry that would continue to grow and drive a sustainable economic contributor to our state. The DoAG can help by deepening its commitment to strategies increasing demand and expanding the consumer base to be more broad and diverse.

Exhibit 2

Expanding Farm to School/Institution market enhancement, food hubs and food insecurity

The Department of Agriculture should embrace its role in creating conditions for all residents to have access to CT-Grown food and plants. This priority is a win-win, helping entrepreneurial farm businesses compete with larger scale out of state food and plant producers, importers and manufacturers. Our state is seeing an expanding number and diversity of farmers excited to grow their business here in Connecticut who are deeply committed to growing food and plants for their communities as well as for exporting out of state! Our state government can help by ensuring and deepening its commitment to strategies that increase demand and expand the customer base to become more broad and diverse.

This priority includes the following actions:

1. Enthusiastically collaborate across state agencies, with businesses and community partners, working together to help Connecticut residents connect to local food and agriculture through promotional campaigns, consumer awareness efforts, marketing, and educational events. Policies should reflect mobilizing our allies, enthusiasts and innovators in helping to market agriculture's contribution to our vibrant quality of life in Connecticut.
2. Strategically work with Dept. of Social Services to take advantage of Farm Bill resources, and coordinate with community partners ready to help boost incentives for low income residents to purchase CT Grown products at certified mobile markets, farmer's markets, CSA's, and farm stands. (Nutritional incentives include the Senior Farmers Market Nutrition Program, WIC Farmers Market Nutrition Program, CT Fresh Match, and Fruit & Vegetable Prescription (Rx) Programs) In order to strengthen the landscape of direct retail, we will expand the number of certified mobile markets, support the creation of a state farmer's market association, and work with partners to deliver new technical assistance in business planning and farm financials for direct retail operators.
3. In close coordination with the Dept. of Education and UConn Extension's Put Local On Your Tray Program, the administration must expand Farm to School (including Farm to Early Child Care) in Connecticut. By increasing enrollment in free school meal programs, we create more opportunities for farm to school programming, keep federal funds here in our state, and strengthen school meal program finances so they have more resources to purchase and process local foods. This priority includes incentivizing School Food Administrators to purchase and serve CT Grown products in the cafeteria by offering a higher per meal reimbursement, helping farmers to meet new demand from school buyers, building the capacity of school kitchens through technical assistance and professional development, engaging students with hands on learning activities such as school gardens and farm visits, and harnessing the enthusiasm from Connecticut's next generation of consumers to help families and communities move toward eating fresh, sustainable, local food.
4. Logically work with the CT Dept. of Economic and Community Development and private partners to support food hub development that helps small farm aggregators team up with food retailers and distributors to bring local food into larger scale wholesale channels (e.g. grocery stores, co-ops, colleges, hospitals, schools, co-

ops, restaurants, processors). We will find routes and partnerships to increase access to capital, offer technical assistance, and build the capacity of farmers to develop improved, consistent distribution channels to meet this growing demand from larger buyers. Buyers and farmers will each receive targeted technical assistance to ensure both understand the needs and capabilities of one another.

5. Support meet-up events and trade shows that help producers meet institutional buyers and develop new sales channels.

6. Regularly engage educators, community partners, municipal planners, and agriculture service providers to increase awareness of the benefits of local agriculture, the role it has played and continues to play in shaping our communities.

Exhibit 3

Regulatory challenges

Farm profitability and growth across the board is dropping. Due to federal pricing policy, dairy producers are economically challenged monthly to cover costs such as payroll, fuel, and feed. Wineries, aquaculture and agritourism are segments of the farm economy which have shown incremental progress. All functions of agriculture (plant, animal, forestry) and aquaculture (shellfish, fin fish, sea vegetable) must be focused on offering economic opportunities for diverse producers (existing, beginning and aspiring) as well as diverse consumers. There must be more collaborative relationships with other agencies such as DEEP, DOT, DECD and UConn to assist farmers in reducing input costs, streamlining regulations, growing markets and educating our citizens.

Labor

One of the primary reasons for the success of Connecticut's agriculture businesses is due to the state's proximity to large population centers (such as New York and Boston) that are thriving economically and have a strong demand for CT grown agricultural products. However, these markets can source their agricultural products regionally and even nationally so it is imperative that Connecticut agricultural businesses remain competitive. Agriculture is a labor intensive business. To the extent that Connecticut's minimum wage is not in line with other states in the northeast and mid-Atlantic regions, Connecticut agriculture businesses will be at a competitive disadvantage. As of this writing in 2018, in the region that includes 12 states (CT, ME, NY, NJ, MA, VT, NH, MD, PA, DE, RI and OH), only NY (at \$10.40) and MA (at \$11.00) have higher minimum wages than CT (at \$10.10). So CT is already at the high end of the regional minimum wage scale. The agriculture community will suffer with a minimum wage increase.

There are also limited growers and agriculture businesses that use federal farm labor programs such as the H2A guest worker program. This exception should specify that if the CT minimum wage is higher than the established AEWR (Adverse Established Wage Rate), those businesses that bring in H2A guest workers are allowed to pay them the AEWR (Adverse Established Wage Rate).

Minimum wage data source: <https://www.laborlawcenter.com/state-minimum-wage-rates/>

Other labor citations

<https://www.farmcrediteast.com/knowledge-exchange/Blog/todays-harvest/2018-pulse-of-ag>

<https://www.ers.usda.gov/topics/farm-economy/farm-labor.aspx#laborcostshare>

Land access

Farmland protection and preservation has been very helpful in maintaining a food and fiber producing land resource base, consisting mainly of prime and important farmland soils. These protected working lands help to ensure local availability of farm products and allow agriculture to remain an important part of the state's

economy. Our state and nation's farm population is aging. The ratio of farmers over the age of 65 to under the age of 35 is 6:1. Many farmers do not have an identified successor that is under the age of 45. As farmland transitions, we need to make sure it is available for the next generation.

The Farmland Preservation Program should be expanded to include affordability provisions or the Option to Purchase at Agricultural Value (OPAV) so that land ownership is accessible to a working farmer. Conservation easements and deed restrictions should require that the land remain in active agricultural production. The preservation program should specifically include farms that are under 50 acres in size and allow for flexibility in deed restrictions to accommodate current trends in agriculture. Resources for addressing additional issues related to farmland preservation of all types can be found here <http://workinglandsalliance.org/resources/>

Planning is also a key component to farmland access, The CT Chapter of the American Planning association (CCAPA) "Start With Planning" initiative suggests the following:

- 1) For the State to take a strong leadership position in creating and maintaining a common data set of property. This would include establishing a single set of digital mapping (GIS) data standards, a common definition of conservation lands, and developing a town-by-town baseline of property. This could be done through UConn Extension-CLEAR/CTEco <http://www.cteco.uconn.edu/> working with Councils of Government;
- 2) Maintain and increase current funding levels for agriculture support, conservation preservation, and farmland protection. A increased focus should be on leveraging partnerships and multiple funding streams (state, federal, local, land trust) that are enabled through better shared property information; and
- 3) Establish an Office of State Planning, either as a strong, stand-alone cabinet department, or perhaps preferably, through the Executive Office of the Governor. This Office would be a high-level coordinating entity ensuring that State policy and State funds consider the multiple competing factors (transportation vs. conservation vs. housing vs. economic development) in decision-making.

The PDF of their Conservation Paper, but more information can be found at <http://www.ccapa.org/legislative/start-with-planning/>

The Working Lands Alliance is a group of organizations with a focus on protecting farmland. Their resources can be found here <http://workinglandsalliance.org/resources/>

Exhibit 4

Agri-science High School, Higher Education, Workforce Development and Agricultural Literacy

The potential to increase the number of career-ready graduates to enter the workforce in Connecticut's agricultural industry should be a priority. The solution to this dilemma is to increase the state funding for secondary agri-science programs to the same level of funding as vocational technology and develop a comprehensive post-secondary degree and/or certificate program that responds to current trends in agriculture. There must be equity in state funding for Connecticut's agri-science programs. Agri-science schools only get \$3,911 per student, magnet schools get \$7,900, Charter Schools get \$11,000 and the state's Vocational Technical schools are presently funded at \$12,686 per student. Of these four school choice programs, Agri-science and Vo-Tech are the only two school choice models that are career-based, applied learning models having a direct impact on the economy and job growth.

Reasons to Increase Agriscience Program Funding

1. Agriscience programs are currently funded at a level (currently only \$3,911 per student) that is less than one third of all other school choice models (Charter, Magnet and Vo-Tech)

2. Help feed the economy with job growth. Connecticut agriculture is a 4 billion dollar industry with over 21,000 jobs and significant social and environmental benefits. (according to Economic Impacts of Connecticut's Agricultural Industry, released by UCONN in September 2017)
3. Connecticut's 19 regional agri-science programs are time-tested models of success and were created by the state to prepare high school students to pursue agricultural careers either directly after high school or after further education in college. The first one was created in 1920 in Woodbury, CT.
4. The agri-science programs are the only school choice program held accountable by law for the past 24 years to conduct a five year graduate survey to prove relevance and accountability of the program's purpose (24 years of graduate success data are available since the law was passed in 1993).
 - Nation-wide average of 2008 high school graduates who went to college, only 52% finished with a degree after six years of college.
 - For Connecticut's 2008 agri-science program graduates who went to college, 96% finished with a degree in FIVE years and are employed.
 - Last year's graduate survey of the class of 2011 graduates reported that 75% of those graduates came back and are employed in Connecticut!
5. Fill to capacity the 200 million dollar state investment of building the 19 regional agri-science centers
6. Honor the State Board of Education's 5 Year Comprehensive Plan for Equity and Excellence regarding school choice funding. (Page 11: "Ensure that equitable access, equitable funding and accountability measures are achieved among all Connecticut's school choice programs.")
7. Provide every sending town in Connecticut with tuition relief. Instead of paying \$6,823 for each student choosing to attend a regional agri-science program, they will now pay ZERO as they do for their students who choose to attend regional vo-tech programs.

Coupled with the need for agricultural education in secondary schools is the need for further workforce development in post-secondary education, primarily in the state's community college system. With a high demand for an educated labor force, a well-developed theoretical and applied program of learning is needed to help move the agricultural industry forward and keep our local communities vibrant.

Since 1993, Connecticut's 19 agri-science programs have conducted a 5 year graduate survey every year. Year after year, the results have proven the value, effectiveness and success of these programs producing graduates who go on to enter the workforce, either directly upon graduation, or after completing further training at a two or four year college. The numbers speak for themselves: For example, regarding the national average of all 2008 high school graduates in the country who went to college, only 52% finished with a degree after 6 years of college. However, for Connecticut's agri-science graduates in the same year who went to college, 96% of these students earned a degree in only five years and are all employed, with a majority employed in some aspect of the agricultural industry. The 24 years of graduate data provides an excellent opportunity to document the past successes of the programs and to gain valuable feedback from graduates on how best to expand and update the programs for future students and careers.

When the agri-science programs were regionalized in the late 50's, the intent of these programs was to educate high school students during the day and then hold agricultural education classes in the evenings for out of school youth and adults. Several of the centers created robust and extensive adult education offerings to help people working in agriculture to stay current with new ideas to increase profitability, obtain training for industry certification programs and continue their education through a large variety of courses offered in these evening programs. With increased funding, all agri-science programs can continue to operate as regional centers for agricultural education for more high school students and develop and enhance a full adult education program for out of school youth and adults as well.

Aspiring, young, and beginner farmers

This subset of people has challenges that should be reiterated.

1. Affordable and accessible farmland - Utilizing the existing Farmland Preservation Program and expanding it to include affordability provisions or Option to Purchase at Agricultural Value (OPAV) for working

farmers is needed to provide land access. Smaller sized parcels, suitable to diversified community-focused farms, are attractive to those just beginning their farm businesses.

Urban and peri-urban farm properties should also be considered for protection.

2. Support for all farmers, particularly people of color, Native Americans, veterans, women, and LGBTQ.
3. Educational opportunities
 - a. Trainings and workshops by UConn Extension
 - b. Degree programs at UConn, including new faculty to expand current offerings
 - c. Certificate and/or degree programs at community colleges geared toward theoretical and applied skills needed for the industry.
 - d. Agriscience programs funded at levels comparable to vocational technology. Coursework designed to reflect current trends in New England agriculture.
 - e. Opportunity to develop workforce skills without incurring high student loan debt.
4. Access to affordable healthcare. In one of the most dangerous professions, this is paramount to self-employed farmers.
5. Access to small-business development services. Food and farm business need support, specifically in operations, finance management, marketing and sales.

Development of initiatives geared toward new-entry farmers serves to maintain and/or grow our agricultural community. As farmers retire and businesses consolidate, there will be land that needs a long-term steward. When farmers own the land they farm, they can invest in the growth of their business. The industry needs new farmers to succeed and investment is needed in these farmers, through the avenues discussed above. As businesses are developed, grow, and succeed, it encourages other aspiring farmers to choose Connecticut as a place to begin a business, which supports the growth of the industry and challenges us all to provide a robust marketplace and community for agriculture.

The Federal Farm Bill of 2014 provided limited opportunities for beginning farmers, but its not enough.

<https://www.ers.usda.gov/agricultural-act-of-2014-highlights-and-implications/beginning-farmers-and-ranchers/>

Exhibit 5



Additional resources on the ag economy

Economic Impacts of CT Agricultural Industry – 2015

http://zwickcenter.uconn.edu/news_59_1295854761.pdf

Farming in the Northeast

<https://www.farmcrediteast.com/knowledge-exchange/Reports/11-myths-about-northeast-farming-busted-by-the-2012-census-of-agriculture>



What Percent of Connecticut Farms Produce 80% of Sales?

- Answer: Less than 5%
- The largest 264 farms (4.4%) produced 85% of ALL CT sales.
- The largest 24 (0.4%) farms produced 46% of CT sales.
- Losing 1 of CTs largest farms reduces total sales by 2%

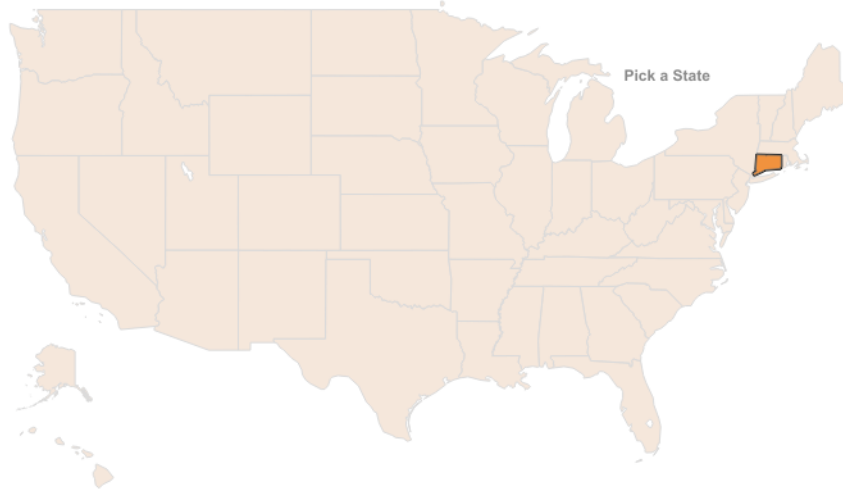
CT Farm Bureau November 14, 2014



80% of Connecticut Farms Are Responsible for What % of Production?

- Answer: Less than 4%
- 4,143 of CT's 5,977 farms produce 3.9% of total sales.
- 50% of CT's farms produce less than 1% of total sales.

Get to know farms in Connecticut



Farm facts

Number of farms
6,000

Acres of farmland
440,000

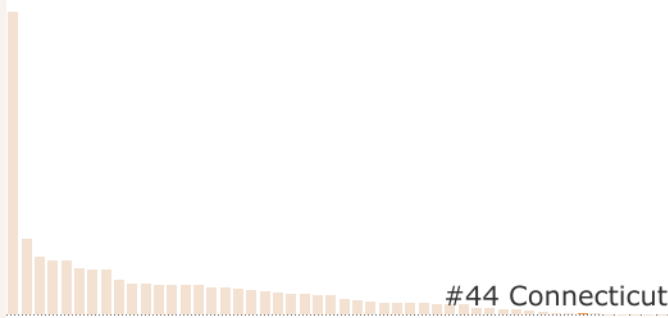
Net farm income
\$84,773,000

Government payments
\$4,994,000

Federal insurance premiums
\$1,992,000

Federal insurance indemnities
\$3,149,000

Ranked by: Net farm income 2017



Net farm income 2008-2017



Top 5 cash receipts

1	Miscellaneous crops	\$330,817,000
2	Dairy products, milk	\$77,979,000
3	All other animals & products	\$44,410,000
4	Chicken eggs	\$20,360,000
5	Apples	\$19,895,000

Top 5 production expenses

1	Hired labor	\$159,496,000
2	Miscellaneous*	\$84,529,000
3	Capital consumption*	\$63,163,000
4	Feed	\$51,695,000
5	Seed	\$45,376,000

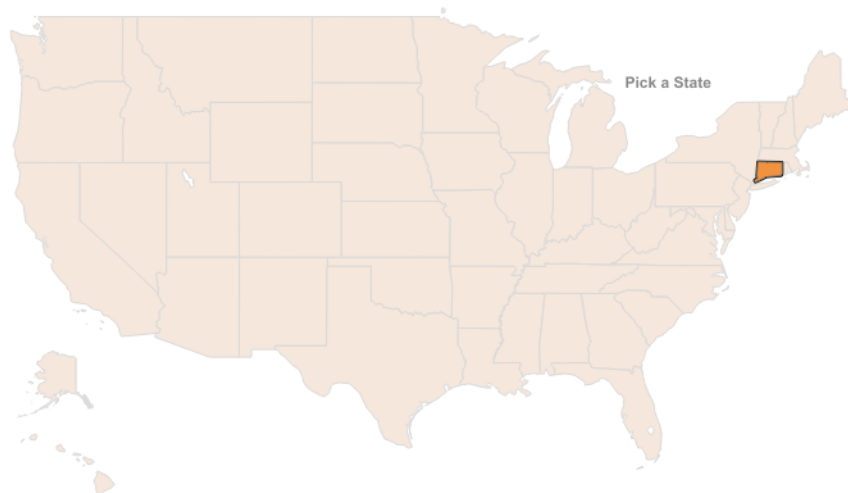
*Includes expenses associated with operator's dwellings.

**Includes landlord capital consumption.

Created by: The ERS Farm Income Team.

Source: <https://www.ers.usda.gov/data-products/farm-income-and-wealth-statistics.aspx> released November 30, 2018. Number of farms and acres of farmland come from USDA, National Agricultural Statistics Service, June Area Survey (<https://usda.mannlib.cornell.edu/MannUsda/viewDocumentInfo.do?documentID=1259>).

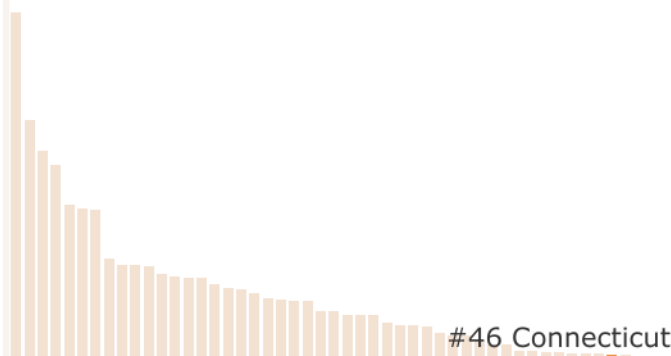
Get to know farms in Connecticut



Farm facts

Number of farms	Acres of farmland
6,000	440,000
Net farm income	Government payments
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Federal insurance premiums	Federal insurance indemnities
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Ranked by: Production expenses.. 2017



Production expenses

2008-2017



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Agricultural Sector information

<https://www.farmcrediteast.com/knowledge-exchange/Reports/northeast-agriculture-2018-insights-perspectives>

CT Dairy Industry

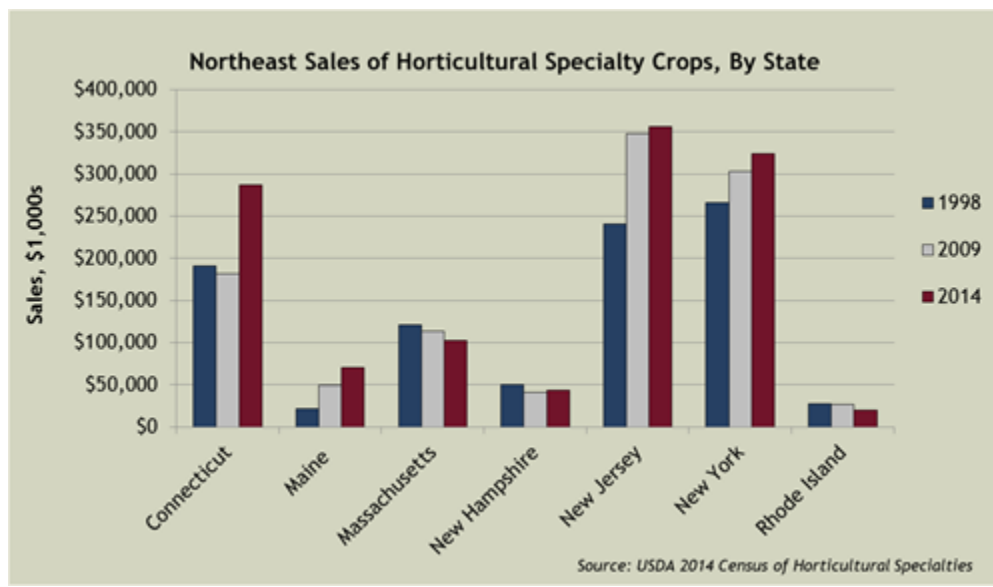
Cost of milk production July-Sept 2018

http://zwickcenter.uconn.edu/outreach_reports_40_4133795996.pdf

Controlled Environment Agriculture in the northeast – Greenhouse

<https://www.farmcrediteast.com/News/media-center/press-releases/20171101NovemberKEP/CEA>

CT Horticulture



CT Fruit and Vegetable Production

<https://www.farmcrediteast.com/knowledge-exchange/Reports/top-vegetables-in-the-northeast>

<https://www.farmcrediteast.com/knowledge-exchange/Reports/top-fruits-in-the-northeast>

CONNECTICUT SHELLFISH BY THE NUMBERS



HABITAT

77,000

total number of acres of shellfish beds

HARVESTING

\$30,000,000

estimated value of commercial harvest



4 harvested types (oysters, clams, mussels, bay scallops)



7 minimum days shellfishing areas are closed following a significant rainfall event

14 towns with recreational harvest areas open to public



3 average number of growing seasons before an oyster can be harvested



41 shellfish companies

AMAZING OYSTERS

100 million average number of eggs produced by a healthy oyster

800 water quality sampling stations

1% of fertilized oyster eggs that survive to maturity

30 number of gallons one oyster can filter in a day

\$20 average cost for an annual recreational shellfishing permit for Connecticut resident

70 calories in a quarter pound serving of clams

SHELLFISH & CONSUMERS



Source: Connecticut Dept. of Agriculture, Bureau of Aquaculture





Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Arts, Culture and Tourism

Co-Chairs: Wendy Bury and Stephen Tagliatela

Please address the following questions using this template in a memo not exceed 2 pages. You are welcome to submit appendices or other attachments in addition to the memo.

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

The Lamont Administration should prioritize a new vision for arts, culture and tourism (ACT) with a new investment strategy, accountability structure and innovative thinking that will demonstrate ACT is a solution to stimulating economic growth, boosting tourism and making cities and neighborhoods more vibrant and equitable. CT must immediately increase competitiveness with neighboring states by securing increased and sustainable funding through a shift of existing revenue and guaranteed allocations for ACT. Funding for ACT should be focused on statewide tourism marketing for increased tax revenue and new jobs, and operating support for arts and cultural organizations.

2. Which goals are achievable in the first 100 days of the Administration?

- **Investment Strategy** Accelerate economic growth by reallocating the lodging tax revenue deposited into the Tourism Fund from 10% to a minimum of 25% annually to restore pre-recession levels (\$31.6M); Define the state funding for arts/culture and statewide tourism marketing investment by allocating 40% for arts/culture and 60% for tourism annually from the Tourism Fund at accelerated level; change the fund to its originally intended name, "Arts, Culture and Tourism Fund" to reflect both local and statewide benefit
- **Cultural Facilities Fund** Announce a Cultural Facilities Fund to provide an economic stimulus that will create construction jobs; support world-class arts and cultural facilities; increase tourism; expand access and education in the arts, humanities, and sciences; and improve the quality of life in cities and towns.
- **Private Sector Investment** Governor as leader to spur private sector investment and public/private partnerships; convene business leaders to establish mutually beneficial (state and corporate) investment goals and lead the charge of acting globally, investing locally to spur public/private partnership.
- **Promote CT** Implement immediate changes to market and promote CT's arts, cultural and tourism assets and open the welcome centers to declare CT is open for business to travelers.
- **Providing Access** Promote and incentivize access to all arts, cultural and tourism assets to improve quality of life and educational opportunities for all.
- **Funding Distribution** Form a task force to re-examine the current system that distributes funds to the arts, culture and tourism community with the goal of ensuring that it maximizes the impact of state funds in support of job creation, economic growth and community vitality.
- **Regional Tourism Marketing** Re-imagine the current model used for marketing the State's regions with the goal of establishing a new innovative model to efficiently and effectively market Connecticut's resources in a manner that is relevant, inclusive, and more meaningful for the diverse entities across CT.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Legislation: Investment Strategy; Cultural Facilities Fund | **Administration:** Private Sector Investment; Promote CT; Providing Access; Funding Distribution; Regional Tourism Marketing; Prioritize innovation across sectors through creativity and the arts; ensure access to integrated arts education to enhance workforce development

These goals have a minimal impact on state budget because reallocated funds would be offset by new revenue generated. This Policy Committee is willing and offering to have a role in advancing these recommendations.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

Sustainability and consistency of funding is a challenge because of the state's fiscal issues. With continued decreases in funding to both tourism and arts and culture, the industries have lost confidence and trust in government as a partner and champion. CT has missed out on many opportunities. Require and advance collaborative goals for continuity among state offices, their affiliate councils/committees, and the industries they serve. Prioritize innovation across sectors through creativity and the arts; ensure access to integrated arts education to enhance workforce development to spur economic growth.

5. How will implementation of policy in this area create jobs and spur economic growth?

Currently, the tourism industry supports 122,000 jobs and the ROI in state revenue is at least \$12.4M; the nonprofit arts industry supports 23,000 jobs and the ROI in state revenue is at least \$40.5M. With implementation of this policy and the ROI in state revenue will increase to \$145M, creating substantial job and economic growth.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Collaboration, streamlining, and data sharing will identify opportunities for cost savings and modernization.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Empirical data shows that ACT generates significant return on investment in terms of tax revenues, jobs and quality of life. Surrounding states, including Massachusetts, New York and Rhode Island have consistently increased investment to support statewide tourism marketing and support for arts and cultural institutions. When arts, culture and tourism thrive, CT thrives.

Investment Strategy – NY, PA, MN, MA; **Promote CT** – CA, FL, HI; **Private Sector Investment** – NY, **Providing Access** – MA, OR, PA; **Cultural Facilities Fund** – MA

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Tourism and the arts have enjoyed a long, symbiotic relationship of support; however, the strengths of each industry must be considered and wielded independently. To neglect the strengths of either, or treat them the same, will only weaken the capabilities of Connecticut's strong artistic community and dilute the goals and aspirations of Connecticut tourism.

Governor-elect Lamont proclaimed during his campaign, that, if elected, he would be *Connecticut's biggest cheerleader*. By making the smart business decision to invest in Connecticut's ACT, the new administration can combat many of the economic issues that we face today and lay the groundwork for the state's future. Our state would be well-served to have our new Governor be the lead spokesperson for a new, revitalized commitment to tourism and a champion of arts and culture.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Criminal Justice Committee

Co-Chairs: James Forman, Jr., Cathy Malloy, Sarah Russell

Please address the following questions using this template in a memo not to exceed 2 pages. You are welcome to submit appendices or other attachments in addition to the memo. Please see the attached memos for more details on our Committee's recommendations.

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

A. Upon taking office, the Governor-elect should appoint leaders to key positions who share his commitment to ending mass incarceration and eliminating racial disparities (e.g., the Commissioner of Correction, Under Secretary for Criminal Justice at OPM, and members of the Criminal Justice Commission and the Board of Pardons and Paroles). The Administration should continue the Earned Risk Reduction Program, support expansion of successful prison programs including college education, vocational training, and the TRUE/WORTH units, facilitate the work of more volunteers in prison (including formerly incarcerated people), and create a citizen's advisory board to advise the Department of Correction on issues of concern. The Administration should prioritize the goal of obtaining DMV identification for every person leaving prison, and create a new position of Director of Reentry—a person who would maximize collaboration among state agencies, municipalities, nonprofits, and community groups focused on supporting successful reentry. The efforts already underway to reform the parole revocation system should continue and accelerate.

B. The Governor-elect should introduce criminal justice reform bills at the start of the 2019 legislative session including: (1) a bill expanding the authority and increasing the autonomy of the Criminal Justice Commission and requiring prosecutors to collect and publicly report data about charging, plea deals, and more (this data will help guide future reform efforts); (2) Clean Slate legislation providing for the automatic erasure of misdemeanor and some felony convictions after a person has been crime-free for a period of time; (3) a bill expanding the scope of Connecticut's anti-discrimination laws to prohibit discrimination on the basis of a criminal record (subject to narrow exceptions); and (4) Raise the Age legislation phasing 18-year-old emerging adults into the juvenile justice system and allowing 19- and 20-year olds to access youthful offender status in the adult court. The Governor-elect should also support legislative efforts aimed at reducing the number of people deported as a result of criminal justice contact, giving parolees (and perhaps prisoners) the right to vote, changing the sex offender registry to a risk-based system, and legalizing marijuana.

C. As a longer-term goal, the Governor-elect should support efforts to bring our charging system in line with the practices of the vast majority of other states and jurisdictions—where prosecutors review cases after arrest and determine what (if any) charges should be filed in court. (In CT, by contrast, charges selected by the police are sent directly to the court clerk's office, and the case is then placed on the docket. A pilot program—the Early Screening and Intervention Program— is underway now in some of our courts and provides for early screening of cases by prosecutors in low-level cases). The Governor-elect should also appoint a working group tasked with recommending a design for a pretrial justice system that reduces the number of people held in pretrial detention and removes money bail as means of detaining people.

2. Which goals are achievable in the first 100 days of the Administration?

The goals described in (A) above are achievable within the first 100 days. Within this time period, the Governor-elect can also introduce legislation described in (B) and appoint working groups focused on achieving the goals described in (C).

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

The goals described in (A) require only executive action, whereas those described in (B) require legislative action. Some of these actions are entirely free—such as appointing smart-on-crime leaders to key positions in government, expanding the authority/autonomy of the Criminal Justice Commission, utilizing volunteers for prison programs, accelerating parole revocation reforms, prohibiting discrimination against people with records, and reducing the number of people deported because of criminal-justice contact. Although some other actions we recommend will have an initial cost, all of these reforms will result ultimately in savings to the state, as the reforms are focused on lowering incarceration rates, reducing recidivism, strengthening communities, and helping those with records obtain education, jobs, and housing. As costs are saved, it is important to employ a justice reinvestment strategy to ensure that a significant portion of the savings from reduced corrections and related criminal justice spending are invested in strategies that can decrease crime, reduce recidivism, and help restore communities devastated by mass incarceration. According to the Council on State Governments, more than 38 states have used this approach to avoid hundreds of millions of dollars in corrections spending and shift a portion of savings into other priorities, including increasing access to community mental health and substance addiction treatment, programs to reduce recidivism, victim services, and more.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

Tough-on-crime attitudes of the 1980s and 1990s have not disappeared entirely in Connecticut. These attitudes must be countered by strong smart-on-crime leadership from the top on down. Data should guide us, and justice-involved individuals and their families can place a human face on the urgency of reform. Support for reform exists on both sides of the aisle and among a diverse range of people in the state. Policymakers must understand that some spending is necessary to maximize long-term savings, and justice reinvestment is required to keep crime rates low.

5. How will implementation of policy in this area create jobs and spur economic growth?

Preparing people in prison for life after incarceration, and helping them when they return to communities, enables people to support themselves and their families and will spur economic growth. Clean Slate legislation will help remove barriers to full participation in the economy, as will erasure of marijuana convictions. Marijuana legalization would create new jobs in the regulated industry.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Yes. There are major opportunities for cost savings through reducing the number of people prosecuted in our courts, incarcerated in our prisons, and placed under criminal-justice supervision. Closing more prisons would result in large cost savings.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Our attached memos provide numerous examples of success from other places. In most other jurisdictions, prosecutors review cases before charges are filed in court. Prosecutors with reform agendas have been elected nationwide including in Boston and Philadelphia, and states such as Florida have recently required data collection/reporting by prosecutors. The prison system in Germany, which places human dignity at the core of its policies, provide a model for reform of our prisons. Pennsylvania recently passed bipartisan Clean Slate legislation, and Vermont is moving towards inclusion of 18- and 19-year-olds in its juvenile justice system. Ten states and (D.C.) have now legalized marijuana: Legislation in California addresses erasure of marijuana convictions and distribution of tax revenue and licenses to communities disproportionately impacted by past drug policies. There is a national movement away from money bail, and New Jersey and New Mexico have undergone recent statewide bail reform. All other New England states allow parolees to vote and states such as Minnesota have a risk-based sex offender registry.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area? (See attached memos)



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Digital Strategy Transition Policy Committee: *Governing for Results*

Co-Chairs: David Wilkinson and Joanne Collins Smee

1. *How should the Lamont Administration prioritize the policy goals in this area?*

Achieving Governor-Elect Lamont's bold vision in the face of CT's persistent budgetary challenge requires innovation and systems change in state government. To prosper and advance while weathering the storms ahead, CT must become **one of the nation's most cost-efficient, data-informed, results-driven states**.

There are significant, untapped opportunities for the Lamont Administration to create a better, more effective government: one that **generates more value for each public dollar spent** and strengthens state capacity to achieve Gubernatorial priorities across all agencies. Governor Lamont can do so by bringing **private-sector discipline to the mission of government**, advancing proven solutions that enable the state to:

- **Modernize digital delivery.** We use decades-old approaches and tech, undercutting every agency of government, compromising citizen experience, diluting the impact of billions in state spending. Systems routinely underperform despite being delivered behind schedule and over-budget: *Adopt agile private sector approaches, centralize IT, overhaul procurement, attract modern digital talent.*
- **Unleash data to drive results.** From opioid response to job training, CT invests billions to improve lives but it doesn't know how it's performing. Existing state data could tell us, but we don't access it: *Use data to find what works and make it work for more people. Deploy predictive analytics and real-time performance management. Achieve savings by cutting programs data proves ineffective.*
- **Break down silos & be outcome-obsessed.** Our fragmented approach to government costs more but achieves less: *Reduce redundancy, fill cost-driving service gaps, and improve citizen experience through cross-silo collaboration.* CT tends to reward process and compliance over outcomes and impact: *Fund outcomes, not inputs. Link taxpayer dollars with results to show government works, build faith in CT.*

2. *Which goals are achievable in the first 100 days of the Administration?*

Set in motion a new digital and performance infrastructure – embedded at OPM and/or the Governor's Office – that would be the Governor's vehicle to create a more effective, data-driven, high impact government.

The Governor could issue an **Executive Memorandum** on digital, results-driven government that would:

- Describe the importance and value proposition of modern, citizen-centered, outcomes-focused, data-enabled performance in government
- **Establish a Steering Committee** led by senior staff that will develop an actionable plan in 50 days to measurably and systemically improve government performance; **implement an initial digital and performance infrastructure** in government; and develop legislative and administrative concepts for a complete structure to launch in FY20. Start with quick wins and be iterative. Avoid paralysis by analysis.
- **Call on commissioners** to ensure agencies advance a data- and results-driven driven approach that puts customer experience first

Following the Executive Committee's plan release, the Governor could issue **Executive Orders** that would:

- Implement relevant initial recommendations of Steering Committee

- Update the charter of the IT Bonding Committee with digital delivery principles
- Create commissioner sub-cabinets to advance gubernatorial cross-silo priorities and proof points

3. Which goals will require legislation? Which executive action? What will be the fiscal impact?

Launchable without fiscal impact over the second half of FY19. In next biennium modest progress would require \$36MM in FY20 and \$60MM in FY21 (90% in IT/digital delivery). Transformative impact to fully realize the value proposition here may require reaching an annual increased investment of as much as \$300MM (95% IT/digital delivery).

4. Are there specific challenges to achieving Lamont Administration goals? How to address those?

These solutions would measurably advance the priorities of all agencies but cannot be solved by individual agency action (misaligned attempts have meant squandered resources and turf issues). CT is decades behind the private sector due to our siloed system and insufficient executive support for elevating these issues to a degree necessary to drive attainable transformation.

Realizing the significant value of data- and results-driven government will only be achieved if it is a top priority of the Governor and if deputies leading this effort are empowered to identify and remove barriers to achieving a better, more effective government.

5. How will implementation of policy in this area create jobs and spur economic growth?

- State workforce programs will achieve measurably **better employment outcomes** when data insights reveal what works best for whom and when strengthened by cross-agency supports such as child care.
- Reducing regulatory burden through improved digital systems will strengthen businesses.
- As a major IT employer, CT can “be the change it wants to see”, creating **modern digital job specs** for top talent and committing to hire from the **new IT pipeline for under-represented populations**, serving as an anchor of a broader tech talent eco-system.

6. Are there opportunities for cost savings for CT government in the context of implementing this policy?

This business-minded approach may generate **hundreds of millions in added value and savings** for the state.¹ While the budgetary political debate is between program cuts or new revenues, this approach offers another tool and a third way: **systemically increasing the value achieved for public dollars** by meaningfully improving the cost effectiveness of CT’s limited resources.

The value proposition of these tools **may rival the scale of any politically plausible new tax revenues or programmatic cuts.**² What’s more, with systems up and running, the Lamont Administration would have the data to prove it.

7. What examples of success from elsewhere should the Administration study?

Attached resources offer many examples of states adopting agile tech approaches that are **generating millions in value and savings**; are **smarter, more efficient & more responsive** by using data to help solve their biggest challenges; and have proven **greater impact** by working across silos and by funding outcomes rather than inputs.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Communications strategy should intermix ‘quick-hit’ proof points valued by the public with longer-term work of systems change. Steady cadence of attainable wins allows for an enduring emphasis on Governor Lamont’s

¹ The Fiscal Commission calls for similar efficiency approaches to save \$1B and to engage an efficiency consultant to do so.

² Approx. two-thirds of Connecticut’s non-pension, non-debt obligations are dedicated to health, human services, and education. Achieving 3% efficiency increase on the \$26.5BN in state and federal dollars deployed by CT in these areas would equal \$800MM in value. Obama White House analysis suggested wide deployment of data and evidence solutions could ultimately make governments 10% more efficient at achieving outcomes in these areas with comparable value and savings.

business-minded approach to progressive governing that can sustain through media cycles. It will feed faith that larger transformation is possible, continually highlighting the value proposition and its achievability.

By transforming the way government works, CT will be able to take bigger steps forward on the important outcomes – such as **employment, kindergarten readiness, safety, and community vitality** – that residents care about most. With data and evidence readily at hand, a Lamont Administration would be better able to **assert the impact of its leadership** by pointing to where it has achieved clear, measurable results. Progress in advancing this agenda would **position CT as a national leader**. It would give rise to a state that more efficiently manages resources, is more responsive to citizens, and that can weather challenges with greater resilience.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Education Policy Committee

Co-Chairs: Fran Rabinowitz and Yvette Melendez

- 1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?** The committee's work aligns with the Governor-Elect's focus on workforce development and economic stimulus while keeping the best interests of public school students at the center. Short and long-term policy recommendations are outlined below. Details of each are provided in this linked [addendum](#) document.
 - *Early Childhood Education/Care Access and Quality:*
 - Raise Care4Kid payment rates and expand access to allow parents to enroll in training.
 - Set aggressive timeline for launch of [Quality Rating and Improvement System \(QRIS\)](#).
 - Conduct an audit on early childhood care access and current level of unmet demand.
 - *Achievement/Opportunity Gap:*
 - Reexamine purpose/role of CSDE/SBE and relationship with RESCs and other partners.
 - Launch development of statewide curricula, inclusive of the technical school system.
 - Develop a statewide STEM education action plan that consolidates previous reports.
 - Create a Math Leadership Institute for school principals.
 - Require that computer science be taught in every high school.
 - Improve state's longitudinal data system to be more timely and user-friendly.
 - Demand greater transparency and accountability for Alliance Districts, Commissioner's Network, charter and magnet school progress/results; codify best practices.
 - Launch CT's "Teach.org" public relations campaign for the teaching profession.
 - Propose changes to out-of-state reciprocity for educator certification.
 - Expand educator preparation pathways and leadership development programs.
 - Shift oversight of Minority Teacher Incentive Program from OHE to the CSDE.
 - *Affordable Higher Education and Career Pathways:*
 - Establish a Governor's Industry, Higher Education, & Career Pathways Council.
 - Create FAFSA data MOU between OHE and CSDE; long-term merge of OHE with CSDE.
 - Launch a low-cost loan and scholarship program through [CHESLA](#) with focus on STEM.
 - Target external funding sources to develop career pathways and training programs.
 - Implement a marketing plan for the CT higher education system.
 - *School Funding and Regionalization:*
 - Commit to funding ECS at the [statutory level](#) for the biennium.
 - Implement a new, comprehensive school funding formula.
 - Create a dedicated state office in OPM focused on securing grant dollars.
 - Promote shared services models for school districts.
 - Establish a minimum school district size to be implemented over time.
 - Require small school districts to internally consolidate or regionally share services.
 - Move to a single, statewide, collaborative contract for an electronic IEP system.
 - Reduce statutory red tape, redundancies, and barriers to educational improvement.
- 2. Which goals are achievable in the first 100 days of the Administration?** The goals highlighted in yellow above are achievable within the first 100 days.
- 3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?** Full funding of ECS requires administrative and legislative action. Legislative



approval is required to expand eligibility for Care4Kids to parents enrolled in training. Most other short-term recommendations do not require legislation to move forward, however the adoption of legislation can help speak to the importance and the urgency of these goals. It can also promote cross-agency collaboration. In terms of fiscal impact, expansion of Care4Kids would cost \$30M (in part offset by SNAP E&T). The added cost of fully funding the ECS formula is \$345M over the current budgeted level of \$2.02B. The statutory funding level for FY20 is \$2,052,556,112 and FY21 is \$2,091,283,543. Other recommendations are cost neutral and could be accomplished through reallocation of existing budget or generation of philanthropic/grant dollars.

- 4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?** Clearly, the greatest challenge is that there are many competing priorities in the face of limited resources; schools and districts feel overwhelmed by compliance requirements. We recognize the historically political nature of school funding and regionalization. The shortage of talent within the educational system continues to be a concern; though we hope to address this through a number of the proposed recommendations. We believe change can be made in many different areas by streamlining systems and applying creative solutions through partnerships (e.g. the CSDE and the RESC Alliance) and reallocation of funds.
- 5. How will implementation of policy in this area create jobs and spur economic growth?** Education is the engine behind driving our economy, and we can't afford not to invest in this. Education has the potential to break the cycle of poverty. Full funding of ECS will increase jobs in public education. A strategic, comprehensive approach to aligning our education system with workforce needs will also directly drive our state's ability to attract and retain talent.
- 6. Are there opportunities of cost savings for CT state government in the context of implementing this policy?** If we expand shared services models and incentivize regionalization across the state, there is significant opportunity to realize cost savings. The intentional allocation/reallocation of state education funds will help avoid unnecessary or improperly distributed funds or use of funds. The creation of a dedicated office focused on securing grant funds would be critical as we believe CT has left a significant amount of money on the table, especially at the federal level.
- 7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?** In terms of building connections between education and the workforce, we look to models in TN, CO, MD, and NY. Connecticut has some successful models of shared special education services programs ([FVDC](#), [STRIVE](#)). The Hartford Foundation for Public Giving produced a [report](#) summarizing other states' efforts. CABE produced a [report](#) for the Preston Public Schools that summarizes the use of part-time and shared staff in CT. In terms of launching a standardized curriculum, we look to MA as a model. [RI](#) is also doing exciting work around advancing STEM education and establishing direct ties to the STEM workforce. TN has a [marketing model](#) for higher education. More examples are provided in a [supplemental materials document](#).
- 8. Are there any other issues/considerations you would like to highlight with regard to this policy area?** An [immense amount of work](#) has already been done to study and analyze school funding and regionalization opportunities. This work should not be ignored, nor duplicated, but rather consolidated and leveraged to develop achievable goals. One of the state's goals is to reduce racial, economic, and social isolation of students and teachers. To date, the state hasn't been consistent in its commitment to this goal and the state's plan to achieve this goal requires coherence. This requires attention.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Energy

Co-Chairs: Representative Lonnie Reed and Bryan Garcia

Please address the following questions using this template in a memo not to exceed 2 pages. You are welcome to submit appendices or other attachments in addition to the memo.

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

The Energy Committee proposes that the policy goals be prioritized according to following three areas: (1) job creation and economic growth, (2) confronting climate change by reducing GHG emissions (realizing its local and global benefits) while adapting to its impacts (ensuring local resilience against natural disasters through science-based planning and proper siting), and (3) lowering energy costs for everyone, with an emphasis on underserved communities (e.g., LMI households, seniors, people living with disabilities, and communities of color). The timeframe begins with the first 100 days, in combination with immediate (i.e., through FY 2019), short (i.e., CY 2019), medium (i.e., CY 2020-CY 2021), and long-term (i.e., beyond CY 2022) actions – see Attachments G-K.

2. Which goals are achievable in the first 100 days of the Administration?

The Energy Committee identified the following types of actions for the first 100 days of the Administration – continue ongoing action, make an announcement, introduce legislation, and/or issue an executive order (e.g., pledge to veto budgets that raid energy efficiency and Green Bank funds – executive order). For further details on specific policy recommendations and the first 100 days – see Attachments G-K.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

The Energy Committee identified three essential recommendations (i.e., recommendations that form the foundation to a successful sustainable energy policy) and a “Top 10” set of policy recommendations – see Attachment A. Consistent with the prioritization of the policy goals noted above, the essential recommendations include: (1) establishing new 2040 and 2050 GHG emission reduction targets,¹ (2) creating a Green Economy and Jobs Fund,² and (3) forming a Council on Energy Affordability and Equity.³ The “Top 10” policy recommendations include: (1) expanding energy efficiency, (2) protecting ratepayers,⁴ (3) amending Section 7 of PA 18-50 (i.e., behind-the-meter renewable energy and shared clean energy facilities), (4) expanding “Lead by Example,” (5)

¹ Requires legislation to establish long-term GHG emission reduction targets and has no fiscal impact. It should be noted that the Energy Committee is not recommending a 2030 goal as PA 18-82 established a 45 percent below 2001 levels by 2030 target (see Attachment D)

² Requires legislation to restore ratepayer funds (including RGGI) as a source of resources and administration by DECD and DOL

³ Requires administrative action alone to form and administer

⁴ Including energy efficiency funds, Green Bank funds, and RGGI allowance proceeds.

expanding the Renewable Portfolio Standards (RPS) with offshore wind, anaerobic digestion, and other new resources, (6) modernizing the grid and resiliency planning, (7) investing in zero-emission vehicle infrastructure, (8) promoting regional energy and environmental collaboration, (9) expanding CHEAPR incentives, and (10) leading on the Transportation Climate Initiative (TCI). For details on these policy recommendations requiring legislation, administrative action alone, and fiscal impact of these legislative and executive actions, see Attachments G-K. Also, two (2) proposals were accepted as “Innovative and Cross-Cutting,” including the Connecticut State and Northeast Regional Infrastructure Bank and Green and Healthy Homes – see Attachments W-X.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration’s goals, and how would you suggest to address those?

There are three challenges we foresee, including (1) harnessing the full cooperation of state Agencies and Departments, (2) convincing legislative leaders and key committee chairs to prioritize energy efficiency and green energy objectives, and (3) dispelling OPM and OFA fiscal concerns and fears. The Energy Committee urges the Governor-elect and his team to address these challenges by immediately bringing major players to the table with regular follow-ups to pursue goals, handle logistics, and confront the inevitable set-backs at the outset of the legislative session.

5. How will implementation of policy in this area create jobs and spur economic growth?

The green energy economy in Connecticut is comprised of 38,000 design, installation, and manufacturing jobs. As public and private investment in the energy efficiency and green energy economy grows, more jobs are created, more individual, corporate, sales, and property tax revenues are generated for the state, and more air pollution is reduced, thereby improving local public health and confronting global climate change – see Attachments F and S-V.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

There are opportunities for significant cost savings for Connecticut state government through the proposed “Lead by Example” policy recommendations, including: (1) reducing energy consumption in state buildings by 40 percent from current levels by 2030,⁵ including state- and quasi-public owned affordable housing, (2) converting state vehicles to zero emissions for 50 percent of its light duty fleet⁶ and 30 percent of its buses from current levels by 2030, and (3) implementing a pilot carbon charge across state buildings and vehicles.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Through its process, the Energy Committee sought feedback from state agency officials as well as received input from various stakeholders. Additional examples of success from other states, countries, or the private sector are included in Working Group summaries (see Attachments G-K) as well as various other documents (see Attachments L-R).

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

The Energy Committee has summarized its process (see Attachments A-C) and identified other issues/considerations to highlight with regards to the energy policy area (see Attachments G-K).

⁵ State buildings represent about 9 percent of Connecticut’s commercial and industrial sector energy consumption, the equivalent of nearly 45 trillion BTU’s, or about \$80-\$100 million in energy expenditures per year.

⁶ There are currently about 3,350 vehicles in the DAS fleet with a turnover rate of approximately 15% per year or 100,000 miles



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Environment Committee

Co-Chairs: Eric Hammerling (CFPA) & Frogard Ryan (TNC)

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

Climate change is the most pressing issue of our time, and sea level rise in the Northeast is occurring faster than the global average. Investments today in emissions reduction and climate resilience will reduce storm damage, pollution, insurance and energy costs, create jobs, and save lives. Protecting land, water, natural resources, and reducing waste all support this goal.

Following are the Environment Committee’s top-ranked longer-term environmental priorities:

- Lead the way in designing Carbon pricing that fits Connecticut and the region
- Authorize municipal funding for land conservation, e.g. local buyer’s conveyance fee
- Reduce waste by diverting food/organic waste for local composting
- Curb nitrogen pollution in Long Island Sound nearshore waters
- Improve permit, grant/contract, and procurement efficiency/timeliness at DEEP

2. Which goals are achievable in the first 100 days of the Administration?

Within the first 100 days, the Governor can announce the following priorities:

- Challenge General Assembly to pass State Water Plan in its current form
- Commitment to phase-out single-use plastics such as plastic bags and styrofoam
- Promote CT’s outdoor recreation assets/produce online statewide trails map
- Increase pace of land conservation with DEEP public/private partnership (NY model)
- Help towns use FEMA programs to lower risk/insurance costs in flood-prone areas

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Legislative Actions	\$ Impact	Executive Actions	\$ Impact
Pass State Water Plan	None	Leadership on Carbon pricing	Staff time
Phase-out single-use plastics	Save \$	Curb nitrogen pollution in LIS	Staff time
Pilot to ↑ pace of land conservation	\$5 mil	↑ permit/contracting efficiency	Save \$
Auth. local buyer’s conveyance fee	None	Promote outdoor recreation	\$3-5 mil
		Reduce/compost food waste	Save \$
		↑ wastewater treatment systems	Federal \$

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration’s goals, and how would you suggest to address those?

Staff Capacity: Staff levels at DEEP have decreased by 29% over the past decade, and are projected to go down by another 40% through retirements/departures in the next 4 years. Need to both invest in staff capacity, and make it easier for DEEP to contract with partners to get work done.

Stop Fund Diversions: Diversions of “dedicated” funds generated by fees paid by the public – e.g., Community Investment Act, Passport to Parks, Energy Efficiency, and other funds – undermine DEEP’s effectiveness and erode public trust. Political leadership and discipline is necessary.

Keep Bonding for Priorities: Bonding is critical for Connecticut to keep pace with investments in Clean Water projects, Park and recreational trail infrastructure, Open Space protection, etc.

No Rollbacks: Current attacks on the U.S. Environmental Protection Agency have the potential to reduce air, water, chemical, and other protections. Connecticut must resist these attempts.

Enforcement Needed: Environmental laws are only as strong as their enforcement, and DEEP’s enforcement capacity is severely limited. Need for investment in capacity and cross-training.

5. How will implementation of policy in this area create jobs and spur economic growth?

- The Regional Greenhouse Gas Initiative (RGGI) has reduced CO₂ emissions, generated \$1.4 billion in economic benefits, and saved \$220 million on energy bills for consumers.
- Outdoor recreation in Connecticut generates \$9 billion in revenues and directly supports 69,000 jobs each year (more than the aerospace/defense industry).
- Connecticut’s state parks and forests attract 9 million visitors, generate over \$1 billion in revenues, and support 9,000 private sector jobs every year.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

- Contracting with partners can reduce staff/operational costs while extending capacity.
- Diverting food waste/organics from the waste stream will save CT \$\$ and create jobs.
- Investments in clean air and water save billions of dollars in avoided health costs.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Several proposals in questions #1 and #2 above have models highlighted in the appendix.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

This document primarily highlights new initiatives. However, there are several existing programs not mentioned above that are crucial to Connecticut’s environment that we strongly support; e.g., the Council on Environmental Quality; the Long Island Sound Blue Plan; forest, wildlife, and fisheries management programs; and the Governor’s Council on Climate Change.

LAMONT BYSIEWICZ HEALTHCARE TRANSITION POLICY COMMITTEE

December 12, 2018

Dear Governor-Elect Lamont,

The Healthcare Policy Committee is pleased to forward the attached report for your consideration.

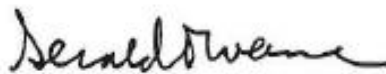
The Committee was engaged, hardworking and dedicated to the goal of establishing a sustainable healthcare policy that positions Connecticut as a leader in healthcare access, outcomes and efficiency. Our deliberations were comprehensive and thorough, and the members are leaders in their respective fields who placed their individual interests aside for the purpose of achieving a fair and equitable analysis of the important healthcare issues facing Connecticut in the years ahead.

Given the complexity of the issues involved and the limited time we had, it was difficult to include all the topics that came to our attention. That said, we believe this report provides a solid roadmap and highlights the top priorities to guide your administration's healthcare agenda.

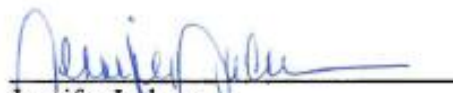
We respectfully request that the Task Force be permitted to continue its work beyond the transition period. Allowing the Committee to continue in an advisory capacity would give us the opportunity to aid your administration to develop policies that would improve the quality of healthcare in Connecticut, study cost reduction opportunities, and allow greater access to care.

It has been a privilege to work with members of the Task Force. On behalf of the entire Committee we thank you for the opportunity to serve your transition team.

Very truly yours,



Gerald T. Weiner
Co-Chair



Jennifer Jackson
Co-Chair



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Healthcare Policy

Co-Chairs: Gerald Weiner and Jennifer Jackson

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

The Administration should prioritize policy goals through a vision- and mission-driven lens that focuses on key capabilities critical to achieving Connecticut's health policy goals. The timeframe of specific proposals varies based on implementation requirements.

Vision: *To make Connecticut the healthiest state in the union, so all of its residents can thrive and achieve their optimal state of health and well-being.*

Mission: *To improve the health and well-being of all residents while reducing the cost of healthcare and the impact of illness; create a health ecosystem that is equitable, efficient, cost-effective and data-driven; and adopt a holistic person-centered orientation that recognizes the impact of social determinants on our health and well-being.*

Key Capabilities:

1. An **Administration** that fosters an environment of collaboration, innovation, and critical thinking among **leadership and across all agencies** to achieve the vision and mission stated above.
2. **Access** to affordable and comprehensive healthcare and coverage for all residents.
3. Adopts a strategy of **Health and Health Equity in all policies**.
4. Rigorous **collection and utilization of data** to target interventions, improve outcomes, create transparency and accountability among stakeholders, and support cost containment initiatives.
5. A **Health Information Exchange** that ensures health information is available to patients and all those involved in their care.
6. A strong **foundation of primary care** and highly **integrated behavioral and medical health** services.
7. **Value-based payment** and **benefit design models** that lead to improving residents' health while reducing costs.
8. A **modernized workforce** that allows everyone to work at the top of their training, certification, or licensure, and can support making the necessary connection between the healthcare system and community resources.

2. Which goals are achievable in the first 100 days of the Administration? See Appendix B for specific details on goals.

- Appoint state leaders who support a health in all policies approach and possess the capabilities necessary to foster leadership, cross-agency collaboration, and innovation as described above.
- Address all policies through the lens of advancing health and well-being.
- Introduce legislation to certify Community Health Workers (CHWs), which builds on the work of PA 17-74 and the study completed in October 2018.
- Commission a study to review the Connecticut Medicaid program that includes an assessment of performance against national benchmarks and identifies and recommends opportunities for increased flexibility to advance population health and access. Until such study is complete, maintain current Medicaid services, eligibility and payment levels.
- Promote the use of electronic consultations (e-consults) and adopt Medicaid payment for e-consults that covers costs to improve access.
- Continue to support value-based payment and care delivery models, which include quality measure alignment among payers, strengthening primary care, and cross-sector strategies to improve health outcomes and well-being.
- Direct all state leaders to examine methods to align state spending to improve the health and well-being of Connecticut residents through blended and braided funding.

- Ensure that the Office of Health Strategy (OHS) has the authority to coordinate across agencies to advance the mission as stated above.
- Require state agencies to collect and utilize data, including racial, ethnic, and language data, for purposes of transparency, tracking and improving healthcare outcomes, and targeting interventions.
- Secure state match funding to launch Health Information Exchange (HIE) services.
- Adopt a policy to ensure individuals have easy access to their digital data.
- Enhance and fully fund the All-Payer Claims Database (APCD).
- Study the feasibility of a Section 1332 Waiver that can support affordable options, including alternative plan designs, and, depending on the results of the study, introduce legislation for an individual mandate contingent upon approval of such 1332 Waiver.
- Require Access Health Connecticut to adopt one standard plan, among the standard plan(s) offered, that is consistent with value-based insurance design.
- Charge OHS to determine a baseline on Connecticut's performance, examining results and cost drivers of healthcare, including the implications of cost-shifting, as seen in all payers.
- Implement Public Act 18-41 to address prescription drug costs.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Refer to Appendix B for a detailed list of recommendations including what can be advanced through administrative action, what requires legislation and/or federal action, as well as fiscal impact.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

- Lack of consistent and comprehensive data within the state limits the ability to identify baselines, compare performance against benchmarks, develop data-driven solutions, set targets and track performance over time on multiple dimensions (e.g., quality, cost and outcomes). Proposed solution: See proposals on APCD and implementation of HIE.
- Lack of a unique technological identifier for individuals that would allow the state to tie dollars to services received by residents. Proposed solution: See proposals on APCD and implementation of HIE.
- Without addressing cost drivers, the move toward global budgeting and value-based payment to promote health outcomes cannot be successful. Proposed solution: Use data from the APCD and HIE to increase transparency and accountability and commission focused studies to develop fact-based solutions to address underlying costs.
- There are strong and diverging opinions on how to move from a volume- to a value-based healthcare system. Proposed solution: Develop data-driven recommendations including outcome experience where available.
- Government departments work in silos without an aligned vision of health. Proposed solution: See proposals regarding Health and Health Equity in all policies and the authority of OHS.

5. How will implementation of policy in this area create jobs and spur economic growth?

The solutions recommended to improve health and reduce costs will create new jobs and spur investment. Improving the health of the population will result in a more productive workforce while making healthcare and coverage more affordable and making Connecticut a more attractive place to live and do business.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Adopting these strategies should control, if not reduce, state healthcare expenditures while improving health for all.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study? The Administration should study various policies from other states.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Appendix A

Framework for Decisions

Prioritization of specific proposals followed an evaluation framework that includes:

- Contribution to the vision of population health*
- Relationship to the key capabilities*
- Level of effort to mandate (e.g., legislation, executive order, regulations)*
- Level of effort to implement*
- Level of impact*
- Cost and timing with respect to availability of outside funding/subsidy*
- Sequencing considerations*

Appendix B –Legislative or Administrative Options

Legislative/Administrative Options					
	Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
1	Health in All Policies (HiAP)	<p>Establish Health in All Policies (HiAP) strategy that would integrate and articulate health considerations into policymaking across sectors to improve the health of all communities and people.</p> <p>According to the World Health Organization, “health” is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. https://www.who.int/suggestions/faq/en/</p>	<p>Establish health impact as a principle consideration in all areas of state policy in order to accelerate improvements in public health. HiAP recognizes that health is created and affected by a multitude of factors beyond healthcare and, in many cases, beyond the scope of traditional public health activities.</p>	<p>EO to charge OHS to lead or staff the development of such a policy by working with other state agencies as necessary to implement such a strategy.</p>	<p>Consistent with developing a comprehensive and cohesive vision for the state to address cost containment, eliminate health inequities and create a healthy workforce.</p> <p>More information about CA initiative here: https://www.cdph.ca.gov/Programs/OHE/Pages/HiAP.aspx</p>

Legislative/Administrative Options					
	Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
DATA and EXCHANGE SERVICES					
2	Launch Health Information Exchange Services (HIE) Ensure consumers have access to their HIE information.	Ensure support for OHS in its efforts to implement health information exchange services with the cooperation of other state agencies, health systems and providers regardless of affiliation and the systems used. Adopt a policy to ensure individuals have easy access to their HIE data to help control their own healthcare (Enforce the 21st Century Cures Act).	Fast and reliable exchange of health information improves healthcare quality and avoids duplicative service, thereby reducing costs. Can also provide a wealth of data for research on outcomes and population health.	Administrative	Timelines for connections vary for hospitals and other providers.
3	All Payer Claims Database (APCD) – Data APCD - Fund	a. Require all state agencies to contribute data and remove restrictions in accessing the data. b. Include granular pharmacy data. c. Fully fund the APCD (consider funding sources that do not increase the costs of healthcare coverage).	Expand participation in the APCD and the scope of data contained in the APCD. This will enable the APCD to fulfill its purposes of making cost and quality transparent to the public and policy makers and to support better policymaking. Funding for the APCD will end SFY19. Continuation of funding will enable the APCD to fulfill its purposes of making cost and quality transparent to the public and policy makers and to support better policymaking.	Legislation would be required; may need legislation to specify level of pharmacy data. Funding would need to be included in the appropriations bill.	

Legislative/Administrative Options					
	Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
COST DRIVERS and STUDIES					
4	Healthcare quality and cost reporting	<ul style="list-style-type: none"> a. Mandate annual report on quality and cost based on data. b. Baseline cost study of all payers – starting with Medicaid. c. Include pie chart that shows where the healthcare dollar goes. d. Launch public access website on quality and cost. 	Quality and cost transparency would enable the state to develop a cost containment strategy; it would provide the basis for holding policymakers, payers, and providers accountable; it would help ensure consensus on costs in Connecticut to support policymaking going forward; and it would ensure that annual quality and cost data on the provision of healthcare services are available to the public.	<p>Legislation if including ALL costs and quality.</p> <p>Administratively, state expenditures could be reported through an Executive Order. Item “d” will be launched by OHS early in the new administration.</p>	<p>Access to self-funded data limited by law.</p> <p>Agencies can pay for access to entities that have such data.</p> <p>Breadth of data and agencies included.</p>
5	Pharmacy cost reduction and price transparency	<p>Implement PA 18-41.</p> <p>Consider additional strategies from a variety of sources, including other states, to create transparency and reduce pharmacy costs.</p>	Reduce the rate of growth of healthcare expenditures.	<p>Legislative or administrative</p> <p>Legislative – propose additional legislation to support lowering of costs.</p> <p>Administratively - support necessary data collection to fully implement PA 18-41.</p> <p>Protect PA 18-41 from rollback.</p>	<p>PA 18-41 was the product of much negotiation. Changes in this area would likely need the full legislative session.</p> <p>Full report is here.</p>

Legislative/Administrative Options				
Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
PAYMENT/CARE DELIVERY REFORMS and INSURANCE DESIGN				
6	Section 1332 Waiver and Individual Mandate	Commission a study to examine options such as reinsurance for stabilizing the Connecticut individual market. Consider all options available under a Section 1332 Waiver and the establishment of a strong and enforceable individual coverage mandate.	To reduce insurance premiums in the individual market by ensuring a broad risk pool.	<p>Legislation or Executive Order</p> <p>New guidance from the federal government on such waivers https://s3.amazonaws.com/public-inspection.federalregister.gov/2018-23182.pdf. New guidance does not require state legislation.</p> <p>Some time for modeling and study would be needed; many have considered or may be interested in this option to fund other coverage options in the state – Medicaid buy-in or public coverage outside of the Exchange.</p> <p>Committee consensus seemed to be that an individual mandate has to be paired with a 1332 Waiver.</p> <p>Broader concern in TX court case about constitutionality of the ACA.</p>
	Implement recommendations regarding a Section 1332 Waiver and individual mandate.		Legislation	

Legislative/Administrative Options					
	Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
7	Value-Based Insurance Design (VBID)	<p>a. Require annual reporting with respect to use of VBID product design elements in fully insured and self-funded products.</p> <p>b. Require that Exchange includes, among the standard plan(s) adopted, one standard plan that is consistent with VBID elements. This does not require the Exchange to adopt any specific number of standard plans, just that regardless of the number of standard plans (1 or more), one includes VBID components.</p>	This recommendation would enable the state to monitor the penetration of VBID plan designs and increase VBID penetration in the individual market for the purpose of promoting engagement in preventive and chronic illness care, use of high-value providers, and affordability.	Legislation; likely effective 2021.	<p>State cannot mandate self-funded plan design.</p> <p>Consider use of State Innovation Model (SIM) recommended VBID template as the basis for determining minimally compliant product.</p> <p>Alternatively, there is a national project under way to explore VBID on the individual marketplace; AHIP and BCBSA are involved; anticipate recommendations within the next few months.</p>
8	Certification of Community Health Workers (CHW)	Establish CHW certification pursuant to the recommendations of the CHW certification report .	Improve access to Community Health Workers in support of healthcare and public health, which will help reduce the substantial health inequities in Connecticut by addressing social determinants of health and chronic illness self-management. The certification for Community Health Workers would also provide opportunities for workers.	<p>Additional legislation would be needed to establish certification formally. Current legislation can be found at:</p> <p>https://www.cga.ct.gov/2018/ACT/pdf/2018PA-00091-R00HB-05290-PA.pdf</p>	Assumes oversight is provided by supervising Primary Care Provider (PCP) or nurse/MSW coordinator; achieving access will also require a payment solution.

Legislative/Administrative Options					
	Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
9	Electronic Consultation (e-consult)	Expand and enable e-consult among all of Connecticut's payers and providers; use new Medicare inter-professional reimbursement model as a reference.	Support comprehensive primary care and reduce costs by improving access to inter-professional consultation (e-consult); Connecticut-based research has demonstrated that unnecessary referrals to sub-specialists can be avoided if primary care providers can request an electronic consultation with a subspecialist. e-consult has been demonstrated to reduce costs with no adverse effect on quality.	Legislation would be required to add this as a coverage mandate on the fully insured market; legislation would not be required for Medicaid, although a state plan amendment may be required if the methodology is different than current.	State could end up bearing the cost of coverage mandate on fully insured and could not mandate self-insured health plans.
10	Quality measure alignment	Require that Medicaid and all fully insured health plans with shared savings programs or similar arrangements use a common measure set for the purpose of measuring provider performance with respect to quality and care experience, except as the provider and payer otherwise agree.	Providers are required to track a wide range of quality measures that differ among payers, resulting in administrative inefficiencies as a result of capturing and reporting such measures; as well as having to establish payer-specific processes for performance improvement, contrary to the way that most providers operate. Recommendation would reduce administrative burden on providers and enable quality improvement.	Explore legislation in 2020.	Could use the SIM Quality Council's Core Measure Set as the reference standard. This standard would consider changes on an annual basis to federal measurement sets. Contracting timeframe between providers and carriers would need to be addressed (or another option would have to be considered) to achieve alignment over time.

Legislative/Administrative Options					
	Topic	Recommendation	Purpose	Legislative/ Administrative	Feasibility/ Other Considerations
11	Expand use of Alternative Payment Models (APMs)	Consider establishment of targets for commercial payers for the percent of spend running through APMs. Such arrangements must include accountability for quality and costs. Quality should be measured by outcomes.	To encourage the use of models that reward better healthcare outcomes and lower costs, thus improving quality and affordability of healthcare.	Legislative requirement that Medicaid and fully insured health plans achieve annual APM percent of spend targets.	<p>Would likely require full session.</p> <p>Cabinet cost-containment report in 2016 evaluated a similar provision regarding adoption of APM targets, but it did not pass.</p> <p>See https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/MACRA-MIPS-and-APMs/MACRA-MIPS-and-APMs.html</p> <p>And https://hcp-lan.org/</p>
12	Behavioral Health Integration Care Delivery	Support full integration of dedicated behavioral health clinicians (BHCs) and care coordinators into primary care, enabling a team-based primary care approach to managing behavioral health and biopsychosocially influenced health conditions.	<p>Enable better healthcare outcomes by addressing medical and behavioral health within the context of primary care.</p> <p>Integration enables consideration of health behavior and behavioral health co-morbidities in the management of chronic illness and supports early identification and treatment in the primary care setting.</p>		<p>Unclear whether coverage under Medicaid could be done under state plan authority or would require an 1115 Demonstration Waiver.</p> <p>SIM is currently pursuing a strategy to improve behavioral health integration as part of Primary Care Reform.</p>



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Housing

Co-Chairs: Annette Sanderson and David Rich

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

The Housing Committee envisions a new paradigm of private investment that attracts private capital into Connecticut's communities. CT's economic resurgence requires a 21st century, transit-oriented infrastructure underpinned by a broad spectrum of housing choices for a diverse workforce that can meet the needs of employers and communities. Aligning housing policy with communities' needs through multi-sector coordination, innovative and strategic resource deployment, and a continued commitment to end homelessness, these recommendations will **build the housing we need while protecting residents' physical and financial security**. The recommendations that follow are predicated upon the new administration's commitment to maintain current levels of support and to adopt a strategic approach for attracting federal resources and all forms of private capital investment.

	Recommendation	Action Item	Strategy	Timeframe
1	Encourage public-private-partnerships (P3) to drive inclusive & equitable economic development.	Appoint a senior-level Executive staff member to lead an interagency economic development-driven housing initiative	Form a Housing Cabinet, comprised of expert practitioners across the housing, financial and service sectors (P3) to drive innovation and strategically significant development (EG: TOD, mixed-use, revitalization) while streamlining state processes, and promoting housing's critical role in CT's economy.	Immediate and ongoing: Recommended for immediate action as cross-cutting initiative
2	Innovate to expand housing resources, incentivize & assist towns & developers & leverage private markets	Identify and deploy non-traditional, multi-sector, multi-agency, P3 resources to drive inclusive development	Reimagine housing resources beyond just dollars to include publicly owned land, density incentives, private sector investment, TIFs, existing stock, technical expertise, & financing tools to maximize inclusive economic growth and to promote fair housing policy.	Immediate and long-term
3	End all forms of homelessness by 2023 by maintaining/coordinating cross-agency resources	Commitment to end homelessness and preservation of all homeless resources.	Gubernatorial commitment to end all homelessness by the end of the first term including (a) maintain all core funding, (b) end family & youth homelessness by end of 2020, and (c) finish ending chronic homelessness.	Immediate and long-term
4	Improve Public Housing Authority (PHA) capacity, build efficiencies, share resources, and achieve regional priorities	Consolidate PHA resources to increase impact	Encourage PHAs to adopt innovative, regional approaches, including (a) share common services (RE development, voucher admin., IT, compliance, HR, finance); (b) increase scale by expanding jurisdictions in coordination with surrounding communities; (c) build internal development capacity; (d) integrate with CAN and expand voucher use into higher opportunity areas	Short term: Increase capacity of PHAs. Prioritize areas for shared services and technical assistance. Longer term: Expand jurisdiction for PHAs
5	Create data system to inform strategic investments in housing	Create interactive database on housing stock, need, opportunity	Collect, coordinate, analyze & utilize existing data on housing stock, needs, and opportunities to inform housing investment strategy, prioritization & compliance.	Immediate and ongoing

2. Which goals are achievable in the first 100 days of the Administration? 1, 2, 3, 4

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Goal	Legislation Required	Executive Action	Fiscal Impact
1	no	yes	Multi-sector P3 partnerships for TOD will strategically align and deploy state assets and unlock millions of private investment dollars to drive inclusive economic growth.

2	yes	yes	An investment in incentives such as offering public land assets, prioritizing grants, providing infrastructure grants & technical assistance for towns developing denser, more affordable housing, utilizing TIF's, etc. could unlock/attract millions in private development to support inclusive, economic growth.
3	yes (for some)	yes	Research shows ending homelessness results in significant cost offsets to public resources (health care, criminal justice, emergency services) and therefore results in lower burden on state and municipal services. Supportive housing for people with complex health needs results in reductions in Medicaid, hospital, and criminal justice expenditures.
4	yes	yes	Nominal funds are required for convening PHAs (assessment, meetings). Cost savings, leveraging federal funds and maximizing limited resources are achieved through shared services and regionalization.
5	yes	yes	A budget allocation will be required to design and build a data system. Long term cost savings will be realized through data driven investment decisions that target identified needs/gaps

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest addressing those?

	Recommendation	Challenges
1	Strategic, multi-sector, cross-agency, P3 for TOD growth	Interagency and public/private collaboration will demand a change of culture, and requires aggressive leadership from the Governor's office, so appointing Executive-level position is critical to success.
2	Innovate to expand / leverage housing resources	Because CT faces fiscal challenge, capital incentives rather than the General Fund is the preferred way to finance investment tools, but their ability to attract private investment is fundamental for CT's future.
3	End all Homelessness	Ending homelessness in CT requires some new resources, but all efforts will be made to continue CT's progress to increase efficiency of existing resources and could make further gains with additional resources. Moreover, if well-executed and using interagency alignment, these new resource investments can reduce costs and maintain CT's national leadership in ending homelessness.
4	Improve PHA capacity, efficiency & regional impact	Regional approach for PHAs may trigger 'parochial' pushback and requires strategic leadership; commencing with shared services while assessing PHA needs and opportunities will limit resistance.
5	Create data system to inform housing investment	CT's data management currently is poor and does not operate across agencies, making it inefficient and unable to support critical analysis, so an investment in an effective data system is essential.

5. How will implementation of policy in this area create jobs and spur economic growth?

	Recommendation	Jobs / Economic Growth
1	Strategic, multi-sector, cross agency P3 for TOD growth	Strategic and operational alignment across agencies with P3 to achieve maximum impact and economic effectiveness will move CT significantly towards economic competitiveness.
2	Innovate to expand / leverage housing resources	Housing creates and supports economic growth. Retention and attraction of companies depends upon creating more housing density and housing options that employees need and desire.
3	End all Homelessness	Ending homelessness has positive impacts on businesses and business districts and impacts economic growth. Supportive housing contributes to rising property values.
4	Improve PHA capacity, efficiency & regional impact	National studies estimate that development of every 100 affordable units generates 120 construction jobs and 30 long-term jobs. Quality affordable housing strengthens property values and attracts employers. http://plannersweb.com/2011/08/the-economic-fiscal-benefits-of-affordable-housing
5	Create housing data system	Smart growth informed by sound data will stimulate growth and jobs

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

	Recommendation	Cost Savings
1	Strategic, multi-sector, cross agency P3 for TOD growth	Delegation of program execution and management to private and nonprofit sectors reduces administrative burden on state agencies; Streamlining processes and timelines and pooling staffing resources between agencies on shared applicants/projects reduces costs and increases efficiencies.
2	Innovate to expand / leverage housing resources	Small investment by state in contribution of public property, incentives for towns and developers can leverage millions in private financing, drive growth & reduce social/energy/medical/transport exp.
3	End all Homelessness	Results in public cost savings (healthcare, criminal justice, education, childcare, state and municipal)
4	Improve PHA capacity, efficiency & regional impact	Eliminating duplicative services frees up resources to invest in quality housing/services that strengthen communities and resident outcomes. Strategic alliances among PHAs improve their ability to access funds, place vouchers in private developments, and increase and revitalize housing portfolios.
5	Create data system to inform housing investment	"live" database of the existing housing stock will assist the state, developers, public housing authorities in making targeted and cost-effective investments across housing spectrum

7. What are examples of success from other states, countries, or the private sector in this policy area?

	Recommendation	Examples
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1	Strategic multi-sector P3	NJ Transit Village , Fairfax VA , Fresno High Speed Rail Project , GAO report ,
2	Innovate to leverage resources	Tax Incremental Financing (TIF) , NY Acquisition Fund , Tech Assistance for Town planning
3	End all Homelessness	Ca-IACH , Mass-IACH , USICH , Oregon & Hawaii
4	Improve PHA capacity...	Montgomery County MD ,
5	Create Housing data system	NYC Core Data , NJ

8. Are there any other issues/considerations you would like to highlight with regard to this policy?

- Maintain CT Dep't of Housing's responsibility for executing housing policy / key role in Housing Cabinet
- Housing is essential to CT's economic growth so CT must preserve **AND** increase its housing stock
- CT must strategically and more aggressively pursue all funding opportunities for housing
- Ensure Fair Housing goals are reflected in all housing and housing development policy



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Human Services Co-Chairs: Luis B. Perez and Andrea Barton Reeves

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

Human Services policies must immediately prioritize seamless supports for Connecticut's residents throughout their lifespan. The Human Services industry is a powerful economic driver, with the nonprofit sector alone employing over 14 percent of the state's workforce.

We offer policy recommendations in eight areas. Further details and reference materials are included in the appendix.

Barriers to Access to Services:(a) Support DSS to improve its functionality and meet its obligations to determine eligibility in a timely manner; (b) Maximize federal reimbursement under the Medicaid program; (c) fix the Nonemergency Medical Transportation (NEMT) system; (c) Develop a Business Plan for the pending retirements of State employees which will begin June 30, 2021 and culminate June 30, 2022;

Children's' Supports and Services: (a) Implement a "two-generation" framework into existing State efforts for children; (b) Establish a framework for collecting and publishing critical performance and outcome data for publicly funded services and facilities that support vulnerable children and families;

Criminal Justice: (a) Reinstate voting rights to people on parole; (b) establish a committee to review and revise regulations pertinent to limits on parolee activities that engage the community such as use of public spaces and transportation;

Human Services Workforce: (a) Develop a plan for a skilled, trauma-informed workforce prepared to meet the evolving needs of individuals with age-related, physical, intellectual, developmental or behavioral disabilities, people of all gender identifications and sexual orientations and their families; (b) develop and maintain a continuum of disability services across public and private sectors;

Intellectual and Developmental Disabilities:(a) execute an MOU between DOL, DORS, DDS and SDE to align policies, service delivery practices and funding during a person's transition from school to adult services;(b)Make Connecticut the second "Technology First" state in the nation;

Mental Health and Addiction Services: (a) increase access to naloxone for immediate opioid dependency treatment; (b) Fortify the continuum of mental health care options for individuals with mental health conditions and substance abuse disorders with a priority to opioid treatment (c)protect and defend mental health and substance use parity laws;

Social Determinants of health and supports: (a) Establish a working body to evaluate the needs of Connecticut's citizens at each developmental stage of life, using the CDC's broad areas of focus for social determinants; (b) Continue the Governor's Nonprofit Health and Human Services Cabinet initiated by Governor Malloy in 2011; (c) replicate New York state's effective approach to lowering

HIV-infection by establishing a PrEP campaign (pre exposure prophylaxis, a pill that lowers the risk of getting HIV by over 90%.)

Veterans' Affairs: Remove barriers to housing, employment, higher education, and entrepreneurship for all veterans. Support the dignified treatment of veterans by coordinating excellent healthcare at VA centers and ending predatory banking practices, sham charities and predatory for-profit educators that prey on our state's veterans.

2. Which goals are achievable in the first 100 days of the Administration? A complaint process with a neutral person to address DSS service challenges; two-generation mandates on current early childhood & family engagement; a framework for collecting and publishing critical performance and outcome data for publicly funded services and facilities that support vulnerable children and families; a committee to review and revise community Correction regulations pertinent to limits on parolee activities that engage the community, such as use of public spaces and transportation; a roadmap for universal accreditation of direct care workers; an MOU between DORS, DDS, DOL and SDE; a prevention and community education campaign to address the opioid epidemic; increase access to naloxone; enforce existing health parity laws; a working body to evaluate the needs of Connecticut's citizens at each developmental stage of life; a task force to evaluate Veterans' needs, including housing, employment, entrepreneurship, education, healthcare and predatory banking and lending practices.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Legislative: Maximize federal reimbursement under the Medicaid program; reinstate voting rights to individuals on parole; create a private right of action for those aggrieved by poor NEMT service; provide sustainable funding mechanisms for human services agencies; implement a two-generation framework in DCF; re-examine and revamp the scope of responsibilities and charges of DCF; Fortify the continuum of mental health care options for individuals with mental health conditions and substance abuse disorders, with a priority to opiate treatment; protect and defend mental health and substance use parity laws; increase access to naloxone for immediate opioid dependency treatment. **Administrative:** support DSS in improving access to benefits; create and execute an interagency MOU for people with I/DD; implement the Technology First initiative; create a prevention and community education campaign to address the opioid epidemic; maximize Medicaid matching dollars; create a universal training program and standard certification for direct support professionals, possibly through community college system; Establish task forces to study social determinants and Veteran's affairs; implement the PrEp campaign; review and revise regulations on limits to parolees; develop a plan for a skilled and trauma-informed workforce; continue the Governor's Nonprofit Health and Human Services Cabinet (by Executive Order).

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

We anticipate that the administration will encounter fragmentation of various state departments and their human services initiatives; challenges in ensuring consistent practices, policies and independent monitoring, meeting the cost of supporting reentry; inertia and the resistance to change or innovation; stigma of evidence-based treatment options and resistance from the medical community to these options (which can be addressed by collaborating with the medical community and careful, pervasive social marketing); resistance to sharing of resources across systems; finding funding for new initiatives arising from various task force work and protecting current funding for Veterans' services. We suggest that the administration remain steadfast in its commitment to innovation and especially the use of proven technology to overcome some of these challenges. We further recommend that the administration consider successful models in other states that have effectively used IT to lower costs and enhance service delivery.

5. How will implementation of policy in this area create jobs and spur economic growth?

Successful access to medical assistance, food assistance benefits and cash assistance programs will enable recipients and their families to more fully participate in the economy as consumers, employees and entrepreneurs. Career growth for direct care professionals can diminish reliance on social services and increased purchasing power. Creating better access to jobs for people with disabilities by streamlining supports and access to assistive technologies will expand the state tax base and decrease dependence on government funded programs. Maintaining and expanding access to mental health and substance use treatment options will require an expanded workforce, thus creating more jobs. People receiving treatment are able to work and contribute to the economy. More providers/drivers will be needed to improve the NEMT program. More trained direct care professionals will be needed to allow seniors to age in place and remain in their communities. Training for veterans where there is a critical employee shortage (machining, manufacturing), and supporting veterans' entrepreneurship will create jobs and spur growth.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Effective substance dependency treatment reduces the resource drain on first responders, law enforcement and related systems, allowing for significant cost savings. Centralizing training and administrative functions will create economies of scale; workforce development and career paths will reduce low wage workers' reliance on social services (SNAP, HUSKY); In the I/DD system, the state can save an estimated \$115 million per year and in the DMHAS system \$102 million per year, just to name two examples, through attrition and reassignment of state workers and moving some state-operated services into the private sector without requiring state employee layoffs; Allowing seniors the ability to live with appropriate community supports to age in place (including an effective NEMT system) will reduce the high costs of nursing home care, reducing Medicare and Medicaid costs.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Colorado - success with two-generation efforts; Tulsa, OK - Career Advance Program for families. Both Maine and Vermont allow people on parole the right to vote; Minnesota and Washington State have training and credentialing programs for direct support professionals; Colorado has proven employment outcomes for people with I/DD; Ohio is the first Technology First state; Rhode Island and Ohio have models to address opioid deaths and penalties for illicit fentanyl production; Village Movement of California is a successful model for supporting seniors: <https://homehealthcarenews.com/2018/09/more-seniors-age-in-place-thanks-to-growth-of-villages/>; NJ passed legislation to improve oversight of NEMT; Facilitating professional license transfers for military spouses: <https://military.com/spousebuzz/blog/2014/09/44-states-now-offer-military-spouse-license-help.html>

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

DSS must address long wait times to speak to case managers; reforms to the criminal justice system must acknowledge racial disparities facing citizens returning from prison; conduct a cost/benefit analysis when seeking to move services from the public to the private sector; review and consider policies outlined in section IV of the 2018 report of the Governor's Cabinet on Nonprofit Health and Human Services; consider safe injection sites/mobile vans; enhance penalties for drug traffickers who knowingly sell fentanyl (similar law passed in Ohio); Continue the Governor's Nonprofit Health and Human Services Cabinet initiated by Governor Malloy in 2011.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Jobs/Economy
Co-Chairs: Fran Pastore & Joe Gianni
Date: December 12, 2018 (FN)

Summary

The Committee, based on the detailed work of its sub-committees, offers recommendations in three strategic areas for the incoming administration, organized around (1) ***accountability in economic development***, (2) ***development of talent and the workforce*** to meet the needs of Connecticut’s business community, and (3) ***encouraging an urban renaissance***. We arrived at these recommendations in part based on the research of three subcommittees; their more detailed reports are attached as appendices to this document. To implement these strategic directions and, in turn, create jobs, the Committee further stresses that we must also work toward lifting people out of poverty with a focus on equity; investing in infrastructure, which supports places where growth is most likely to occur; and achieving fiscal stability in cities, which are the state’s key centers of innovation.

Responses to Questions

1. How do you propose the Lamont Administration prioritize policy goals in this area, and on what timeframe?

The Committee strongly believes that the Governor-elect must seize the opportunity to take bold steps to prioritize economic development moving from transactional activities and toward a more transformational structure. The following policy goals reflect the highest priorities of the subcommittees and are endorsed by the full Committee:

Accountability & Economic Development Strategy Recommendations:

- **Create an Innovative Delivery System + Strategy for Growth.** This new structure starts with the appointment of a Secretary-level position (“Secretary of Commerce”) that is empowered to oversee all economic development. This action promotes the prominence that Economic Development occupies in the new administration. Accountabilities to the Governor, constituents, and stakeholders include, but are not limited to:
 - Developing a comprehensive, innovation-based, and long-game economic development plan.
 - Evaluating the public/private model structure for all agencies engaged in economic development.
 - Coordinating an interagency “Grow CT Team” (i.e. Housing, Transportation, Education, Environment, and Planning) to work on economic development initiatives when there is overlap.
 - Creating the position of Chief Marketing/Communications Officer under the new Secretary to elevate importance of the CT brand, internal/external communications, and other state initiatives.
- **Bring the Border States to the Table.** Governor-elect Lamont should host a summit with Governors Baker, Cuomo, and Raimondo to raise awareness of our interdependence and commitment to a coordinated collaboration of our collective economic assets and capabilities. Areas for discussion could include, but are not limited to: transportation (high speed rail, freight, tolling); high tech infrastructure (5G); international trade partnerships; regional marketing/promotion; and workforce training/education.

Talent/Workforce Development Recommendations:

- **Expand What Works to Other Regions and Industry Needs.** Expand the nationally-recognized regional sector partnership entitled the Eastern CT Manufacturing Pipeline Initiative built by 30 regional partners in

collaboration with General Dynamics Electric Boat (EB) and Eastern Connecticut Advanced Manufacturing Alliance (EAMA). This partnership, highlighted in the Yale Workforce Study, demonstrates how to improve economic development outcomes and transform communities. The project successfully placed 1,200 unemployed and underemployed applicants through a workforce intermediary (Eastern CT Workforce Investment Board) to bridge the communication gap and create cohesion between the employers, technical high schools, comprehensive high schools, CSCU, and training/workforce programs. A limited expansion of the program is underway; the Committee recommends a full, statewide roll-out in manufacturing and other sectors.

- **Fully Commit to Computer Science.** Following code.org’s recommendations, the State should embrace a broad policy framework to provide all students with access to computer and data science education. This measure would require both a new pathway to certify instructors and unlock the backlog of capacity as well as to require computer science to count as a core graduation requirement. Parallel efforts would support certification-based programs, recognizing the viability of non-college pathways to code skill training and workforce development. Additional focus on computer science along with incentives (i.e. loan forgiveness, free transportation) should also be used as talent attraction for professionals, including the recruitment of 18-45 year-olds to settle in Connecticut (deploying the Connecticut Comeback campaign).

Urban Revitalization Recommendations:

- **Invest in the Metropolitan Markets.** Leverage the effectiveness of the Capital Region Development Authority (CRDA)’s structure, process, and expertise to consider replication of a “CRDA-type” agency (or regional level agencies) to support targeted development. The work of the CRDA to stimulate economic development and new investment, develop and redevelop property to attract and retain businesses, and expand housing development to enhance the economic and cultural vitality in the Hartford area is viewed as a successful model.
- **It’s High Time for the High Speed Rail.** Following through on the prior work of the Federal Rail Administration and the Northeast Corridor Commission, the administration should commence discussions with our border states and advance implementation of high-speed New Haven to New York City service, together with high speed links from New Haven to Boston, via Hartford, Storrs and Providence.

2. Which goals are achievable in the first 100 days of the Administration?

The most vital action the Governor-elect can take in his first 100 days to create/retain/develop jobs is to be **BOLD** on structural reform in economic development and transportation. Businesses want to remain/grow in Connecticut; they just need to be given a reason to believe that structural change is underway creating stability, predictability, and competitiveness. Below are some of the key steps associated with the re-launch of the economic development program.

- Announce structural changes including specific work flow through Secretary, service-delivery mechanisms and “Grow CT Team” (ED/CD, Housing, Planning, OPM, DEEP and Transportation).
- Visit top employers in Connecticut and top recipients of venture capital, in a collaborative approach with local and regional economic developers.
- Kick off economic development strategy with regional economic development workshop events with elected officials, economic development, planning and related professionals, as well as chambers and affiliated organizations. Consolidate recommendations to inform strategy.
- Pause the current update to the DECD website and launch discovery/marketing effort.
- Develop a database of economic development public spending at state, regional and municipal levels and, from there, assess the need to re-allocate and/or raise additional funding.
- Announce micro-, MBE-, small- and women-owned business entrepreneurial assistance “bootcamps” in each region, leveraging the many existing high-quality programs or launching new programs as needed. Use the same model to amplify Skill Up for manufacturing and focus on underserved or disadvantaged populations.

- Make a public commitment to Computer Science (CS) with every K-12 school offering CS programming within two years and increase visibility / promotion of CS workforce training and code camps.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

For recommendations concerning accountability, the Governor-elect is encouraged to use the budget process and administrative mechanisms to re-structure work flow. This would be the case with, for example, creation of the "Grow CT Team". For recommendations concerning workforce development and talent attraction, the existing regional boards provide a model to improve service delivery. Investment in computer science programs will require extensive (and needed) efforts to change core curriculum, amend teacher certification requirements and identify funding for certificate programs. For recommendations concerning urban revitalization, regional cooperation and regional models are essential. Creation of CRDA-like entities would entail assessment of existing structures in each region and/or state enabling legislation. High-speed intercity passenger rail will entail budget authority as well as permissions from the MTA, FRA and other passenger rail entities. The extension of service east of Hartford to Providence, through Storrs, will require extensive environmental review as well.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

Cities need to have funds for their budgets and must not be penalized for housing the people and institutions that make them dynamic and useful. Fiscal stability will require a bold effort on the part of the next administration. To address these issues, many conversations have focused on consolidations, shared services and even regional property tax equity zones comprised of the center city, inner ring cities and first ring suburbs, and work to create a balance where the effective mill rates would be about the same. As further described in Appendix 3, some of the key steps that would help equalize and stabilize the fiscal health of center cities include fully-funding the existing PILOT to enable sustainable growth of colleges/universities and other non-profits; a new State PILOT fund to enable the creation of much-needed affordable housing; and funding for brownfield remediation.

5. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Connecticut is well-positioned between two of the largest innovation centers in the world. Attracting talent, including the surge of millennials as they reach middle age, includes a wide-variety of strategies. The Committee understands that economic development will be focused in key sectors and in strategic places, such as center cities. These cities also have far higher poverty rates and other socio-economic challenges related to supporting the region's social service needs. Breaking down barriers, by connecting residents to employment, providing supports to low-income families, and collaborating to regionalize service delivery, will help lift people out of poverty and make for a more integrated place that grows together.

In addition to the EAMA, the Committee reviewed highly successful programs which should be considered as part of the broader strategy. The subcommittee reports include a number of these strategies including small business programs as well as specific support to increase the number and capacity of women-owned business.

The Committee endorsed the proposed Infrastructure Bank for transportation and economic development.

The Committee wishes to amplify and restate the need for accountability and strategy together with deeper efforts within state agencies and local communities such that a "ground game" is established whereby the economic development team is well-versed by leadership and organized for success.



Jobs/Economy Policy Committee

APPENDIX 1: Report of the Economic Development Accountability Sub-Committee

Membership:

Glendowlyn Thames, Chair; Joe Brennan; Juan Hernandez; Matt Nemerson; Mickey Herbet; Ron Angelo; Thad Gray; Joe Gianni; and Fran Pastore

Stated Purpose - Group Mission:

The Subcommittee was tasked with looking at the State's current economic development approach and strategy and provide recommendations to ensure we have a delivery system and structure in place that supports and incentivizes an environment for a pro-growth agenda.

Introduction/Analysis and Observations of Current Structure:

The change in administration presents Connecticut with an opportunity to revitalize its economic development approach and initiatives to make them more flexible and responsive to a fast-paced, quickly changing economic development environment. It is well documented and researched that innovation is what drives value creation, competitive advantage, and ultimately job creation in the 21st century global economy. The same is true for businesses competing in the marketplace, and it is true for states and communities competing for new jobs and private investment.

Given the current fiscal pressures and environment in Connecticut, an economic development and a pro-growth platform must have the full attention and laser-like focus of the new Administration focused on targeted strategies, efficient use of resources, and measurable return on investment. States that are economically outperforming Connecticut and ranked higher in the national surveys of best states to do business utilize one of three models for their economic development operations on a much more consistent and formal manner than we do: public-private partnership; quasi and/or semi-public; or a private business trade organization. In addition, Connecticut needs a unified delivery system where Education, Transportation, Housing, Talent Retention, Development and Attraction should be viewed as one single delivery system where strategies are aligned toward a common vision and shared goals. With that said, based on the sub-committee's initial discussion, research, and analysis, below represents a set of preliminary recommendations for further vetting and discussion.

They are as follows:

Strategy

- 1.) Recommendation:** Develop a Comprehensive 5-10-year Innovation-Based Economic Development Strategy that should be asset-based vs. needs-based and driven by Connecticut's competitive advantages and value creation within the Northeast corridor and globally. The state's approach to economic development needs to be modernized and move away from traditional models of economic development to reflect today's economic environment cultivating the next generation of entrepreneurs and growth stage companies.

See page 5 for additional details and suggested launch approach.

- 2.) Recommendation:** Develop a strategic Marketing and Communications Plan and new "CT Brand" in order to promote Connecticut's advantages for companies to stay, relocate and grow in the state.
- 3.) Recommendation:** Implement a comprehensive business retention program. Existing businesses are our best resources for attracting new jobs and investment and advocates for their community. An effective strategy could include hosting roundtable discussions and one-on-one meetings for key employers and municipal leaders. Develop a process where there is a network of regular feedback and face time. In addition, this strategy should be further leveraged to serve to groom for local business community for employer interviews, which help site selectors understand how companies deal with local and state laws or restrictions, infrastructure and labor issues, and costs of business. Also, develop business liaisons with specific sector expertise to interface with public officials.
- 4.) Recommendation:** Design a public-private sector strategy and process for Connecticut to identify emerging technologies and advanced industries (ie. blockchain, nanotechnology, etc.) in order to leverage a public policy environment that supports such opportunities and keeps Connecticut at the forefront of these technological developments.
- 5.) Recommendation:** Utilize our higher education institutions, business community, and entrepreneurs to develop campuses of expertise around technical skills in three to four metro areas to ensure we can keep up and keep pace with the demands of the technical talent needed.

Organization Structure and Delivery System

- 6.) Recommendation:** Design and executive an organization structure that is a bottom-up approach based on regional economic strengths – mapping clear roles and responsibilities for how state leaders, regional partners, and local communities will work together seamlessly to execute strategy and programs. In addition, consider a regional economic development model (similar to Hartford's Capital Region Development Authority) statewide focused on three to four metro areas.
- 7.) Recommendation:** Develop the capability and structure to conduct regional planning and partner with border states such as New York, Massachusetts, and Rhode Island.

- 8.) Recommendation:** Create the Governor’s Council for Strategic Inter-agency Collaboration to create an environment for a unified delivery system, in regards to Education, Transportation, Housing, Economic Development etc.
- 9.) Recommendation:** Appoint a high-level secretary/czar to oversee all economic development operations of Governor-Elect Lamont’s administration. Although many details must be worked out, this position should have extraordinary powers, so the economic development head can help steer all administrative and regulatory agencies in the same direction as much as possible. A successful economic development strategy must have a primary “change agent” and coordinator. This should be a commissioner-level position that key business and municipal leaders can call to cut through the red tape and get around obstacles – effectively a Secretary of Commerce and top “Brand Ambassador” along with the Governor for the state.
- 10.) Recommendation:** Connecticut adopt a quasi-public structure for economic development modeled on the economic development corporations/partnerships used in states such as Virginia, North Carolina, New Jersey, Massachusetts, and Michigan. The leadership of the new organization should include both public and private sector representatives. The entity should be broad enough to encompass all aspects of economic development, including strategic planning, marketing, business development, incentives etc.
- 11.) Recommendation:** Charge the new quasi-public economic development agency mentioned above to develop a more robust one-stop experience for those looking to create or expand a business, such as the Pennsylvania Business One-Stop Shop – website that provides useful information on planning, registering, operating and growing a business in the state. It pulls together all relevant aspects of starting and operating and growing a business on one convenient site.
- 12.) Recommendation:** Better coordinate job-training programs housing them in one agency as much as possible, rather than across many agencies as is currently the case.

Assessment and Engagement

- 13.) Recommendation:** Executive a 360 Operational Assessment on economic development agencies to assess operational weaknesses, capacity issues, skill sets and bandwidth. In addition, conduct full assessment of economic development deployment – where is money currently flowing and to what initiatives and programs. Also, conduct full assessment of all Economic Development analysis and plans produced within the last two years.
- 14.) Recommendation:** Meet with all economic development service providers with current state contracts to assess capabilities, value add, and duplication.
- 15.) Recommendation:** Hold policy forum with all economic development officials from all of the Connecticut municipalities to better understand pain points and inform how the state should partner and work with them in the most productive and coordinated way. In addition, do the same for all the Chamber of Commerce leadership.

Detailed Background and Approach for a Comprehensive Economic Development Strategy

1.0 Recommendation: Develop a Comprehensive 5-10-year Innovation-Based Economic Development Strategy

Develop a near (5-10 year) and long term (20-30 year) comprehensive sustainability and innovation-based economic development strategy that should be asset based vs. needs based driven by Connecticut's competitive advantages and value creation within the Northeast corridor and globally. The state's approach to economic development needs to be modernized and moved away from being transactional to transformative to reflect today's economic environment cultivating the next generation of talent, entrepreneurs, and growth stage companies. The plan should include, but not limited to, the following guiding framework:

- Kick-Off plan development and convene the Governors of our boarder states i.e. Governor Baker, Governor Cuomo, and Governor Raimondo inviting them to an Economic Summit to send the message that we are interconnected and interdependent of each other and that the aggregation of our collective economic assets and capability would rival the combined Silicon Valley/San Francisco region. In addition, MA, RI, CT, and NY are all competing against companies and talent moving to the south to lower cost states. We need to compete together.
- The development of the plan should be a bottom up high interactive approach engaging municipal leaders and regional partners and communities at large in a in a robust way for buy-in and input toward a collective vision. For example, you could conduct a statewide competition for students to submitted ideas/plans on how they envision their respective communities to be in 2030.
- The plan should be accompanied by a tactical implementation/roadmap that lays out how stated goals will be achieved with clear benchmarks, key performance indicators, and measures of success and accountability. The plan should express sequential wins 0-2 year, 2-5, 5-10 year and beyond toward long term goals and objectives.
- The plan should consist of a unified strategy that includes: Education, Transportation, Housing, Infrastructure, etc.
- The strategy should align with a policy agenda that supports and leverages innovation and the 21st century economy. There needs to be a mechanism that identifies emerging technologies and industries and aligns Connecticut with higher education institutions whereby we develop campuses of expertise around technical skills in three to four metros to ensure we can keep up and keep pace with the demands of the digital economy. For example, Louisiana is the first state to launch a digital driver's license app to be fully implemented in the United States. It was developed by a Louisiana-based software firm where the entire develop team is made up of graduates from Louisiana universities.



Jobs / Economy Policy Committee

APPENDIX 2: Report of the Workforce / Talent Subcommittee

Membership: David Salinas & David Roche Co- Chairs; John Beauregard; Joe Carbone; Mike Handler; Tony Walter; Melissa Mason, Juan Hernandez; Maura Dunn, Ron Angelo; Joe Gianni; and Fran Pastore

Stated Purpose - Group Mission:

The Sub-Committee was tasked with looking at the State’s current workforce development and retention strategies and initiatives-both, public, private, quasi-governmental and nonprofit and provide recommendations to address the immediate and long term needs of employers and job seekers to ensure a 21st Century workforce.

Introduction/Analysis and Observations of Current Structure:

The committee was asked to react to a series of thought starter questions derived from the white papers the team received as well as conversations in the larger committee. The committee acknowledges that there is no single solution but rather a both-and strategy that must take place. We need to evaluate and invest in our k-12, adult and 55+ talent pipelines in order to fulfil the demand across, the service industry needs and up to the more advanced skilled jobs. The state should ensure that adequate training is available to prepare the workforce for manufacturing and other “middle-skill” jobs while at the same time ensuring access to college to fill the need for talent in science, engineering, and other technical fields. This approach will help residents find jobs, retain employers, and make Connecticut more attractive to high-value firms at the forefront of innovation in medicine, tech, and insurance/finance.

The Lamont Administration should conduct an introspective scan of what approaches have worked within the state, what doesn’t, what’s missing or needs optimization (further funding or attention), while uncovering areas where there must be a paradigm shift that is bold, innovative and immediate in its approach.

Based on the sub-committee’s initial discussion, research, and analysis below represent a set of preliminary recommendations for further vetting and discussion.

Recommendation: Develop a regional sector partnership that bridge the communication gap and create cohesive between the employers and the technical high schools, community colleges, training/workforce programs, and the state university systems. Regional sector partnerships have also proven to produce a high return on investment (ROI). Eastern Connecticut Manufacturing Pipeline is a great model already existing in the state. A state-funded regional sector partnership program in

Maryland (EARN), for example, yielded an ROI almost three times that of typical workforce programs. Regional approaches and the depth of inter-organizational relationships that drive them is often the key to maximizing efficiencies in the talent development system.

Recommendation: The States and local school districts should take note of code.org’s recommendations and adopt a broad policy framework to provide **all** students with access to computer science. This includes:

- The recognizing a clear path for teaching certifications - The expansion of K-12 computer science education is hampered by the lack of qualified computer science teachers.
- Require higher education institutions to provide computer science training to preservice teachers.
- Allocate funding for rigorous computer science professional development or course support. Connecticut does not directly allocate any funding dollars toward computer science while 20 States currently do.
 - Ex. Arizona \$15M from 2016-2021, Idaho \$6M from 2017-2019, Mass 2.35M over 2 years, Maryland \$7M 2019-2021, Pennsylvania \$20M for 2019.
- Require that all secondary schools provide rigorous computer science courses
- Allow computer science to count for a core graduation requirement. States that count computer science as a core graduation requirement see 50% more enrollment in their AP Computer Science courses and increased participation from underrepresented minorities.
- Allow computer science to count as a core admission requirement at institutions of higher education. Admission policies that do not include rigorous computer science courses as meeting a core entrance requirement, such as in mathematics or science, discourage students from taking such courses in secondary education.

Recommendation: Incentivize higher education institutions that teach Secondary Education Program to provide teacher Licenses based on what regional employers are seeking.

Recommendation: Bolster funding for additional areas of workforce training and bootcamps that align to industry needs. Look toward successful partnerships and programs such as Connecticut Center for Arts and Technology in New Haven’s Culinary Arts Program helping fulfill the market demand for trained culinarians in the food service industry or their Phlebotomy or Medical billing programs.

Recommendation: Convene employers, colleges, and universities to expand the number of high-quality internships in order to increase Connecticut’s retention of recent college graduates.

Recommendation: Develop stronger cross-cutting relationships between DECD / Workforce / Education and Transportation to create subsidies, waivers for state/city transportation, including buses, trains, and even bike & scooter shares (Lime or Bird) to remove the barrier of transportation from a prospective students/trainee. Create a simple solution for secondary training programs such as bootcamps to provide this subsidy to students as well as certain perspective employer/employee (i.e post-graduation – first 6 months for specific sectors or job types).

- Alternative recommendations would be to use comprehensive transportation brokers to create deals with Uber or Lyft OR develop a statewide incentive plan (reduction in registration fees or car taxes) for citizens using carpooling applications like Waze or Tripbuddy to give rides to students/trainees - all measurable/trackable and safe.

Recommendation: Double down on Innovation Places and Continued investment in Connecticut Innovations. We need more placemaking investments in our cities to retain employees as well as incubation and accelerator programs that bet on innovation and experimentation in our bread and butter sectors.

Recommendation: Restore funding (reduced by 40%+) for the **Roberta Willis Scholarship Program** and ensure that students have the choice of attending a public or independent, nonprofit college or university.

Recommendation: As an additional measure to retain and attract talent, offer loan forgiveness to recent college graduates who are hired into science, technology, engineering, art, or mathematics positions.

Recommendations: Connecticut touts one of the most highly educated workforces in America, great school systems and the like. With many of those educated young people leaving between the ages of 18-25, is there a time to invite them back as a strategy to bolster our workforce in STEM? Connecticut Comeback. Direct incentives to people that grew up and were educated in Connecticut.

Recommendation: Concerning internal communications, it has become apparent that half the battle is the lack of knowledge and awareness that each of us has with regards to successful programs and existing partnerships happening throughout the state in various regions and sectors. Developing a specific marketing and communication plan that focuses on cross region, broader penetration and awareness campaigns is critical. This should expand passed the menial press and extend into influencer and key opinion leaders, guerilla and word of mouth/promoters.



Jobs / Economy Policy Committee

APPENDIX 3: Report of the Urban Revitalization Subcommittee

Membership: Matthew Nemerson, Arunan Arulampalam, Eric Clemons, Robert Early, Joe Suggs, Glen Thames, and Vic Zimmerman

Stated Purpose - Group Mission:

To identify the bold steps that could be taken to help our key cities be financially sustainable, more competitive where people have choice in attracting talent, residents and investors and more equitable in providing opportunity and a high-quality environment to people who have no choice but to live there.

Introduction/Analysis and Observations of Current Structure:

Cities are the engines of growth for the state, attracting new residents and new investments and producing the majority of new jobs.

Our state contains many smaller cities, each unique in ways geographically, politically, culturally and financially. These urban centers are legacies of what was once a dense but diffused network of self-sustaining centers of innovation and one of the most successful manufacturing regions in the world. Today Connecticut is seeking to emulate states that have one or two major modern innovation-based centers, often combining a university region with a financial and capital city. With nearly a dozen substantial urban centers spread throughout the entire state in regular intervals, we have a complicated task to build a competitive urban oriented model that will compete in the Northeast.

But we have great potential with success coming in many of our cities, some growing dramatically due to proximity to New York, or by innovation economies driven by defense technology, finance, universities, and hospitals. Still others are trying hard to be the center of smaller regions. All these cities are challenged by having to absorb much of the blight and economic dislocation within their regions, regardless of their relative sizes.

The Urban group recommends two major themes: one around fiscal fairness to provide a pathway for cities to have adequate budgets and competitive mill rates and the other around a collaborative strategic frame work for placing cities within a metropolitan context for working with key state agencies.

A “bonus” recommendation is that the state should endorse the inland (New Haven – Hartford – Storrs – Providence) pathway for highspeed rail, as well as an enhanced Metro-North connection between Stamford and Penn Station.

Financial Sustainability: Cities need to have funds for their budgets and must not be penalized for housing the people and growth institutions (even if they do not contribute full or any property taxes) that make them dynamic and useful.

- 1.) **Recommendation:** Increase PILOT funding for College, Hospital, and State PILOT programs and add new PILOT funds for certain affordable housing projects that do not pay full taxes (such that cities with mill rates higher than the regional average would receive these new funds in higher percentages than other locations). This bold effort will contribute towards making cities financially sustainable and able to provide the platform for innovation-based institutions. The goal would be to provide all cities with about 70 percent of the potential property taxes of these categories of assets.
- 2.) **Recommendation:** Create a new State PILOT fund that will allocate to all towns and cities full property taxes for any housing that is restricted for affordability at 80% of AMI. This is only fair as today cities charge their own taxpayers for the benefit of allowing suburban towns to avoid affordable housing and higher taxes. This could be reduced once parity had been reached within the zone.

Competitive Centers of Growth: Our cities must be seen as having the brand, connections, and amenities to be among the most competitive and attractive smaller urban locations in the Northeast as centers of innovation, immigration and investment.

- 3.) **Recommendation:** Create a dedicated fund of \$100m through a state-wide agency similar to Hartford's Capital Region Development Authority, in order to support about four annual metropolitan plans (including a potential mix of commercial, retail, market and affordable housing, entertainment projects, place making, transit, job training, etc.)
- 4.) **Recommendation:** To support these annual exercises, the state should create an **urban coordination office(r)** at OPM that can bridge the goals of each major city with the various departments such as DECD, CHFA, Dep Housing, ConnDOT, CT Innovations, DEEP, Dept. of Labor, etc. This office should provide for monthly coordinated plans in two dimensions, 1) bi-laterally with the state and 2) within the context of their natural metropolitan economic regions (which may include multiple or overlap with Councils of Government) with the power to expedite and coordinate rulings and approve pilot programs for job creating plans prioritized by the "Metropolitan Councils."

Another function of this **urban coordination office** would be the creation and oversight of a focused, social media and event-oriented marketing/branding theme that seeks to remind millennials and baby-boomers in Boston, Brooklyn and New York that Connecticut has fun, innovative and relatively inexpensive cities that people should always be considering moving to, either to move their business here or to commute to NYC while raising a family in CT. Sampler weekends and special "try us out" housing and life-style packages should be sponsored and offered through developers and arts organizations.

Transportation Connection

- 5.) **Recommendation:** Even though it will take billions of federal dollars and perhaps the better part of a decade to build, the Governor should endorse beginning the planning process for the Northeast Corridor optional inland path for a very high-speed rail link from New Haven to Hartford, Storrs and Providence NE Corridor route. This decision should be done in conjunction with the other New England Governors. In addition, the Governor should seek to meet soon with Governor Cuomo of New York to solidify the addition of Metro-North trains from Stamford to Penn Station through the Bronx to enhance the state's connections to the West Side of Manhattan and for reverse commuting from New York.



Jobs / Economy Committee

APPENDIX 4: Jobs & Economy Committee Resources

Members of the Jobs and Economy Committee contributed research reports, marketing collateral and other economic development resources and received correspondence which are available to the Governor-elect and the Transition Committee. The following is a summary of materials and web site links where applicable:

Research Reports and Letters

- A Gender Lens on Job Creation; Investing in Women Owned Businesses (Letter from the Women's Business Development Council)
- Proposals for your consideration concerning Manufacturing (Letter from the Connecticut Manufacturer's Collaborative, December 2018)
- The State of Working Connecticut, Wages Stagnant for Working Families (CT Voices for Children Policy Report, August 2018)
<http://www.ctvoices.org/publications/state-working-connecticut-wages-stagnant-working-families>
- Proposal: Establish a Connecticut State and Northeast Regional Infrastructure Bank to Accelerate Investment, Create Jobs and Fuel Economic Activity
- Waterbury STEM expo stokes interest in industry (New Haven Biz, December 2018)
- Solving Connecticut's Economic Crisis: A Call To Action (Regional Plan Association, September 2018)
<http://library.rpa.org/pdf/RPA-Factsheet-CT-20180925.pdf>
- Planning for Economic Development and Job Growth: Focus on Place & Talent Attraction (CCAPA, March 2018)
- Commission on Fiscal Stability and Economic Growth Report 2.0 (November 2018)
- Connecticut's Advanced Industries (Metropolitan Policy Program at Brookings, 2016)
<https://www.brookings.edu/research/americas-advanced-industries-new-trends/>

- Connecticut Strategic Economic Framework: A report of the Connecticut Regional Institute for the 21st Century (1999)
- Northeast Megaregion (FHWA, July 2017)
- Economic Update: Battling Powerful Headwinds (FDIC Connecticut Community Investment Roundtable, October 2017)
- Made in Place: Small-scale manufacturing and neighborhood revitalization (Smart Growth America, November 2017)
<https://smartgrowthamerica.org/resources/made-in-place/>
- Start with Planning (American Planning Association Connecticut Chapter, Winter 2018)
<http://www.ccapa.org/wp-content/uploads/2018/03/CT-Planning-W18.pdf>
- GE Whiz What Happened? Lessons for Connecticut's Economic Growth (Yale School of Management, February 2017)
- Charting a New Course: A Vision for a Successful Region (Regional Plan Association, May 2016)
<http://library.rpa.org/pdf/RPA-Charting-a-New-Course.pdf>
- What is Ailing Connecticut's Economy? Is it a City Problem? Is it a Sector Problem? (Manisha Srivastava, CT OPM, July 2018)
<http://www1.ctdol.state.ct.us/lmi/digest/articles/WhatisAilingConnecticutsEconomy.asp>
- The Geography of Jobs: NYC Metro Region Economic Snapshot (NYC Planning, July 2018)
<https://www1.nyc.gov/assets/planning/download/pdf/about/dcp-priorities/data-expertise/nyc-geography-jobs-0718.pdf>
- The Fourth Regional Plan (Presentation at December 2017 Regional Leaders Meeting of Regional Plan Association)
- Connecticut Economic Competitiveness Diagnostic (Business Council of Fairfield County, April 2016)
<https://www.businessfairfield.com/portfolio/connecticut-economic-competitiveness-diagnostic/>
- Public-Private Marketing Working Group Report to the Legislature Executive Summary and Recommendations (Alexander Pachkovsky, March 2018)
- Connecticut Economic Review, 2017 edition
<https://www.cerc.com/cteconomicreview/>
- Connecticut Business Profile, June 2018
https://www.metrohartford.com/docs/default-source/pdfs/ct-business-profile-jun2018-final.pdf?sfvrsn=9286841b_2
- Connecticut Commission on Fiscal Stability and Economic Growth, Final Report (March 2018)
https://www.cga.ct.gov/fin/tfs/20171205_Commission%20on%20Fiscal%20Stability%20and%20Economic%20Growth/20180301/Final%20Report%20with%20Appendix.pdf

- Economic Development Strategy and Outcomes (Connecticut Department of Economic and Community Development, November 2018)

Workforce-Specific Information

- AARP Longevity Economy Report for Connecticut (2017)
https://www.aarp.org/content/dam/aarp/research/surveys_statistics/econ/2017/Longevity%20Economy/Connecticut.doi.10.26419%252fres.00172.010.pdf
- Memo on Statewide Manufacturing Advancement (Beauregard)
- Memo on Community Colleges and Workforce Development (Winokur)
- “Realizing Gov. Lamont’s K-12 Computer Science Education Plank” (Norman Sondheimer)
- New Haven Digital Tech Industry Profile (April 2018)
- Entrepreneurship & Innovation in Connecticut’s Higher Education System (CT Next, 2017)
<http://ctnext.com/wp-content/uploads/2017/09/Final-Report-Higher-Ed-2.pdf>
- Connecticut State Colleges & Universities Employment & Wages Summary Report (P20-WIN, 2018)
<http://www.ct.edu/files/pdfs/P20%20WIN%200014%20SumRpt%2020180921-Final.pdf>
- Building Connecticut’s Workforce, Integrating Career Education with Employer Needs (The Connecticut Policy Institute, 2013)

State Economic Development Websites

New York

- *Empire State Development*
<https://esd.ny.gov/>
- *START-UP NY Program*
START-UP NY helps new and expanding businesses through tax-based incentives and innovative academic partnerships. START-UP NY offers new and expanding businesses the opportunity to operate tax-free for 10 years on or near eligible university or college campuses in New York State. Partnering with these schools gives businesses direct access to advanced research laboratories, development resources and experts in key industries.
<https://esd.ny.gov/startup-ny-program>

Massachusetts

- *MassEcon* champions Massachusetts as the best place to start, grow, or locate a business. Bringing the public and private sectors together, we work to create a supportive culture for business, enhance job growth, promote investment in communities, and spread prosperity throughout the state.
<https://massecon.com/>
- *Economic Development Incentive Program (EDIP)*
<https://www.mass.gov/service-details/economic-development-incentive-program-edip>

Rhode Island

- *Rhode Island Commerce Corporation*
<https://commerceri.com/>

Vermont

- Vermont Economic Development Authority
<https://www.veda.org/>
- State of Vermont 2020 Comprehensive Economic Development Strategy (CEDs)
<https://accd.vermont.gov/economic-development/major-initiatives/ceds>

Maine

- Maine Department of Economic and Community Development
<https://www.maine.gov/decd/>

New Hampshire

- New Hampshire Economic Development
<https://www.nheconomy.com/>

Economic Development Websites for Metropolitan Areas and Cities

- New York, NY
<https://www.nycedc.com/>
- Philadelphia, PA

<http://www.pidcphila.com/>

- Boston, MA

<https://www.boston.gov/departments/economic-development>

- Charlotte, NC

<https://charlottenc.gov/ED/Pages/default.aspx>

- Providence, RI

<http://www.providenc economicdevelopment.net/>

Documents from Other States (Basecamp)

- Start Up NY GE Pitch Document 2016
- Place-Based Strategies to Leverage Anchor Districts (University Circle Inc, Cleveland)
- Destination Medical Center: Strengthening Minnesota's Economy (DMC EDA)
- The MassWorks Infrastructure Program & Bond Financing Tools in Massachusetts (Massachusetts Executive Office on Housing and Economic Development)



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Public Safety

Co-Chairs: Chief Alaric J. Fox, Enfield Police Department; Dr. Brendan Campbell, Connecticut Children's Medical Center

Please address the following questions using this template in a memo not exceed 2 pages. You are welcome to submit appendices or other attachments in addition to the memo.

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

Firearms Violence and Injuries: a. Mandatory safe storage laws (loaded v. unloaded; in the presence of any juvenile or any prohibited person); b. Prohibition on ghost and 3-D firearms; c. Prohibition on leaving firearms in the passenger compartment of motor vehicles; d. A “display your permit” requirement if a person is engaged in “open carry”; e. Carrying a firearm while intoxicated by alcohol should be based on a .08 BAC standard, intoxication by drugs should be included, the offense should be a felony, and should be an automatic firearm permit disqualifier.

Opioid Addiction Issues: a. Physicians in prisons facilities should be allowed to prescribe suboxone; b. Protective custody/emergency committals (non-consensual as necessary) should be permissible in the event of a “Narcan save”; c. Improved resource options for treatment/care.

Public Safety Resources: a. Adequate funding for the state crime lab, medical examiner's office, state police (including a possible DROP program; see addendum #1), state's attorney's office, and regional police task forces; b. PTSD workers compensation benefits for certain public safety personnel; c. Change to existing law to allow the return of a police officer's service weapon after in-patient mental health treatment; d. Sufficient public safety personnel and prosecutors, through state DOT grant programs, for proactive motor vehicle enforcement efforts; e. Increased efforts to promote diversity in the law enforcement hiring pool; f. Resources to address terrorist attacks and mass shootings (see addendum #2).

Promotion of Motor Vehicle Safety: a. Expand the motorcycle helmet law to all operators and passengers; b. Requirement for use of seatbelts in the backseats of vehicles; c. Public education component in advance of either of these changes; d. Precursor steps to any consideration of the legalization of marijuana (see addendum #3); e. Expand the graduated driver's license law.

2. Which goals are achievable in the first 100 days of the Administration?

Firearms Violence and Injuries: Safe storage and ghost-gun/3-D gun law.

Opioid Addiction Issues: Prison physician's ability to prescribe suboxone.

Public Safety Resources: Diversity in hiring.

Promotion of Motor Vehicle Safety: Possible, although legislation will be required.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Firearms Violence and Injuries: All require legislation; no financial impact.

Opioid Addiction Issues: “b” requires legislation; only “c” will have a financial impact.

Public Safety Resources: “b” and “c” require legislation; “a” “b” “d” and “f” have financial impact.

Promotion of Motor Vehicle Safety: “a” “b” “d” and “e” require legislation; no financial impact.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration’s goals, and how would you suggest to address those?

Firearms Violence and Injuries: Opposition will be encountered from firearms advocacy organizations.

Opioid Addiction Issues: Funding is viewed as the primary impediment; no philosophical objections are anticipated. This is an area of significant public concern across demographics.

Public Safety Resources: A significant promotion of public safety can be anticipated.

Promotion of Motor Vehicle Safety: Opposition is anticipated on the motorcycle helmet proposal.

5. How will implementation of policy in this area create jobs and spur economic growth?

Firearms Violence and Injuries: None; public safety will be advanced however.

Opioid Addiction Issues: Additional employment opportunities for medical providers.

Public Safety Resources: Additional public safety employment opportunities will be created.

Promotion of Motor Vehicle Safety: None; public safety will be advanced however.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Firearms Violence and Injuries: Lessened medical care expenses to the state.

Opioid Addiction Issues: Lessened medical care expenses to the state.

Public Safety Resources: In addition to promoting roadway safety, increased enforcement revenues can make many aspects of these expenses cost neutral.

Promotion of Motor Vehicle Safety: Lessened medical care expenses to the state.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Firearms Violence and Injuries: While states vary greatly, Connecticut has been a leader in this area since before Sandy Hook. These changes only further enhance public safety.

Opioid Addiction Issues: Every jurisdiction is seemingly struggling in this area.

Public Safety Resources: Our roadways are under-policed and laws under-enforced.

Promotion of Motor Vehicle Safety: 18 states have adopted a universal helmet law.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Consideration should be given to establishing a standing taskforce to further consider these issues and offer recommendations in the future.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Shared Services

Co-Chairs: Brendan Sharkey and Richard Porth

Policy Goal

The Shared Services Committee believes the Lamont Administration must establish a data driven, performance-based system for the delivery of services at the regional and local level. This new approach will reduce the cost of local government, thereby lowering property taxes and increasing our state's economic competitiveness. The foundation, infrastructure and funding streams for these changes are already in place, but they require re-tooling and amplification under the leadership and vision of the new governor.

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

The Lamont Administration must announce from the start that it is committed to a comprehensive realignment of the way public services at the state, regional and local level. These changes are necessary if we are to reduce our reliance on the property tax – the regressive tax that makes up 42% of all taxes paid in the state and puts Connecticut at a competitive disadvantage in the region. And while everyone acknowledges these changes are long overdue, they require executive leadership toward creating a “grand bargain” between the state and municipalities that includes input from all stakeholders.

This must be a priority for the new administration from Day One. These are big changes to a way of life to which Connecticut residents have become accustomed. The goodwill the new governor has to affect these changes is best employed right away. Further progress can then be achieved over time as the public sees the wisdom of these policies.

The Shared Services Committee has broken down its recommended policy goals into two categories: 1) Delivery of Local Services and 2) Funding for Local Services. Each of these recommendations represent a consensus of the participants, though each recommendation may not be specifically endorsed by every member or their respective organizations.

1) Delivery of Local and Regional Services

This goal centers on the creation of an efficient system of service delivery that is both data-driven and transparent. To that end, the Committee agrees that the following policy changes must be implemented statewide:

- Re-tooling State Government – The state currently has no effective means of facilitating the delivery of services on the local and regional level. The state must reorganize state agencies and other state entities toward this purpose by:
 - Repurposing OPM's CPIP Division, and consider reallocating some responsibilities for local and regional services among other agencies, such as DECD.
 - Modifying the makeup and charge of the Advisory Commission on Intergovernmental Relations (ACIR) to become the policy development board among stakeholders for developing specific policy initiatives.
- Creating Data-Driven Performance Standards – Using existing analytical tools, including the Uniform Chart of Accounts (UCOA), the state must require that all local costs of services be measured for the purpose of

determining their cost-effectiveness. Utilize the UCOA and other data to enable more analytical and informed decision making around service delivery.

- Enhancing the Roles of COGs, RESCs and Other Regional Agencies – Again, these systems have been created and enhanced in recent years to provide the capacity to member towns and districts to offload services that are currently provided locally. These regional entities can take the place of what other states provide on a county level.
- Moving the Needle – While town-by-town sharing of services is a start, the state must move on a bigger scale. Using data driven metrics, the state, towns and boards of education must look to their larger cost drivers, such as health care, protection services, public works and special education, for expense reductions that can have the greatest impacts on costs.
- Tying State Financial Support to Local Efficiencies – Using data-driven analyses, establish a fundamental understanding between the state and local governments that the state cannot underwrite inefficiency at either level. Statutory and competitive grant formulas to local and regional entities must include objective and measurable efficiency matrices to determine eligibility. The state must also commit to enhancing local government’s capacity to become more efficient. Focus on incentives and capacity-building to achieve real change and to avoid the “state mandate” tag.
- Evaluating Labor Impacts – In any restructuring, government must include its labor partners in evaluating their impacts. In many cases, restructuring can include improvements for both labor and management.
 - A representative from labor should be made a designated member of the ACIR
 - Coalition bargaining should be strongly encouraged, particularly for health benefits and pensions.
- State Management of Special Education – More than any other cost, Special Education is recognized as the most volatile and costly burden on local taxpayers. While many aspects of these services may still be offered through local school districts and teachers, the cost and volatility of these services can be driven downward through:
 - Statewide cost standards for all outplacement facilities
 - Coordination of transportation and other services through the RESCs
 - Reversal of the regulatory “burden of proof” standards in contested IEP cases, consistent with 40 other states
 - Exploration of a “Reinsurance Fund” among school districts that would stabilize annual budgets.
- Overriding Unnecessary Obstacles - To the extent state and local governments have provisions that might otherwise block common sense reforms, the legislature should eliminate them. Examples include:
 - Local charters that inadvertently may prevent consolidations with other towns or town departments; and
 - Statutory mandates that require local reporting or specify methods of service delivery without any identifiable purpose.

2) Funding for Local and Regional Services

This goal requires reimagining how Connecticut residents pay for local services, and how the state incentivizes efficiency.

- Bifurcation of Local Taxing Authority – Municipal bodies and boards of education would each set their own mill rates and levy their own property taxes. This is the standard in all but a few states nationwide, and this change will create greater visibility into the costs of providing local education, and enable greater flexibility to local boards in implementing their own efficiency measures.
- Diversification of Local Revenue Sources – Exclusive reliance on property taxes for local revenue is regressive for all taxpayers and untenable for major cities whose property tax base cannot sustain reasonable service delivery

costs. While local sales and income taxes would provide more progressivity in our tax system, they may not impact the overall tax burden. Instead, the Committee recommends:

- Increasing the basis for service fees beyond the cost of providing the service;
 - Abolishing local taxing districts that encourage inefficiencies; and
 - Enabling greater use of regional tax strategies for specified economic development purposes (e.g. Regional Asset Districts, etc).
- Repurposing Existing State Revenue Streams – Over the past ten years, the legislature has created dedicated revenue streams to promote local and regional policy goals. Specifically, a portion of the Hotel and Car Rental Tax was established in 2011 to pay for the successful Regional Performance Incentive Program, and a portion of the Sales Tax was dedicated in 2013 to finance the equalization of a statewide car tax cap. These funds, which together generate over \$30 million annually, have been swept in recent years to cover budget deficits but must be re-purposed to effectuate our policy goals, including re-staffing state agencies and enhancing service capacities for COGs and RESCs, without otherwise raising taxes at the state or local level to pay for them.

2. Which goals are achievable in the first 100 days of the Administration?

Prior to the inauguration, the Administration will need to produce a package of proposed legislation, to be introduced on the opening day of the session, that implements its policy objectives in this area. Those policy goals that require legislation must be decided immediately during the transition.

After the inauguration, the governor should deliver the overall vision for the reimagining of local service delivery through a series of speeches at traditional venues (i.e., CABE, CCM, COST, Chambers of Commerce, CBIA, etc.), with a focus on data driven efficiency, lower property taxes, and increased competitiveness.

Concurrently, in its first 100 days the Administration, through executive order, can utilize an existing infrastructure of organizations and systems to set these policy goals in motion and create momentum for the larger policy initiative. These systems are either neglected or underutilized due to bureaucratic indifference and budget constraints, but provide a valuable launch pad for implementation. Specifically, the governor should:

- Appoint an interim Undersecretary of Comprehensive Planning and Intergovernmental Policy at OPM, whose job will be to prepare a reorganization of OPM - and other agencies - toward the implementation of the governor's overall policies surrounding local and regional service delivery.
- Restructure the Advisory Commission on Intergovernmental Relations (ACIR) as the policy development board for maintaining state-local communication and input on proposed policy changes. The governor should set a date for new members to be designated by the appointing authorities and for his own appointments, with a first meeting date in January.
- Require every municipality and board of education to produce and report its financial data in conformance with the Uniform Chart of Accounts (UCOA), by or before June 30, 2019.
- Require each Council of Government (COG) and Regional Education Resource Council (RESC) to prepare a "readiness report" regarding its existing services and staffing as well as its capacity to take on new functions, such as consolidation of back office operations in IT, HR and property services, on behalf of its members.
- Require the State Department of Education to open a regulatory proceeding regarding its current regulatory stance on the burden of proof for contested special education cases to bring Connecticut more in the mainstream of other states and prevailing Supreme Court decisions.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

Goals to consider requiring legislative action include:

- A. Re-tooling state agencies including OPM, DECD, SDE – Limited fiscal impact

- B. Repurposing existing revenue streams – No fiscal impact, and provides financial sourcing for new initiatives
- C. Reconstituting the ACIR with both school and municipal labor representation – No fiscal impact
- D. Mandatory bifurcation of school and municipal tax levies – no immediate fiscal impact
- E. Reformulating state grants to municipalities – no fiscal impact, some possible savings in FY 20-21
- F. Diversification of local revenue streams – no fiscal impact, positive impacts locally
- G. Strongly encouraging coalition bargaining – positive fiscal impact locally
- H. Burden of Proof – (if governor would consider a bill) – positive fiscal impact locally
- I. Addressing local charters and state mandates – no fiscal impact

Goals to consider which can be advanced by Administration alone: the goals outlined for the first 100 days can all be carried out by action of the Administration.

Fiscal Impact of these legislative or Executive actions: Initially, these recommendations will be revenue-neutral at the state level while generating immediate savings at the local level. We recommend paying for more capacity in OPM, COGs and RESCs and for technology and service delivery dashboards with existing revenue from the hotel tax and sales tax (\$30 million +/-). We recommend implementing local revenue diversification and reduction in the property tax burden with the commitment to remain revenue neutral overall. Over the FY 20-21 fiscal years and beyond, these changes will have positive impacts by lowering the cost of local government and presumably reducing the need for state aid to local government.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration’s goals, and how would you suggest to address those?

- Connecticut’s tradition of local control and its lack of any county government. This can be addressed by building on existing regional governance provided by COGs and RESCs, where chief elected officials and local board of education members represent local governments and school districts.
- Lack of local authority granted by the state for local government to pursue revenue options other than the property tax (including fees and other taxes). Focus on Connecticut’s over-reliance on the regressive property tax and how it comprises 42% of total tax incidence. Explain how reducing this burden will make us more competitive economically, with resultant growth in jobs.
- Perceived differences in quality and cost-effectiveness of services across different municipalities and school districts (especially city-suburb-rural). Using the Uniform Chart of Accounts to develop municipal and school district dashboards which break down local expenditures for various services and functions will more fully inform how the public perceives the costs and benefits of sharing services and serve as a basis for determining the level of state funding necessary to support local government.

5. How will implementation of policy in this area create jobs and spur economic growth?

Based on the most recent Connecticut Tax Incidence study (2014), the property tax is the largest single tax source in Connecticut, comprising 42% of the entire tax incidence in the state. By comparison, the personal income tax is 33% of the total, and the sales tax is 15%. The goal of the shared services recommendations is to reduce the overall property tax burden—first by promoting more cost-effective service delivery, thus saving tax dollars, and second by diversifying revenues (preferably with more progressive new sources) to mitigate Connecticut’s over-reliance on the regressive property tax. We believe that by reducing the property tax burden in Connecticut, we will be more competitive for economic growth and job creation.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

In the short-term, the shared services and collaborative procurement recommendations should reduce local service costs, and the moderate increases in state investment in its own capacity (OPM, ACIR) and that of COGs and RESCs as well as technology and dashboards can be achieved by repurposing existing state revenues already dedicated to regional efficiencies and targeted property tax reform (i.e., portions of hotel tax and sales tax). It is difficult at this time to project the amount of local cost savings that can be achieved, but a 2013 Boston Fed report (State Options for Promoting Cost-Efficient Local Government: Regional Consolidation) indicates that “roughly 20 percent of local government spending goes to services that are characterized by demonstrated economies of scale”—with the best opportunities being public safety dispatching, public health and high-level administrative and financial functions.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

- Massachusetts Community Compact Cabinet and Municipal Finance Trend Dashboard at Mass.gov.
- Maine closed 61% of its public safety answering points (PSAPs), ranking it first in the nation for this.
- Minnesota Best practices reviews for local government.
- The Shared Services Policy Committee created a Google docs site to share materials, including examples of success elsewhere: https://drive.google.com/drive/folders/1yZ7KVrrmnQSbSsPx_qQ2fxtneo1C1t52

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

Please consider framing the shared services discussion as a leadership challenge issued at the highest level (Governor) to work toward reducing property tax burden as a percentage of total tax incidence in Connecticut from the latest calculation of 42% by say one-tenth, to 37%. Then you can use this marker/goal as a broad goal over time to achieve a more competitive standing for economic growth and job creation.

The members of the Shared Services Policy Committee bring extensive knowledge and experience to the issues covered in this report. Should the Lamont Administration wish to delve more deeply into any of these issues, we will gladly reconvene to support your work.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Transportation Policy Committee

Co-Chairs: Kevin Dillon and Melissa Kaplan-Macey

1. How do you propose the Lamont Administration should prioritize the policy goals in this area, and on what timeframe?

Efficiency & Effectiveness

- Build DOT capacity by allowing direct agency control of hiring for budgeted positions, updating job descriptions, creating a strong talent pipeline through STEM education initiatives & internships, and collecting information to inform future decisions (i.e., true cost accounting of DOT projects, origin/destination data, etc.) **(first 100 days)**
- Improve customer service through targeted, quick wins, including the reopening of rest areas **(first 100 days)**, as well as launching medium-term plans to upgrade major activity hubs **(first term)**
- Launch a public education campaign to demonstrate the economic benefit of an efficient transportation system and the costs of not making necessary investments **(first 100 days)**
- Remove statutory impediments that impose inefficiencies, infrastructure restrictions, and expenses **(first six months)**
- Promote worksite safety and safety of the driving public, including work zone e-ticketing **(first six months)**

Project Prioritization

- Invest in highways, bridges, rail, bus, and airports, and bring the transportation system to a state of good repair to keep the state moving, prioritizing maintaining, rehabilitating and enhancing existing infrastructure assets, inclusive of both routine maintenance projects and major reconstruction efforts **(first 100 days)**
- Prioritize new investments that speed service, promote sustainability, and connect people with jobs
 - Develop a statewide strategic plan for transportation and transit-oriented development (TOD) and establish cross-agency criteria to evaluate and prioritize particular projects **(first 100 days)**
- Reduce highway congestion and truck traffic by expanding ports and prioritizing freight rail **(first 100 days)**
- Prioritize pedestrian and bicycle connectivity in tandem with traditional transportation investments **(first 100 days)**
- Develop and implement on-demand and autonomous vehicle policies that reinforce transit investments and compact development patterns **(first six months)**
- Green the state's transportation system and make investments that promote sustainability and reduce emissions
 - Invest in electric vehicle infrastructure, green state vehicles and bus fleets, and advance the Transportation Climate Initiative **(first six months)**

Coordination & Governance

- Create a new Transportation Systems Working Group, led by the Governor's office and comprised of the heads of all modes of transportation, COGs, and municipal representatives, to coordinate intermodal connectivity (i.e., integrated mobile app with real-time arrival and departure information, seamless fare purchasing, etc.) and recommend transportation innovations (i.e., autonomous vehicle policies, expansion of bicycle- and scooter- share, etc.) on a regular, consistent basis **(first 100 days)**

- Establish a Business Advisory subcommittee, comprised of representatives from major Connecticut employers, to advise the Working Group and ensure that the state's transportation priorities are aligned with their needs
- Concentrate authority for statewide aviation matters in the Connecticut Airport Authority *(first six months)*
- Establish a quasi-public Transit Corridor Development Authority to enable coordinated decision making and economic investment along transit corridors *(first six months)*
- Ensure robust CTTransit engagement with local planning and public outreach *(first 100 days)*
- Reorganize COGs to align with key transportation corridors and streamline regional planning and economic investment *(first six months)*

Funding

- Diversify revenue streams (increased gas tax, tolling, transportation network company fees, work zone e-ticketing, advertising revenue from mobile app, etc.) *(first six months)*
- Enable collection of user fees (tolls), and establish a Tolling Authority to administer the program *(first six months)*
- Enhance utilization of alternative financing and delivery methods (infrastructure bank, public-private partnerships, design-build, value capture, tax increment financing) *(first six months)*

2. Which goals are achievable in the first 100 days of the Administration?

Decentralizing the state hiring process (allowing state agencies to hire for budgeted positions without OPM/DAS approval) and launching a public education campaign on the necessity of infrastructure investment can be accomplished immediately. Most "Project Prioritization" initiatives are also achievable in the first 100 days. The establishment of a new Transportation Systems Working Group and requiring increased CTTransit accountability, could also be completed relatively quickly.

3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?

The "Project Prioritization" actions and customer service projects can be largely acted upon by reprioritizing existing funds. Reforms to the OPM/DAS role in state hiring, creation of the Transportation Systems Working Group, reorganization of the COGs, and requiring increased CTTransit accountability could be acted upon by the Administration. The enactment of most revenue options, tolling authorization, creation of a Tolling Authority, alternative financing and delivery methods, and a Transit Corridor Development Authority would all require legislation. The fiscal impact of revenue options is dependent on the final type and extent of such selected options. The implementation of alternative delivery methods and financing options would create access to new private capital, providing leverage for state funds, but such projections are not easily quantifiable.

4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?

The Committee recommends enacting a menu of revenue options and alternative delivery methods to offset funding challenges and a robust public education effort explaining the need and public benefits of alternative project financing and delivery tools. Emphasizing alternative delivery methods could drive labor concerns, but the dire fiscal situation requires fully exploring such options. Establishing a TOD Authority or reorganizing the COGs could also raise challenges from municipalities, but such legislation should include a requirement for meaningful input from local municipalities and the public. Lowering GHG emissions is a critical challenge facing CT. With 40% of GHG emissions in the state attributable to transportation, the Committee recommends that decisions on transportation investments prioritize a cleaner, greener transportation system. Investments in transportation infrastructure will require significant funding, but will generate significant returns to the state with respect to economic climate and job creation (construction & business attraction).

5. How will implementation of policy in this area create jobs and spur economic growth?

Directly, the provision of additional transportation funds and application towards new projects (whether through tolls, an increased gas tax, private capital via infrastructure bank/P3s, etc.) will grow jobs in the construction, engineering, and other related fields. The indirect benefits of reducing highway congestion and providing a stronger Connecticut transportation system (as achieved by numerous priorities in Section 1) will be even greater, as businesses gain confidence in the reliability of the system to efficiently move their employees and freight. The Committee believes that this confidence alone will spur tremendous economic growth through business recruitment and retention. A Transit Corridor Development Authority would also help streamline processes to enable new developments that otherwise may have been stymied by bureaucratic inefficiencies or parochial thinking.

6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?

Streamlining project delivery with alternative delivery methods and financing mechanisms should help the state take advantage of private funding sources for infrastructure projects, leading to significant cost savings. Decentralizing the hiring process should also help the state fill its vacancies more efficiently and cost-effectively. The committee also anticipates cost savings and more efficient project outcomes to result from better collaboration across modes with implementation of the Transportation Systems Working Group.

7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?

Attached, as an appendix to this memo, please see additional information providing further details about concepts outlined in this memo, as well as links to best practices.

8. Are there any other issues/considerations you would like to highlight with regard to this policy area?

This memo outlines a variety of important policies that broadly pertain to transportation, but a variety of mode-specific issues and projects also exist. Some further details regarding important, specific projects are outlined in the appendix.



Lamont-Bysiewicz Transition Policy Committee Reporting Template

Committee Name: Women

Co-Chairs: Marilyn Moore and Karen Jarmoc

When women and girls succeed, our state succeeds. Connecticut's shifting demographic composition demands a substantive commitment to addressing the challenges facing girls and women and the occasion to grasp opportunities. These challenges are necessarily intersectional and stretch across the markers of race, class, gender identity, sovereignty, urbanicity, and citizenship. Our recommendations promote gender equity as an investment that will reap substantial economic benefits by making our state more attractive to businesses, more affordable for families, and more sustainable in the future.

1. How do you propose to prioritize the policy goals in this area, and on what timeframe? We offer the following tactical policy goals which reflect the most pressing challenges and opportunities for girls and women organized around (1) Leadership (2) Economy (3) Safety (4) Health and, (5) Education.

Women and Leadership:

- Commissioner and Executive Branch appointments should be comprised of 50% women, with particular attention to women of color, to reflect the state's population.
- Establish a Connecticut Council on Women and Girls to provide a coordinated state response to issues that distinctively impact the lives of women and girls.
- The executive branch shall address the leadership gender gap in Connecticut's private sector by championing the Paradigm for Parity Pledge and amend CT CEP to include child care reimbursement as a campaign expense.

Women and the Economy:

- Raise Connecticut's minimum wage to \$15 per hour by 2023. Protect against further erosion of tipped wages.
- Establish a Paid Family and Medical Leave insurance (PFML) program which is publicly run, universal, and includes job protection for all workers. Expands the definition of "family" to "chosen family."
- The CT labor commissioner should expand overtime pay by revising the department's overtime pay regulations, to set a salary threshold of at least \$55,234 by 2022 – the equivalent of the 2016 Obama overtime salary threshold.
- The Executive Branch shall direct CT Innovations (CI) to explicitly invest in women-owned businesses and require any company receiving funds from CI to have women directors to match current national standard of 20% with a goal of 40% by 2022.
- Strengthen Connecticut's stance on pay equity.
- Sustainably and dependably fund Care 4 Kids and direct Connecticut's Office of Early Childhood to make timely payments to vendors.

Women and Safety:

- Connecticut should eliminate the statute of limitations (SOL) for felony sex crimes.
- Update CT's sexual harassment laws for public and private entities to also address violence targeting LGBTQ+.
- Institutionalize workplace policy for domestic and sexual violence and stalking within state agencies.
- Align the state and federal definitions of trafficking and require nail salon licensure.

Women and Health:

- Connecticut should reinstate statutory language identifying health care as a human right, committing the state to the policy solutions necessary to address health disparities.
- Address maternal mortality and health by expanding Medicaid coverage to include birth attendants and Certified Nurse Midwives (CNM).

Women and Education:

- Offer tuition free Community College with option for Bachelor's degrees at State Universities and/or on-site child care at Community Colleges. 58% of community college students are women; a bachelor's degree doubles women's salaries (vs. GED).
- The DOE shall instruct school districts to review and implement measures to correct disparities in school discipline, including training on implicit bias and restorative justice with annual reporting.
- Set a goal that 50% of STEAM graduates will be women by 2030. Identify public/private strategies to promote STEAM and women's college success and career preparation in all fields by convening key stakeholders and CT's Women and Girls Funds in spring 2019.

- 2. Which goals are achievable in the first 100 days of the Administration?** All of these measures can be either initiated or completed in the First 100 days of a Lamont-Bysiewicz Administration.
- 3. Which goals will require legislation to move forward? Which items can be advanced through the actions of the Administration alone? What is the fiscal impact of these legislative or executive actions?** Legislation to introduce PFML, minimum wage and pay equity can be submitted on day one along with healthcare as a human right, SOL and tuition free community college, for example. Other priorities may be accomplished with chief gubernatorial leadership to include Paradigm for Parity, CT Council for Women and Girls and workplace policy. Fiscal impacts vary – many are cost neutral - and are highlighted in appendices on key policy priorities. Costs range from approximately \$14-\$20 M recoupable start-up to PFML, \$4.5M in FY '20 and \$9.7M in FY '21 re: minimum wage and, \$48 M minimally for free college tuition. Medicaid reimbursement to address maternal health is unclear but should be balanced against the cost of prenatal-natal complications.
- 4. Are there specific challenges you can identify with regard to achieving the Lamont Administration's goals, and how would you suggest to address those?** There is no identified challenge in regard to measures which can be advanced through Executive Order. Some legislative initiatives involve a cost to the state and/or public/private employers and may receive resistance through the legislative process. The Lamont-Bysiewicz Administration should lead on these policies with a clear message that CT's workplace should support the 21st century family.
- 5. How will implementation of policy in this area create jobs and spur economic growth?** When more women have access to work and livable wages, economies grow. A foundation which supports women's leadership and growth in the workforce, to involve access to college completion, spurs CT's competitive edge and makes the state more attractive in comparison to its counterparts.
- 6. Are there opportunities for cost savings for CT state government in the context of implementing this policy?** With multiple examples, we know that workers without PFML are more likely to file for bankruptcy, experience food insecurity and rely on state assistance. Health care policies with an investment in prevention save the state dollars and the human toll of morbidity and mortality. Women's executive leadership and business ownership broaden the state's tax base and makes CT competitive.
- 7. What examples of success from other states, countries, or the private sector in this policy area should the Administration study?** Connecticut needs to catch-up. Twenty-six states have no statute of limitations

for cases of rape. VT, NH, ME, MA and RI reimburse at 100% parity for CNM's. CA, NJ, RI and NY were first to pass PFML with MA and WA following suit. NY mandates workplace policy on domestic and sexual violence and stalking in the private/public sector with ME, NH, DE and SC requiring state agencies through executive order. NYC minimum wage will raise to \$15/hour by the end of 2018 and downstate areas by 2021; MA and CA by 2023 and Washington D.C. by 2020.

- 8. Are there any other issues/considerations you would like to highlight with regard to this policy area?**
Given the importance and complexity associated with these measures, we have attached additional detail for key measures. Explicit guidance on all initiatives, are available per your request.