CABINET WORK GROUP FINAL REPORTS

Please follow the links below to read the final reports submitted by the Cabinet Work Groups. These and additional documents are posted on the Cabinet website: http://www.ct.gov/opm/cwp/view.asp?a=2998&Q=490946

WORK GROUP ON CONTRACT PROCUREMENT AND ADMINISTRATION – FINAL REPORT

The charge of the Contract Procurement and Administration Work Group was to:

1. Recommend language changes to the Cost Standards:

    a. Regarding fair rental for agency owned property, including costs of ongoing property management and the need for capital improvement reserves; and
    b. To clarify that taxes or penalties incurred under the Affordable Care Act are not reimbursable expenses under the Cost Standards.

2. Review the status of the OPM Efficiency Project and make recommendations regarding future areas of focus.

3. Review the status of recommendations transmitted to OPM relating to the RFP and procurement process per the 2013 Report to the Governor.

4. Review the status of recommendations transmitted to OPM relating to modifications to the OPM Cost Standards per the 2013 Report to the Governor.

5. Identify additional areas of focus such as:
    a. Payment reform;
    b. Strategies for strengthening and supporting POS contractors in the POS system; and
    c. Unfunded mandates.

Follow this link to view the full report:
http://www.ct.gov/opm/lib/opm/Work_Group_on_Contract_Procurement__Admin_10-22-14_BC.pdf

WORK GROUP ON BUSINESS PRACTICE – FINAL REPORT

The Business Practice Work Group explored business-related trends unfolding nationally in the delivery of social services. These trends could prove crucial in implementing many of the goals that have been articulated in past Cabinet reports because they are specific tools relating to data, measurement, and financial efficiency—all consistently recurring themes.

Follow this link to view the full report:
http://www.ct.gov/opm/lib/opm/Work_Group_on_Business_Practice_BC_10-22-14.pdf

Task #1: Identify models, best practices and incentives for collaboration and partnership among nonprofit organizations.

Work and Observations:
The Work Group has seen presentations, specifically from the Graustein Memorial Fund, and discussed efforts undertaken by the United Way of Connecticut and United Way of New Haven, all related to the positive impact that collaboration can have when applied in connection with an appropriate opportunity. Examples of collaboration fall across a continuum of models, from cooperation in a particular area to full integration of administrative and program consolidation. The general conclusion is that in the right circumstances, collaboration improves outcomes and can serve as a vehicle for all stakeholders to work toward shared goals on important community issues.

Task #2: Identify processes for streamlining nonprofit business practices using tools such as the Lean model

Work and Observations:
There was significant recurring discussion surrounding the benefits to the state and the nonprofit community when a concerted effort is made to examine opportunities for increased efficiency. Specific discussion was had regarding the usage of the Lean model within the State of Connecticut and the ability this model has on improving efficiency.

Task #3: Evaluate the potential for engaging in innovative or emerging business practices such as Social Impact Bonds and Social Enterprise.

Work and Observations:
Significant discussion was held regarding the new trends relating to social financing, specifically social impact bonds and the many ways in which social impact can be created, including through social enterprise and pay-for-success structures that reward services that are measured for both (i) success and (ii) financial impact. There are resources such as reSET available to the nonprofit community to encourage the use of B-corporations and enhance social enterprise, and resources at DECD to help the nonprofit community create or maintain jobs.

Task #4: Make recommendations on the technical resources that nonprofit organizations need in order to collect and analyze data that will drive performance delivery and budget decisions.

Work and Observations:
There is an increasing national consensus that the usage of data and technology can help deliver better results and improve the social services sector. The Work Group witnessed presentations from several agencies, specifically the Judicial Branch Court Support Services Division (CSSD) and the Department of Children and Families (DCF), and was able to observe first hand some of the good work being done within the State of Connecticut to develop technology infrastructures that improve results and capture meaningful performance data. It was clear that the successful implementation of this task makes all the other Work Group tasks possible, as we need data, systems, and analysis in order to fully implement the other recommendations.

Additional Considerations: Consider the Business Practice Needs of Nonprofit Organizations

Work and Observations:
There was a great deal of discussion surrounding the financial pressures facing nonprofit organizations today. This discussion tied in many of the concepts under consideration relating to measurement and financial impact. There was a consensus within the group that increased awareness by the public and government regarding the financial pressures that are felt by the nonprofit community would greatly benefit the community at large. In advocating that the State view nonprofit organizations as businesses, we would do well to demonstrate the economic impact of our services and the value to the community.

WORK GROUP ON NONPROFIT EMPLOYMENT DATA – FINAL REPORT

The charge of the Nonprofit Employment Data Work Group was to:

1. Work with the Department of Labor (DOL), Office of Policy and Management (OPM), and relevant state agencies to collect data on the Purchase of Service (POS) and the Judicial Branch Court Support Services Division's (CSSD) contracted workforce in the nonprofit sector.
2. Assess and report on a process to develop and implement a statewide data system that captures nonprofit sector workforce needs and trends.
3. Assess the impact of wage/pay equity, specifically as it relates to the predominately female workforce employed by nonprofit organizations, building on the work of the Gender Wage Gap Task Force.
4. Coordinate linkages between the Cabinet and other venues that relate to the nonprofit workforce, including:
   a. the State Innovation Model (SIM) and its Work Group Task Force, and
   b. the Veteran's Cabinet.
5. Provide recommendations to the Cabinet about the current workforce and areas for future enhancement.

In addition, the Work Group adopted a mission:

> To identify current and trend data that will provide nonprofit organizations with information they can use to strengthen their organization as well as inform public policy to increase viability and sustainability.

The Work Group also identified the following outcomes as indicators of success in achieving its charge:

- Compile data to support decision-making and policy recommendations to develop the workforce to benefit the state and local economy.
- Identify core competencies that can be used to make recommendations for career pathways and to create a model than can be used by any organization to support staff development.
- Identify demographic information on this workforce.
- Change the philosophy on how nonprofit organizations are perceived by reimaging and rebranding.

Follow this link to view the full report:
http://www.ct.gov/opm/lib/opm/Work_Group_on_Nonprofit_Employment_Data_10-22-14_BC.pdf