

Act Number:	09-166	
Bill Number:	6476	
Senate Pages:	5669-5670, 5701-5703	5
House Pages:	2978-2989	12
Committee:	Program and Review: 413-416	4

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**CONNECTICUT
GENERAL ASSEMBLY
SENATE**

**PROCEEDINGS
2009**

**VOL. 52
PART 17
5352 – 5682**

mhr
SENATE

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June 2, 2009

There is a motion on the floor to place Calendar Number 606 on the Consent Calendar. Without objection, so ordered, sir.

SENATOR LOONEY:

Thank you, Mr. President. Mr. President, on Calendar Page 9, Calendar 621, House Bill 6467 is marked go. Continuing on Calendar Page 9, Calendar 619, House Bill 6343. Mr. President, would move to place that item on the Consent Calendar.

THE CHAIR:

There is a motion on the floor to place Calendar Number 619 on the Consent Calendar. Seeing no objection, so ordered, sir.

SENATOR LOONEY:

Yes. Thank you, Mr. President. Continuing on Calendar Page 9, Calendar 626, House Bill 6476. Mr. President, would move to place that item on the Consent Calendar.

THE CHAIR:

There is a motion on the floor to place Calendar Number 6 -- you got 626 here --

[HB6476]

SENATOR LOONEY:

Yeah, 626, Mr. President.

THE CHAIR:

-- on the Consent Calendar. Seeing no objection,

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so ordered, sir.

SENATOR LOONEY:

Yes. Thank you, Mr. President. Continuing
Calendar Page 9, Calendar 629, House Bill 6232.

Mr. President, move to place that item on the Consent
Calendar.

THE CHAIR:

Motion on the floor to place Calendar Number 629
on the Consent Calendar. Without objection, so
ordered.

SENATOR LOONEY:

Thank you, Mr. President. Mr. President, moving
to Calendar Page 10, Calendar 634, House Bill 6544,
Mr. President, move to place that item on the Consent
Calendar.

THE CHAIR:

There's a motion on the floor to place Calendar
Number 634 on the Consent Calendar. Without
objection, so ordered, sir.

SENATOR LOONEY:

Yes, Mr. President. Thank you. Continuing
Calendar Page 10, Calendar 636, House Bill 6483, I
would move to place that item on the Consent Calendar.

THE CHAIR:

Motion on the floor to place Calendar Number 636

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GENERAL ASSEMBLY
SENATE**

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2009**

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5683 – 5943**

mhr
SENATE

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Mr. Clerk, please call Consent Calendar.

THE CLERK:

Immediate roll call has been ordered in the Senate on the Consent Calendar. Will all Senators please return to the chamber. Immediate roll call has been ordered in the Senate on the Consent Calendar. Will all Senators please return to the chamber.

Mr. President, those items placed on the Second Consent Calendar --

THE CHAIR:

Mr. Clerk, please hold for a second.

I'm trying to hear the Clerk call the Consent Calendar and I'm sure you don't want to miss that vote either, so if I could have your attention and quiet, please.

Mr. Clerk.

THE CLERK:

The items placed on the Second Consent Calendar begin on Senate Agenda 1, substitute for House Bill 6486, substitute for House Bill 6649. Senate Agenda Number 3, House Bill 6394. Today's Calendar, Calendar Page 3, Calendar 317, Senate Bill 586; Calendar Page 4, Calendar 455, House Bill 5018; Calendar Page 7, Calendar Number 593, Substitute House Bill 5286; Calendar Page 8, Calendar 606, substitute

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for House Bill 5883; Calendar Page 9, Calendar 619,
House Bill 6343; Calendar 626, House Bill 6476;
Calendar 629, substitute for House Bill 6232; Calendar
Page 10, Calendar 634, House Bill 6544; Calendar 636,
substitute for House Bill 6483; Calendar Page 11,
Calendar 649, substitute for House Bill 6466; Calendar
Page 13, Calendar 663, substitute for House Bill 5254;
Calendar Page 15, Calendar 680, substitute for House
Bill 5821; Calendar Page 16, Calendar 684, House
Bill 6231; Calendar Page 17, Calendar 689, substitute
for House Bill 5421; Calendar Page 18, Calendar 695,
substitute for House Bill 6419; Calendar Page 19,
Calendar 699, substitute for House Bill 6284; Calendar
Page 21, Calendar 711, House Bill 5099; Calendar 712,
substitute for House Bill 6025; Calendar Page 22,
Calendar 718, substitute for House Bill 5861; Calendar
Page 23, Calendar 720, substitute for House Bill 5108;
Calendar Page 32, Calendar 450, House Bill 6233;
Calendar 467, substitute for Senate Bill 1031; and,
Calendar Page 35, Calendar 205, substitute for Senate
Bill 948. Mr. President, that completes the items
placed on the Second Consent Calendar.

THE CHAIR:

Will you please call the Consent Calendar? The
machine will be open.

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SENATE

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THE CLERK:

The Senate is now voting by roll call on the Consent Calendar. Will all Senators please return to the chamber. The Senate is now voting by roll call on the Consent Calendar. Will all Senators please return to the chamber.

THE CHAIR:

Have all Senators voted? If all Senators have voted, please check your vote. The machine will be closed. The Clerk will call the tally.

THE CLERK:

Motion is on adoption of Consent Calendar
Number 2:

Total Number Voting	36
Those voting Yea	36
Those voting Nay	0
Those absent and not voting	0

THE CHAIR:

Consent Calendar Number 2 passes.

Senator Looney.

SENATOR LOONEY:

Thank you, Mr. President. Mr. President, would move for immediate transmittal to the House of Representatives of any items voted on, on Consent Calendar Number 2, requiring additional action by the

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HOUSE**

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2925 – 3245**

The bill as amended is passed.

Are there any introductions? Representative Hamm.

REP. HAMM (34th):

Thank you, Mr. Speaker. For purposes of an introduction.

My colleagues in the chamber, I would like to have you join with me in meeting several German Rotarians who are visiting us in the gallery. Every year, District 7980 in Rotary has what they call a group study exchange, which is a vocational experience that lasts three to four weeks. And this year they've chosen to come and visit us in Hartford, so if we could please give them a very warm welcome.

DEPUTY SPEAKER GODFREY:

Wilkommen. Very nice to have you here. Thank you very much. Hope you enjoy your day.

Are there any other introductions? If not, we will return to the call of the calendar.

Calendar 377.

THE CLERK:

On page 43, Calendar 377, House Bill Number 6476,
AN ACT CONCERNING A PROGRAM REVIEW AND INVESTIGATIONS
COMMITTEE PILOT PROGRAM UTILIZING RESULTS-BASED

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ACCOUNTABILITY, favorable report of the Committee on
Human Services.

DEPUTY SPEAKER GODFREY:

Could I have the center aisle cleared, please.

Thank you.

The gentlewoman from North Stonington,
Representative Urban.

REP. URBAN (43rd):

Thank you, Mr. Speaker. I move for acceptance of
the joint committee's favorable report and passage of
the bill.

DEPUTY SPEAKER GODFREY:

Question is on acceptance and passage. Would you
explain the bill please, madam?

REP. URBAN (43rd):

Thank you, Mr. Speaker. This bill offers another
approach to the systematic examination of the
efficiency and performance of government entities and
programs as an alternative to the Connecticut Sunset
Law. The bill specifically looks at significant
budget impact areas utilizing the results based
accountability process which agencies are already
familiar with through the program of appropriation.
The bill directs the Program Review and Investigation

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Committee and staff in consultation with the committee of cognizance and the subcommittee of cognizance to examine specific state agency programs.

And in this case, Mr. Speaker, we are starting in this bill would the human services area because of its major impact on our budget. The sunset process is an outgrowth of the FMLA Commission of 1977 and for the legislators' information, this report -- this report resulted in statutes that reorganize and consolidated government. And for example, OPM came out of this process as well as GAE.

Our esteemed colleague, Senator Joe Harper, in 1983 on the first go-round of this process suggested and I quote from the GAE hearing, to hold onset -- sunset in abeyance and put in its place a five-year performance audit by Program Review and Investigation of one or more major state agency programs a year.

I will repeat that happened in 1983. Unfortunately, they did not move forward with that and Mr. Speaker, 25 years later we still have a sunset list that contains approximately 78 entities which are set to be examined. These are mostly regulatory boards and commissions for July 2010. We are on a pilot basis going to utilize RBA. We will delay the

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sunset at additional two years and within that time, pilot the RBA process. We have chosen RBA because we are trained and familiar with it and it will have a schedule similar to the sunset schedule and it has similar questions.

RBA asks how much did we do, how well did we do it and is anyone better off. And there's a direct relationship with the appropriations process. As you know, Mr. Speaker, program review and investigation is our bipartisan research and investigative arm and it is time for us to move forward after 25 years. I urge my colleagues to vote for this bill.

DEPUTY SPEAKER GODFREY:

Will you remark further on this bill? Will you remark further on this bill? Representative Carson.

REP. CARSON (108th):

Thank you, Mr. Speaker. I rise in strong support of this bill. Without this bill, frankly, I see the legislature just putting off yet another cyclical five-year study of the sunset laws. We have done that as Representative Urban has said since the mid '80s. We just kind of put this off. We're not really looking into what we should be doing. And now we have the program review staff, who on this pilot program,

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will take the biggest portion of our budget, the human services portion of our budget and they'll work with the Appropriations Committee and really bring back to us, hopefully, some strong recommendations as to what we can do.

If we don't do this, frankly, the program review staff will get to work. They'll start a review which, frankly, will not include anything care what this can accomplish. So again, I stand in strong support. I hope we can send a unanimous message up to the Senate that this is really a good bill. Thank you, Mr. Speaker.

DEPUTY SPEAKER GODFREY:

Thank you, madam. Dean of the House of Representatives, Representative Mushinsky.

REP. MUSHINSKY (85th):

Thank you, Mr. Speaker. On Program Review and Investigations, as the chamber knows, we have an equal number of Democrats and Republicans and everyone was united in their desire to use results based accountability to evaluate the programs in a major way and not spend our staff's time and our time on 78 little tiny boards and commissions. We have a better use of the taxpayers' money than that and we think

this approach will achieve more savings for the State so I'm glad to join my Senate Republican counterpart, Senator Kissel and members of the committee in endorsing this approach rather than the same old same old. I hope you'll join us in constant trading on the results based accountability in the human services area. Thank you.

DEPUTY SPEAKER GODFREY:

Thank you, madam.

The gentleman from Griswold, Representative Mikutel.

REP. MIKUTEL (45th):

Yes. Thank you --

DEPUTY SPEAKER GODFREY:

Just a second, sir. I'm having difficulty seeing Representative Mikutel. Put the people in front of him please sit down, take your seats and move out of the way. Thank you so much. Please proceed, sir.

REP. MIKUTEL (45th):

Thank you, Mr. Speaker. Mr. Speaker, a question for the proponent of the bill.

DEPUTY SPEAKER GODFREY:

Please proceed with your question, sir.

REP. MIKUTEL (45th):

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Yes. For the purposes of my constituents and maybe some other members of the Legislature here, would you, Representative Urban, distinguish RBA from the traditional budgeting process of state government?
DEPUTY SPEAKER GODFREY:

Representative Urban, do you care to respond.

REP. URBAN (43rd):

Thank you, Mr. Speaker. Through you, Mr. Speaker, RBA takes a unique position because it establishes overall results such as all children ready for school by age five, a clean and healthy Long Island Sound and then takes those results and says are our programs that are in place actually getting us to that result and when we examine those programs, we ask, how much did they do? How well did they do it? And is anyone better off? Through you, Mr. Speaker.
DEPUTY SPEAKER GODFREY:

Representative Mikutel.

REP. MIKUTEL (45th):

Yes, through you, Mr. Speaker, would have in the resistant -- another question for the proponent of the bill. What have been the resistant points in implementing RBA in state government, because we have talked about this issue for the last 15 years with

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little success. So there must be some reason why we haven't made much progress in this. I mean, we've talked the talk, but we've never really walked the walk, so what has been the problem here.

DEPUTY SPEAKER GODFREY:

Representative Urban.

REP. URBAN (43rd):

Through you, Mr. Speaker, I would opine that the processes that we have used before, and Representative Mikutel's question, had been processes that are very difficult to implement. They have been laborious in the amount of information and data and they have not been clear-cut and I might add here that I have a great deal of thanks for Representative Merrill that we came upon this results based accountability which is very logical, very straightforward and very simple in its application. And we have been able to move this particular methodology forward. And I would have and, through you, Mr. Speaker, it's very difficult when you're facing change and we are really asking that we work together as one entity on results for the people of the State of Connecticut that we accept the responsibility of this accountability and transparency. Through you, Mr. Speaker.

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DEPUTY SPEAKER GODFREY:

Representative Mikutel.

REP. MIKUTEL (45th):

Yes. Through you, Mr. Speaker, another question for the proponent, so do you feel comfortable that if this bill, we now have the authority through this committee to compel cooperation from the different agencies that if they get the information that we need to accomplish what we need to accomplish?

DEPUTY SPEAKER GODFREY:

Representative Urban.

REP. URBAN (43rd):

Through you, Mr. Speaker, this is actually a pilot so if there are issues that come up that people do feel uncomfortable with that we will be able to then tweak where the uncomfortable issues are, but as far as being able to get this information, we are doing this already on the RBA subcommittee with appropriations. We had agencies report to us in the form of RBA and we were very able to get that information working in concert with the agencies, with OPM and with OFA. So I feel confident, through you, Mr. Speaker, that we'll be able to do this.

DEPUTY SPEAKER GODFREY:

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Representative Mikutel.

REP. MIKUTEL (45th):

Yes. Thank you, Mr. Speaker. Well, I stand in strong support of this bill. Its long-overdue. I think we should really do more than what we're doing. This is a relatively small pilot program, but the bottom line here is that our constituents do not believe that we are spending their money wisely. They do not think we're accountable with state taxpayer money, so this is a good way to demonstrate that we are, as lawmakers, watching out for the taxpayers' money so I think it will enhance government operations and improve accountability and I stand in strong support of it. Thank you, Mr. Speaker.

DEPUTY SPEAKER GODFREY:

Thank you, sir.

In summation, the distinguished Majority Leader, Representative Merrill.

REP. MERRILL (54th):

Thank you, Mr. Speaker. I just wanted to underscore my appreciation to those of the chamber who are supporting the results based accountability process. I share the frustration of Representative Mikutel that we have not been able to go as far as we

would like in this. It's a very -- it's a difficult process, but one that will net the state tremendous benefits. It's a legislative initiative that we began about four years ago in the Appropriations Committee. I'm gratified to see that we're using the PRI Committee to do the research that's going to be needed, but in the end this will enable us to really get the savings and efficiencies out of programs that we're running out and to really be able to see what we're doing for the citizens of Connecticut for all the programs that the state runs. So I want to thank Representative Urban, Representative Mushinsky, everyone who's worked on the RBA process. And hopefully, we can keep it moving forward and really, I see tremendous achievements from this initiative in the future. Thank you, Mr. Speaker.

DEPUTY SPEAKER GODFREY:

Thank you, madam. Remark further on the bill? If not, staff and guests, please come to the well of the House. Will members take their seats. The machine will be open.

THE CLERK:

The House of Representatives is voting by roll call. Members of the chamber and the House is voting

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by roll call. Members to the chamber please.

DEPUTY SPEAKER GODFREY:

Have all the members voted? Have all the members voted? If so, the machine will be locked. Clerk will take the tally. And the Clerk will announce the tally.

THE CLERK:

House Bill 6476.

Total Number Voting 142

Necessary for Passage 72

Those voting Yea 142

Those voting Nay 0

Those absent and not voting 9

DEPUTY SPEAKER GODFREY:

The bill is passed.

The House will stand at ease.

Chamber at ease.

Speaker Donovan in the Chair.

SPEAKER DONOVAN:

The chamber will come back to order.

We're having our Annual Academic Day here at the

**JOINT
STANDING
COMMITTEE
HEARINGS**

**PROGRAM
REVIEW AND
INVESTIGATIONS
PART 2
242 - 434**

2009



Connecticut Business & Industry Association

TESTIMONY OF
PETER M. GIOIA
VP & ECONOMIST
CONNECTICUT BUSINESS AND INDUSTRY ASSOCIATION
SUBMITTED TO THE
LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE
FEBRUARY 26, 2009
LEGISLATIVE OFFICE BUILDING
STATE CAPITOL
HARTFORD, CONNECTICUT

Good day. My name is Peter Gioia. I am the VP and economist for the Connecticut Business and Industry Association (CBIA). CBIA represents about 10,000 firms, which employ about 700,000 women and men in Connecticut. Our membership consists of firms of all sizes and types, the vast majority of which are small businesses employing fewer than 50 people.

CBIA supports the concept of performance budgeting within state agencies as exemplified in the Results Based Accountability (RBA) process. Therefore, we strongly support the concept of expanding RBA to more programs as in HB 6476 An Act Concerning A Program Review And Investigations Committee Pilot Program Utilizing Results-Based Accountability. Indeed, we have been concerned about better measurements of state program effectiveness for years as exhibited in an older attached STATECOST article.

Connecticut's ability to manage its state and local government's budgets has a direct effect on our economy. The more effective and efficient that government is, the better our business climate will be, and the better Connecticut will be able to compete with other states to bring in businesses and the jobs and revenue they generate. These jobs make the economy stronger and produce additional tax revenues that make it easier to pay for state and local programs and services.

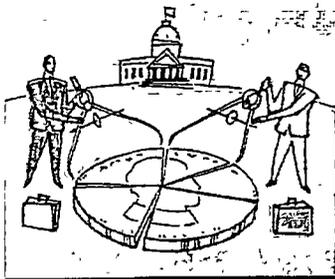
Therefore, making government more efficient isn't just a desired goal--it's essential to maintaining a healthy economy and good quality of life. In order to meet vital citizen needs, government needs more choices and options in how service are delivered. Government needs to find ways to introduce more flexibility into its operations.

A key factor that we see is that any performance measures must explicitly measure outcomes not activity. Most agencies can tell you all about what actions they take and precious little about whether or not their programs make actual ongoing positive differences in the lives of the citizens of Connecticut. CBIA wants to see measures that show actual results. Things such as if social services programs really provide the supports that directly lead people out of dependency towards more self-sufficient lives, if transportation programs really allow the faster movement of people and goods, and if our education systems fully prepare students for productive lives in the real world.

We think it would be a good idea to modify this bill to not be only a pilot, but to be law for all state programs. While this would be a big project the committee could propose phasing it in beginning with the largest and most costly program first. Certainly, our economic crisis may pose additional risks to the state budget for years after this year's biennial budget is passed. A larger RBA effort cannot be implemented too broadly or too soon.

Thank you for the opportunity to submit this testimony.

ATTACHMENT: STATECOST



An Analysis of State Fiscal Issues

Statecost

CBIA • Connecticut Business & Industry Association

Do we know how well state government is working?



by Peter Gioia
CBLA Economist

Businesspeople know that with good performance measures, their companies stay on mission, achieve their goals and deliver exactly what their clients want — while their businesses are able to detect problems and make necessary adjustments along the way.

Speaking at CBIA's 2004 Economic Summit & Outlook, United Technologies Chairman and CEO George David said, "process analysis is the [company's] single most important discipline."

On the other hand, without good performance measurements, a business can lose sight of where it is going and what it is supposed to be accomplishing — leading to serious trouble. The absence of "process analysis" could mean the wasting of precious financial resources, or the failure to detect areas that are outmoded and potentially lethal drains on a company.

Simply put, if a business doesn't regularly, accurately and adequately measure its outputs — including profitability, production, customer satisfaction, and return on investment (ROI) — the business may not survive.

Connecticut's state government is not likely to go out of business, but its failure to adequately measure the effectiveness of its programs and services and apply the information to the decision-making process can lead to poor performance, cost overruns or both. Ironically, the inability of some govern-

ment agencies to monitor the effectiveness of their programs has led those programs often to appeal for new resources — through higher taxes — to fuel their inefficiencies.

While Connecticut already requires (see PA92-8) government agencies to conduct outcome measures in so-called "performance budgeting," are they really doing that?

No, says a special task force formed to identify several areas in which state government could become more effective, efficient and accountable. In fact, the task force of Operation ACE

Without good performance measures, a business can lose sight of where it's going and what it is supposed to be accomplishing.

(Accountability, Creativity and Efficiency), a Legislative Effort for Better Government, has specifically recommended that state legislators study this issue.

Apparently, most Connecticut government agencies and programs are simply reporting the scope of their activities without providing meaningful analyses of these activities.

For example, the state budget reports reveals that:

- 4,542 community residents were supervised in a year by corrections personnel.
- 180,967 applications for Medicaid were processed in a year by the Department of Social Services.

392 unduplicated clients were served by Connecticut Valley Hospital's mental health division over a year.

- 81,922 copies of records were requested of the Department of Motor Vehicles.
- 275 Regional Market Farm Stalls were rented in the Department of Consumer Protection and Agriculture.
- 50% of highway signs meet current standards.

Some of this information may be useful, but what does it actually mean? If 81,922 copies of records were requested of the Department of Motor Vehicles, were the requests filled in a timely manner? Were the customers satisfied? Were they the appropriate records? Could they have been provided in a more efficient way, perhaps through the Internet?

The above stack of statistics fails to answer the key question of what taxpayers are getting for their money. And the numbers by themselves aren't giving policy makers insight as to whether the vast base of state spending is really working effectively for the citizens of the state.

What's missing?

Under current state government reporting practices, many questions are left unanswered, such as:

- Do our agencies maximize the use of technology across and within agencies to both perform at maximum efficiency and in a timely and cost-effective manner?
- Is the corrections system rehabilitating criminals with a reasonable success rate and in a cost-effective manner?
- Does the state effectively reintroduce juvenile offenders back into society as

Continued on Page 2

productive citizens?

- Is our education system graduating students who are prepared to take college-level courses or enter the workforce with the skills they need?
- Does the long-term care system provide dignified, quality care in the most home-like environment possible in a cost-effective manner?
- Has the movement of people and products across the state measurably improved under Department of Transportation programs?
- Has our mix of services provided to individuals with special needs resulted in a qualitative improvement in their quality of life?
- Does the state utilize its workforce in a flexible and productive manner?
- Does the state consistently pilot state-of-the-art programs to create better opportunities for continuous improvement?
- Does the state sunset programs that are ineffective, obsolete and no longer represent state-of-the-art performance?

For hundreds of state programs and agencies funded through the \$13.5 billion state budget, the answer to these questions and many more are "we do not know." We don't know if the expenditure of vast sums of taxpayers' money is making a real difference. And when it is, we don't know if dollars are being spent in the most cost-effective manner.

It may be hard to find out. At CBIA's Economic Summit & Outlook, Rae Rosen, senior economist and assistant vice president of the Federal Reserve Bank of New York, noted that state government has lagged process improvements elsewhere. She recalled that at one Connecticut government office she recently visited, official paperwork was being filed in cardboard containers.

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Update on deficit

Good measures become important when it comes time to cut programs to avoid budget shortfalls. At the time this article was drafted, the comptroller estimated that the state may face an \$85 million shortfall in the current 2004 state fiscal year. The governor has already requested agencies to provide targeted lists of areas whose budgets can be cut. Metrics such as good outcome measures could provide guidance to the executive branch in difficult times like these as well as to the legislators when drafting a budget. It's always the job not done that is most missed when tough decisions are in order. ■

"We've got to give government the tools they need to increase productivity, as we've done in the private sector," said Rosen.

Hard to measure

Measuring output is often difficult. Finding the right metrics and then collecting and analyzing the data takes time, skill, discipline and money. A few areas have recognizable outcome measures.

For example, Connecticut's corrections system reported that it had awarded "924 GEDs ... to inmates in a single year." (p. 477 GovBud). Numerous groups, such as the National Council of State Legislatures, have observed that inmates who receive an education while incarcerated are more likely to get a job when they leave prison — and are less likely to become repeat offenders. Thus, a GED program conceivably will do some real good, even though it's hard to quantify.

Some budget areas are measured periodically (that is, not on a regular basis), in part (such as a financial audit or specific program area review), or on an ad hoc basis (usually when something has gone noticeably wrong) by groups like the Auditors of Public Accounts or the Program Review and Investigations Committee.

Customer satisfaction

Very little is done to gauge whether the actual recipients of services believe they are getting quality services that improve their lives. There is no systemic, cross-agency effort to determine clients' satisfaction nor one that gathers comments

about the performance of state services. When efforts are made to measure programs, results are not always widely reported or used in budget deliberations.

Areas that expend vast sums of money, such as Medicaid, health services, transportation, corrections, public works and education, are not systematically measured for actual achievement of their basic purposes.

System-wide measurement could provide credible data on whether services are effective, timely and of good quality and are servicing the need/problem for which they were intended. Since billions are spent on people who are under the care or custody of the state or who use state services, it would make sense to measure whether those dollars make a difference in the opinions of the actual clients or the clients' guardians.

Visible or hidden assets

Some state spending areas create tangible results, such as the UConn 2000 project. Certainly, anyone who had been acquainted with the university in the 1960s, '70s or '80s and who visits the campus today is struck by the superb improvement to the physical structure of the campus.

It's even more impressive when one learns that some buildings were completed ahead of schedule and on or under budget. But most of state spending is not as easy to observe as the buildings on the UConn campus. And even when it is, it's not clear that such resources were used in the most cost-effective manner and with potentially the best results for the long term.

CBIA believes that state legislators and the administration need to focus on keeping the budget in balance and finding solutions to get better long-term control over state spending. The state has slipped badly in the confidence of business leaders [See cbia.com/business for results of CBIA's Annual Membership Survey] in part because the budget has grown tremendously — but not necessarily efficiently or effectively.

Fiscal responsibility can be achieved with better fiscal accountability. We encourage lawmakers to respond to the challenge put forward by ACE to examine this critical issue. ■