Introduction

Connecticut's quasi-public agencies are independent government corporations that, while maintaining some government oversight and accountability, are not under the direct control of the government and its many controls and requirements, and are intended to take on problems and opportunities more efficiently and nimbly.[1] Quasi-publics set their own budgets, do not need approval from Connecticut's Office of Policy and Management (OPM) to hire employees, do not need to adhere to the State Personnel Act, or the State Properties Review Board (SPRB) and attorney general's office for property acquisition or disposition. Additionally, with the exception of the State Education Resource Center, Connecticut quasi-public agencies are exempt from the state's purchasing and contracting rules.[2]

This policy briefing looks at each of Connecticut's 17 quasi-public agencies and details their backgrounds, governance structures, revenues and expenditures, and additional requirements. Additionally, this policy briefing makes note of actions other states have taken in regard to quasi-public agencies, and presents several recommendations for strengthening the transparency and operations of Connecticut's quasi-publics.

General Accountability Measures

Boards of Directors

Each Connecticut quasi-public agency is led by a board of directors, the size of which varies. The chairpersons of the boards are typically selected by the governor, except for: 1) quasi-public agencies that are subsidiaries of other quasi-public agencies, in which case the parent quasi-public agency's chairperson typically serves as chairperson of the subsidiary; and 2) the Connecticut Port Authority (CPA), in which case the CPA board of directors selects the chairperson. The boards of directors appoint a president, chief executive officer, or executive director who manages the administrative affairs and activities of the quasi-public agency.

Board members serve without compensation but are reimbursed for necessary expenses. They are required to take the same oath to support the constitutions of the United States and the State of Connecticut as members of the General Assembly and executive and judicial officers.[3]

A consolidated comparison of each quasi-public agencies' board of directors is included in the Appendix.

State Personnel Act

The State Personnel Act requires state agencies to obtain approval of new positions from the OPM,[4] and requires Connecticut's Department of Administrative Services (DAS) to set compensation schedules, post job opportunities, and provide state agencies with candidate lists.[5] Quasi-public agencies do not need to follow these requirements, and are instead required to adopt written procedures related to personnel related policies, as explained below. [6]

State Employees

While quasi-public agency employees are not subject to the State Personnel Act, they are counted as state employees, and receive the same pension and fringe benefits as traditional state employees.[7]

State Purchasing Policies

Generally, the DAS is responsible for the purchase or lease, by competitive bid, of all supplies, materials, equipment, property, and services for state agencies,[8] except when it delegates authority for certain purchases to state agencies when it would be more efficient or reduce costs.[9] The SPRB reviews and approves real property transactions.[10] Quasi-public agencies do not follow these requirements, and are instead required to adopt written procedures related to purchasing and contracting services, as explained below.

Adoption of Written Procedures

Quasi-public agencies adopt procedures to implement, interpret, or prescribe law or policy, or describe the organization or procedure of the agency, excluding internal management unrelated to procedures available to the public or intra-agency memoranda.[11] Procedures are fundamentally the same as state agency regulations, and quasi-publics, when created to assume certain functions of a state agency, have been known to adopt the state agency's regulations as its own written procedures.[12] Procedures and regulations are both required to provide a 30-day notice and comment period: quasi-public agencies are required to publish notice in the Connecticut Law Journal; [13] state agency regulations are posted on the secretary of the state's eRegulations Portal. [14,A] There are a number of other requirements state agencies must follow in the adoption of regulations that are not required of quasi-public agencies, such as approval by the attorney general[15] and the General Assembly's Legislative Regulation Review Committee,[16] a small business impact and regulatory flexibility analysis,[17] and notice to General Assembly committees of cognizance.[18]

Generally, each quasi-public agency's board of directors is required to adopt written procedures concerning budget adoption, affirmative action, personnel decisions, the purchase of goods and services, the use of surplus funds, and, when appropriate, awarding loans, grants, and other financial assistance.[19]

Compliance Audits

The Connecticut Auditors of Public Accounts (APA) performs biennial compliance audits covering the prior two fiscal years to ensure the quasi-public agency complies with the procedures approved by each quasi-public's board of directors for affirmative action, personnel practices, the purchasing of goods and services, the use of surplus funds, and the distribution of loans, grants, and other financial assistance.[20] During this

[A] Prior to 2012 and the implementation of the secretary of the state's eRegulation System, agency regulations were also published in the Connecticut Law Journal.

audit, the APA can also ensure quasi-public agencies are effectively fulfilling their legislative purpose.[21] These audits are submitted to the governor, the comptroller, and the General Assembly's Appropriations Committee.[22]

If the APA find any irregular or illegal use of state or quasi-public funds or expenditures, the office alerts the governor, the comptroller, the House and Senate clerks, and the attorney general.[23]

Reporting Requirements

All quasi-public agencies are required to submit annual reports to the governor and the APA, as well as two separate quarterly reports to the General Assembly's Office of Fiscal Analysis (OFA).

Quasi-public annual reports include:

1. A list of all bonds issued for the prior fiscal year, including the financial advisor and underwriters, method of sale, and the issue's face value and net proceeds, including the value of all bonds issued, the value of outstanding bonds, and the amount of the state's contingent liability;
2. A list of all projects receiving financial assistance during the prior fiscal year, including the purpose, location and funding amount, excluding owner-occupied housing or student loans;
3. A list of all outside individuals and firms receiving more than $5,000 in loans, grants, or payments for service, except for individuals receiving loans for owner-occupied housing and education;
4. A complete set of financial statements;
5. The affirmative action policy statement; and
6. A description of planned activities for the upcoming fiscal year.[24]

The first quarterly report to OFA relates to finances and includes:

1. The beginning fiscal year balance;
2. All funds expended and all revenue collected by the end of the quarter; and
3. Total expenditures and revenues estimated at the end of the fiscal year.[25]

The second quarterly report to OFA relates to personnel and includes:

1. The total number of employees by the end of the quarter;
2. The positions vacated and the positions filled by the end of the quarter; and
3. The positions estimated to be vacant and the positions estimated to be filled at the end of the fiscal year.[26]

State Code of Ethics

Connecticut's Code of Ethics applies the same to quasi-public agencies, board members, and employees as it does to the three branches of state government.[27] Quasi-publics must adhere to financial disclosure requirements,[28] conflict of interest requirements,[29] limits on the value of gifts,[30]and revolving door rules[31] listed within the state Code of Ethics statutes.

The Code of Ethics also requires state and quasi-public agencies that engage in large construction or procurement contracts to appoint state ethics compliance officers who develop ethics policies and provide training for selecting and overseeing contractors.[32] Quasi-public agencies, like state agencies, are prohibited from retaining lobbyists for state activity,[33] however, both are permitted to retain lobbyists for federal lobbying activities.[34]

The Code of Ethics also requires the Connecticut Office of State Ethics to hold a series of biennial conferences to discuss ethical issues related to various groups, one of which is related to quasi-public agencies.[35]

Freedom of Information

Quasi-public agencies, as political subdivisions of the state, are subject to the same requirements for public disclosure as all other public agencies.[36]

Treasurer's Approval for Borrowing or Issuing Bonds

Quasi-publics, with the exception of the Connecticut Lottery Corporation and the Paid Family Medical Leave Authority, may not borrow money or issue bonds that are backed by the State of Connecticut, or for which there is a capital reserve fund to which there is state liability, without the state treasurer or deputy state treasurer's approval.[37] In these cases, the quasi-public must show documentation it has sufficient revenues to pay the bonds and notes' principal and interest; establish, increase, and maintain reserves to secure the payment of the principal and interest; pay the cost of maintaining, servicing, and properly insuring the purpose for which the proceeds of the bonds and notes have been issued; and pay any other required costs.[38]

These requirements do not apply in instances where quasi-public agencies, which are authorized to issue bonds, do so without the backing of the State or a capital reserve fund.

Directors, Officers, and Employees Liability and Indemnification

All quasi-public employees, including directors, officers, anyone executing bonds and notes for the quasi-public agency, and ad hoc members of the Materials Innovation and Recycling Authority (MIRA), are exempt from personal liability or accountability related to the issues of bonds and notes as well as for damage or injury caused from the performance within the scope of their employment or appointment, as long as the action is not "wanton, reckless, willful or malicious."[39]

Severance Related to Potential Litigation or Non-disparagement Agreements

Quasi-public agencies are prohibited from making payments exceeding $50,000 to resigning or retiring employees in order to avoid potential litigation, or pursuant to non-disparagement agreements.[40] Further, non-disparagement agreements cannot prohibit an employee from filing a whistleblower complaint in compliance with Conn. Gen. Statutes ch. 48 § 4-61dd.[41]

Penalty for False Statements

All quasi-public agencies must require any application, agreement, financial statement, certificate, or documents related to loans, mortgages, guarantees, investments, grants, leases, tax relief, bond financing, or other extensions of credit or financial assistance, to be signed under penalty of false statement pursuant to Conn. Gen. Statutes ch. 952 § 53a-157b.

Contracted Financial Audits

While statute does not explicitly require quasi-public agencies to conduct financial audits, they are prohibited from undergoing financial audits from the same person or firm for more than six consecutive years.[42]

Open Connecticut

All state and quasi-public agencies are required to post checkbook-level expenditure data related to contracts, grants, payroll, and pensions, except for data protected by law from disclosure, to the state comptroller's Open Connecticut database.[43]

A Look at Each Quasi-Public Agency

The following pages profile each of Connecticut's 17 quasi-public agencies and detail their governance structures, revenues and expenditures, and additional requirements. Use the index below to go to the page for a specific quasi-public agency.

Connecticut Innovations (CI)	Page 7
Connecticut Health and Education Facilities Authority (CHEFA)	Page 9
Connecticut Higher Education Supplemental Loan Authority (CHESLA)	Page 10
Connecticut Student Loan Foundation (CSLF)	Page 12
Connecticut Housing Finance Authority (CHFA)	Page 13
State Housing Authority (SHA)	Page 14
Materials Innovation and Recycling Authority (MIRA)	Page 15
Capital Region Development Authority (CRDA)	Page 17
Connecticut Lottery Corporation (CLC)	Page 19
Connecticut Airport Authority (CAA)	Page 20
Connecticut Health Insurance Exchange (Access Health CT)	Page 21
Connecticut Green Bank	Page 23
Connecticut Retirement Security Authority (CRSA)	Page 25
Connecticut Port Authority (CPA)	Page 27
State Education Resource Center (SERC)	Page 28
Paid Family and Medical Leave Insurance Authority	Page 29
Connecticut Municipal Redevelopment Authority (MRDA)	Page 31

Connecticut Innovations (CI)

Governance

Connecticut Innovations (CI) provides venture capital and strategic support for start-up technology companies.[44] It was created in 1989, as a successor to the Connecticut Development Authority, to support industrial and commercial development from the idea that there was a shortage of venture capital for start-ups, which resulted in a decrease in new business enterprise and job opportunities.[45] The CI board of directors consists of 17 directors and appoints a chief executive officer.[46]

CI Board of Directors

Appointing Authority	Description
Governor (9)	• Six members with experience and skill in development of innovative start-up businesses, including academic research, technology transfer and application, development of technological invention, and new enterprise development • Three members with expertise in financial lending or commerce, trade, and business development
Legislative Leaders (4)	• One member appointed by the President Pro Tempore of the Senate, one by the Senate Minority Leader, one by the Speaker of the House of Representatives, and one by the House Minority Leader.
Ex-Officio (4)	• The commissioner of the Department of Economic and Community Development (DECD), the president of the Connecticut State Colleges & Universities (CSCU), the state treasurer, and the secretary of the OPM, or their designees.

Revenue and Expenses

CI is funded by "interest on loans, income from investment of funds, state and federal grants, and application and license fees."[47] The State provides funding for recapitalization or as a pass-through for grants in the form of general obligation (GO) bonds.[48] CI has received $212.7 million in GO bonds since its inception[49] and currently has a balance of $11 million available.[50]

CI's largest expenses are salary, fringe benefits, payroll taxes, grants, and professional services. The quasi-public's expenses also include overhead; "marketing, conferences, development"; "provision for loan and guarantee losses"; and "depreciation and amortization."[51]

Additional Requirements

In addition to the general requirements set out in the General Accountability Measures section above, CI is required to submit a business plan every January to the General Assembly's Appropriations, Commerce, and Finance, Revenue and Bonding Committees with a summary of its projected operations for the year.[52]

CI is also required to annually submit a report to the commissioner of the DECD, the APA, and the aforementioned legislative committees, describing new and outstanding financial assistance provided under CI programs by November 1. Finally, CI is subject to annual audits by the APA.[53]

Connecticut Health and Education Facilities Authority (CHEFA)

Governance

The Connecticut Health and Education Facilities Authority (CHEFA), the state's oldest active quasi-public agency, was established in 1965 and provides financial assistance to nonprofit health care and education organizations,[54] such as hospitals and colleges, as well as child care facilities and long-term care facilities.[55] The CHEFA issues tax-exempt bonds on behalf of underlying obligors for "construction and renovation projects, refinancing existing debt, funding Debt Service Reserve Funds (if applicable), and funding of issuance costs."[56]

The CHEFA is led by a 10-member board of directors, which appoints an executive director.[57] The executive director is a member of the Connecticut Higher Education Supplemental Loan Authority (CHESLA) board of directors, a quasi-public agency and subsidiary of the CHEFA discussed below.[58]

CHEFA Board of Directors

Appointing Authority	Description
Governor (8)	• 8 members, no more than 4 from the same political party, and: ◦ 3 of whom are current or retired college or university trustees, directors, officers, or employees ◦ 2 of whom are current or retired hospital trustees, directors, officers, or employees ◦ 1 of whom has expertise in state and municipal finance
Secretary of the OPM	Ex-officio
State Treasurer	Ex-officio

Revenue and Expenses

The CHEFA does not rely on funding from the State.[59] The CHEFA's primary revenue stream, accounting for over 90 percent of its revenue,[60] is from administrative fees on its "portfolio of bonds to the conduit borrowers."[61] In FY 2019, the CHEFA issued over $400 million in bonds from 13 offerings.[62] Since its inception, the CHEFA has issued over $20 billion in bonds.[63] It also receives revenue from general and administrative service fees from the CHESLA and the Connecticut Student Loan Foundation, discussed below, for support services.[64] The CHEFA is authorized to issue bonds and bond anticipation notes.[65] The CHEFA's largest expenses are salary and fringe benefits, and also include professional services, grants, and a legislatively-mandated payment to the State.[66]

Additional Requirements Specific to the CHEFA

The CHEFA is required to submit a report to the governor, within the first 90 days of each fiscal year, describing its activities for the preceding fiscal year, with a financial statement covering its operations for that year, as well as an audit of its books and accounts conducted by a certified public accountant.[67]

Connecticut Higher Education Supplemental Loan Authority (CHESLA)

Governance

The CHESLA, created in 1982,[68] issues tax-exempt bonds to provide financial aid to college students and their families.[69] It became a subsidiary of the CHEFA in 2012.[70] The CHESLA is able to provide student loans at rates below that of private education financial lenders.[71]

The CHESLA board of directors is made up of nine members.[72] The chairperson of the CHEFA board of directors serves as chairperson of the CHESLA board of directors.[73] The CHESLA board appoints an employee of the CHEFA as executive director.[74]

CHESLA Board of Directors

Appointing Authority	Description
CHEFA Board (4)	• 4 members, no more than 2 from the same political party, and: o 2 of whom are current or retired higher education trustees, directors, officers, or employees o 1 of whom has expertise with college loans o 1 of whom has expertise in college loans or municipal finance
State Treasurer	Ex-officio
Secretary of the OPM	Ex-officio
President of the CSCU	Ex-officio
CHEFA Chairperson	Ex-officio
CHEFA Executive Director	Ex-officio

Revenue and Expenses

The CHESLA uses the proceeds of tax-exempt bonds to provide scholarships to qualifying applicants, and uses the repayment, administrative fees, and interest income from those loans toward the bond debt service.[75] In FY 2019, the CHESLA issued over $30 million in bonds in two offerings.[76] Since its inception, it has issued over $625 million.[77] The CHESLA's expenses largely include salary and fringe benefits and student loans, and as well as expenses related to the bond issuance and administration of loans.[78]

Additional Requirements Specific to the CHESLA

The CHESLA is required to submit an annual report every December to the board of directors, the governor, the APA, and to the General Assembly's Education and Finance, Revenue and Bonding Committees. The annual report includes: summaries of all student loans applications during the fiscal year, summaries of all education loan programs that received assistance from the CHESLA, a report on the financial condition of the CHESLA's education loan series portfolio, the number of both the in-state and out-of-state students who received loans, and the projected activities for the next year.[79]

The CHESLA is also required to appoint an advisory committee of at least 15 members consisting of students, faculty, and administrators of public and private secondary schools; state and local education officials; parents; bankers; insurance companies; and investment bankers, and meet with them at least once a year.[80]

Connecticut Student Loan Foundation (CSLF)

Governance

The CSLF, another subsidiary of the CHEFA, was created in 1965 initially as a guarantor of Family Education Loan Program (FFELP) loans made by eligible lending institutions, and later to offer student loans and college planning.[81] It became a subsidiary of the CHEFA in 2012.[82] Due to the discontinuation of the FFELP, the increase in Pell Grants, and the college planning services offered through the Connecticut Office of Higher Education and the U.S. Department of Education, the CSLF no longer performs these services and now its board of directors, which is the CHESLA board of directors, only administers its trust estate.[83]

Connecticut Housing Finance Authority (CHFA)

Governance

The CHFA was created in 1969 to address a shortage of housing for low- and moderate-income families and to provide mortgages to first-time homebuyers and promoting employer-assisted programs.[84]

The CHFA's board of directors consists of 16 members. The members appointed by the governor and the legislative leaders must together have experience in "all aspects of housing, including housing design, development, finance, management and state and municipal finance," with at least one having experience in providing housing to families with incomes ranging from very low to moderate, and at least one other being a state officer or employee.[85] The board chairperson is appointed by the governor and the board elects an appointed member to be vice chairperson.[86] The board of directors appoints an executive director.[87]

CHFA Board of Directors

Appointing Authority	Description
Governor	7 members
Senate President Pro Tempore	1 member
Speaker of the House	1 member
Senate Minority Leader	1 member
House Minority Leader	1 member
Secretary of the OPM	Ex-officio
State Treasurer	Ex-officio
Commissioner of the DECD	Ex-officio
Commissioner of the Department of Housing (DOH)	Ex-officio
Commissioner of the Department of Banking (DOB)	Ex-officio

Revenue and Expenses

The CHFA is funded through a combination of fees and loan repayments.[88] It is authorized to issue bonds to finance the Housing Mortgage Finance Program.[89] It issued over $500 million in Housing Mortgage Finance Program bonds in 2018, and approximately $20 billion since its inception.[90] The CHFA has received $175.8 million in state GO bonds since 1989 to assist CHFA housing development projects.[91] The CHFA's expenses include the issuance and administration of bonds and loan programs.[92]

Additional Requirements

The CHFA is required to submit a report to the governor, by March 31 each year, describing its operations for the prior calendar year.[93] It is also required to submit a report to the General Assembly by March 15 each year that: 1) summarizes its activities, 2) contains a complete operating and financial statement, and 3) contains recommendations for increasing housing for low- and moderate-income families and promoting employer-assisted housing programs.[94]

State Housing Authority (SHA)

Governance

The SHA was created in 1995 as the successor to the Connecticut Housing Authority (CHA),[95] which provided financing for housing projects.[96] The CHA stopped taking on new projects in 1994, and since then the SHA has managed the CHA loans as its single responsibility.[97] The SHA board of directors is made up of three members appointed by the CHFA board, one of whom is a CHFA officer or employee, and two who are CHFA board members.[98]

Materials Innovation and Recycling Authority (MIRA)

Governance

The Materials Innovation and Recycling Authority (MIRA) was created in 2014 as the successor to the Connecticut Resources Recovery Authority.[99] The MIRA provides waste management and recycling services to municipalities and regions by operating a single-stream recycling facility, a resource recovery facility, and three transfer stations.[100]

The MIRA is led by an 11-member board of directors.[101] The chairperson of the board appoints a president of the MIRA.[102]

MIRA Board of Directors

Appointing Authority	Description
Governor (3)	• 1 member who is a municipal official of a municipality with a population less than 50,000 • 1 member with expertise in the energy field
Senate President Pro Tempore (2)	• 1 member who is a municipal official of a municipality with a population over 50,000 • 1 member who has expertise in public or corporate finance, or business or industry
Speaker of the House (2)	• 1 member who is a municipal official of a municipality with a population over 50,000 • 1 member who has expertise in public or corporate finance, or business or industry
Senate Minority Leader (2)	• 1 member who is a municipal official of a municipality with a population less than 50,000 • 1 member who has expertise in public or corporate finance, or business or industry
House Minority Leader (2)	• 1 member who is a municipal official of a municipality with a population less than 50,000 • 1 member who has expertise in an environmental field

Revenue and Expenses

The MIRA relies on several revenue streams, including: "the sale of bonds; the sale of products, materials, fuels and energy; federal loans or grants; municipal loan repayments; service fees; and municipal contracts."[103]

The MIRA's largest expense is operating its waste and recycling management services as well as salary, benefits, and other administrative and operational costs, which includes legal services, maintenance, and utility costs.[104]

Additional Requirements

The MIRA is required to submit copies of all independent audits to the General Assembly's Finance, Revenue and Bonding Committee within seven days of receipt.[105]

Capital Region Development Authority (CRDA)

Governance

The Capital Region Development Authority (CRDA), the successor to the Capital City Economic Development Authority, was created in 2012 to stimulate investment and economic development in the Hartford area; support multicultural destinations; recruit sports, entertainment, and exhibition events; operate and market a number of Hartford area venues; and encourage housing developments.[106]

The CRDA is led by a 14-member board of directors.[107] The board appoints an executive director for the CRDA.[108]

CRDA Board of Directors

Appointing Authority	Description
Governor (4)	• 4 members, no criteria
Mayor of Hartford (2)	• 1 member who is a Hartford resident • 1 member who is a non-elected employee of the City of Hartford
Senate President and Speaker of the House	• 1 member jointly appointed
Senate and House Minority Leaders	• 1 member jointly appointed
Mayor of Hartford	Ex-officio
Mayor of East Hartford	Ex-officio
Secretary of the OPM	Ex-officio
Commissioner of the DECD	Ex-officio
Commissioner of the DOH	Ex-officio
Commissioner of the CTDOT	Ex-officio

Revenue and Expenses

The CRDA's primary revenue stream is event revenue from its various facilities, which accounted for 80 percent of its 2018 operating revenue.[109] It also receives an annual appropriation from the State of Connecticut's General Fund to support payroll and administrative costs, which is $6,249,121 for both FY 2020 and FY 2021.[110]

The CRDA is authorized to issue bonds, note, and other obligations,[111] which are backed by parking and utility fees.[112] It also receives funding from state GO bonds. Since 2012, the Connecticut General Assembly has authorized $269 million in GO bonds to support renovations to Hartford parking garages, general economic development activities in East Hartford, improvements to Hartford's Front Street District, renovations to the Connecticut Convention Center and Rentschler Field, residential housing development, and encouraging other developments included in its statutory provisions.[113] The CRDA currently has unallocated balances of more than $121 million.[114]

The CRDA's largest expenses are salary and fringe benefits and the costs related to its facilities, particularly the XL Center and the Connecticut Convention Center.[115]

Additional Requirements

The CRDA is required to submit a modified version of its annual report, pursuant to Conn. Gen. Statutes ch. 12, § 1-123, within 90 days of each fiscal year. In addition to submitting it to the governor and the APA, the CRDA is required to submit its annual report to the General Assembly's Finance, Revenue and Bonding Committee, and is required to include:

1. A list of all bonds issued for the prior fiscal year, including the financial advisor and underwriters, method of sale, and the issue's face value and net proceeds, including the value of all bonds issued, the value of outstanding bonds, and the amount of the state's contingent liability;
2. A list of all CRDA projects or economic development projects receiving financial assistance from the CRDA, their location, and funding amount;
3. A list of all outside individuals and firms, including principal and major stockholders, receiving more than $5,000 in payment for services;
4. A comprehensive annual financial report;
5. An affirmative action policy statement;
6. A description of planned activities for the current fiscal year;
7. A list of all private investments for commercial property within its jurisdiction; and
8. An analysis of the CRDA's achievement of its statutory purposes.[116]

Connecticut Lottery Corporation (CLC)

Governance

The Connecticut Lottery Corporation (CLC) was created in 1996 to operate the state's lottery, which was previously operated by the Department of Revenue Services' Division of Special Revenue.[117] The CLC has the exclusive right to operate lottery games in the state, except on the reservations of the state's two federally recognized tribal reservations.[118] The CLC is led by a 13-member board of directors, which appoints a president.[119]

CLC Board of Directors

Appointing Authority	Description
Governor (5)	5 members with expertise in private sector management, finance, or operations
Senate President Pro Tempore	1 member
Speaker of the House	1 member
Senate Majority Leader	1 member
House Majority Leader	1 member
Senate Minority Leader	1 member
House Minority Leader	1 member
Secretary of the OPM	Ex-officio
State Treasurer	Ex-officio

Revenue

The CLC relies on revenue from ticket sales, retail commissions, and processing fees.[120]

Additional Requirements

All CLC employees are required to obtain an occupational license from the Connecticut Department of Consumer Protection.[121]

The CLC is required to deposit, on a weekly basis, the balance in its lottery fund above and beyond what is necessary — as determined by the CLC president — for the payment of prizes and current operating expenses, and the funding necessary for approved reserves.[122] In 2019, 62 percent of the CLC's revenue went toward prizes, 28 percent to Connecticut's General Fund, six percent to retailers for commission, and four percent for administrative and operating expenses.[123] The below table shows the CLC's annual deposits to the state General Fund for the past five years.

CLC General Fund Deposits 2014-2018[124]

Year	General Fund Deposit
2018	$345 million
2017	$330 million
2016	$337.5 million
2015	$319.7 million
2014	$319.5 million

Connecticut Airport Authority (CAA)

Governance

The Connecticut Airport Authority (CAA) was created in 2011 to manage and develop Bradley International Airport and the state's general aviation airports.[125] Its board of directors consists of 11 members. The board of directors appoints an executive director for the CAA.[126]

CAA Board of Directors

Appointing Authority	Description
Governor	4 members
Senate President Pro Tempore	1 member
Speaker of the House	1 member
Senate and House Majority Leaders	1 member
Senate and House Majority Leaders	1 member
State Treasurer	Ex-officio
Commissioner of the CTDOT	Ex-officio
Commissioner of the DECD	Ex-officio

Revenue and Expenses

The CAA collects revenue from landing and parking fees, terminal rent, rental car fees, concessions, issuance of bonds, state and federal grants, investment income, and other facility fees.[127] The CAA's largest expenses are salaries and fringe benefits, "administrative and general," and also include "depreciation and amortization," "repairs and maintenance," and utility costs.[128]

Additional Requirements

The CAA is required to submit an annual report on December 15 to the governor and the General Assembly's Transportation and Commerce Committees, which: 1) summarizes its activities, 2) contains a complete operating and financial statement, and 3) contains legislative recommendations.[129]

Connecticut Health Insurance Exchange (Access Health CT)

Governance

Access Health CT was created in 2011 to meet the federal Affordable Care Act requirements, to reduce the number of uninsured individuals, and to provide easy-to-understand comparisons of health insurance options to individuals and small businesses.[130]

The exchange is led by a 14-member board of directors, although three of the members do not have voting power.[131] The governor selects the chief executive officer for the exchange from a group of three candidates nominated by the board of directors.[132]

Access Health CT Board of Directors

Appointing Authority	Description
Governor (2)	• 1 member with expertise in individual health insurance coverage • 1 member with expertise small employer health insurance coverage
Senate President Pro Tempore	• 1 member with expertise in health care finance
Speaker of the House	• 1 member with expertise in health care benefits plan administration
Senate Majority Leader	• 1 member with expertise in health care delivery systems
House Majority Leader	• 1 member with expertise in health care economics
Senate Minority Leader	• 1 member with expertise in health care access for self-employed individuals
House Minority Leader	• 1 member with expertise in barriers to individual health care coverage
Secretary of the OPM	Ex-officio
Commissioner of the Department of Social Services	Ex-officio
Healthcare Advocate	Ex-officio
Commissioner of the Insurance Department	Non-voting ex-officio
Commissioner of the Department of Public Health	Non-voting ex-officio
Commissioner of the Department of Mental Health and Addiction Services	Non-voting ex-officio

Revenue and Expenses

Access Health CT's primary source of revenue is a Marketplace Assessment charged to health and dental carriers that offer qualified plans through Access Health CT's online exchange, which has accounted for over 75 percent of the quasi-public agency's operating revenues since 2016.[133] Access Health CT also receives funding from the issuance of bonds, investment revenue, and federal and state grants.[134]

Access Health CT's largest expense in 2017 and 2018 was consultants — at over $18 million — for technology, marketing, and its call center and marketplace.[135] Its next largest expenses were salary and fringe benefits, maintenance, and administration.[136]

Additional Requirements

Access Health CT's chief executive officer is required to submit an annual report to the governor and the General Assembly that includes:

1. Private or federal funds received in the past year, and how they were used;
2. A list of grants Access Health CT has awarded; and
3. The current financial status of the authority.[137]

Additionally, the board of directors is required to submit quarterly reports to the General Assembly's Public Health, Human Services, and Insurance Committees.[138] The report describes the number of people in households, with incomes ranging from 133 percent to 200 percent of the federal poverty level who enrolled in a qualified health plan, have been continuously enrolled or have had gaps in enrollment, or who have been enrolled and subsequently became eligible for Medicaid or whose income increased above 200 percent. The report also details the cost to the State of providing health care services for individuals with a gap in coverage, and information the board believes allows the committees to evaluate the cost and benefits of a basic health plan.[139]

Connecticut Green Bank

Governance

The Connecticut Green Bank was created in 2011,[140] as a successor to the Clean Energy Finance and Investment Authority, to develop programs to finance and support clean energy investment in residential, municipal, and commercial projects; promote investment in clean energy sources; encourage investment, development, and commercialization of clean energy sources and related enterprises; and stimulate demand for clean energy and the deployment of clean energy sources.[141]

The Green Bank's board of directors is made up of 11 voting and one nonvoting member. The board of directors elects the president of the Green Bank.[142]

Green Bank Board of Directors

Appointing Authority	Description
Governor (4)	• 2 members with experience in renewable energy finance • 1 member representing a labor organization • 1 member with experience in research and development or manufacturing of clean energy
Senate President	• 1 member representing an environmental organization
Speaker of the House	• 1 member representing a residential or low-income group
Senate Minority Leader	• 1 member with experience in finance or deployment of renewable energy
House Minority Leader	• 1 member with experience in investment fund management
State Treasurer	Ex-officio
Commissioner of the Department of Energy and Environmental Protection (DEEP)	Ex-officio
Commissioner of the DECD	Ex-officio
President of the Connecticut Green Bank	Non-voting ex-officio

Revenue and Expenses

The Green Bank raises revenue from a "one mill per kilowatt hour charge to each end use customer of electric service in the State," the sale of Renewable Energy Credits,[143] almost a quarter of the State's quarterly Regional Greenhouse Gas Initiative auctions,[144] the issuance of clean energy bonds secured by the Clean Energy Fund, federal and state grants, and private donations.[145]

Additional Requirements

The board of directors is required to submit an annual report to the DEEP, and the General Assembly's Energy and Commerce Committees, describing the programs and activities undertaken with Energy Conservation and Load Management Funds in the past year.[146]

Connecticut Retirement Security Authority (CRSA)

Governance

The Connecticut Retirement Security Authority (CRSA) was created in 2016 to promote retirement savings for private sector employees.[147] It provides Roth individual retirement accounts through the Connecticut Retirement Security Exchange.[148]

The CRSA is led by a 15-member board of directors.[149] The board of directors appoints an executive director.[150]

CRSA Board of Directors

Appointing Authority	Description
Governor (4)	• 1 member with experience with the federal Employment Retirement Income Security Act or a corresponding U.S. internal revenue code • 1 member with expertise in annuity products • 1 member with expertise in retirement investment products • 1 member with expertise in actuarial science
Senate President	• 1 member with expertise in the interests of employees in retirement savings
Speaker of the House	• 1 member with expertise in the interests of small employers in retirement savings
Senate Majority Leader	• 1 member with expertise in retirement plan designs
House Majority Leader	• 1 member with expertise in the interests of small employers in retirement savings
Senate Minority Leader	• 1 member with expertise in the interests of retirement plan brokers
House Minority Leader	• 1 member with expertise in the interests of retirement investment products
State Comptroller	Ex-officio
State Treasurer	Ex-officio
Secretary of the OPM	Ex-officio
Commissioner of the DOB	Ex-officio
Commissioner of the Connecticut Department of Labor (DOL)	Ex-officio

Revenue
The CRSA's only revenue source is administrative fees on participants' IRAs.[151] It has not implemented the program yet, so no fees have been collected. In addition, the state budget provided $100,000 in FY 2015 to the Connecticut Retirement Security Trust Fund Board to conduct a market feasibility study.

Additional Requirements
The CRSA is required to submit an annual report by December 31 to the board of directors, the governor, the APA, and the General Assembly's Labor and Finance, Revenue and Bonding Committees describing projected activities for the next fiscal year, and is subject to the approval of the APA.[152] The CRSA is also required to enter into memoranda of understanding with the state comptroller to provide information regarding current revenues and expenses.[153]

Connecticut Port Authority (CPA)

Governance

The Connecticut Port Authority (CPA) was created in 2015 to pursue private and public investment in the development of Connecticut's ports and harbors, and market and maximize the economic potential of the ports and harbors.[154]

The CPA is led by a 15-member board of directors. The board members are statutorily required to collectively have expertise in international trade, marine transportation, finance, or economic development, and to include: one member or employee of a local port authority, a municipal official from a coastal municipality with a population over 100,000, and a municipal official from a coastal community with a population less than 50,000.[155] The board of directors selects the chairperson and vice chairperson from its members, and appoints an executive director.[156]

CPA Board of Directors

Appointing Authority	Description
Governor	4 members
Senate President Pro Tempore	1 member
Speaker of the House	1 member
Senate Majority Leader	1 member
House Majority Leader	1 member
Senate Minority Leader	1 member
House Minority Leader	1 member
State Treasurer	Ex-officio
Secretary of the OPM	Ex-officio
Commissioner of the DEEP	Ex-officio
Commissioner of the CTDOT	Ex-officio
Commissioner of the DECD	Ex-officio

Revenue and Expenses

The CPA is funded by an annual $400,000 Special Transportation Fund appropriation, as well as fees for the right to operate the New London State Pier.[157] The CPA is also authorized to issue bonds.[158] It has received $5 million in state GO bonds to administer dredging at the New London State Pier.[159]

The CPA's largest expenses were salaries and fringe benefits, and legal and consultant services.[160] Other expenses include grants to small harbors, marketing, facility repair and maintenance, and "general office expenditures."[161]

Additional Requirements

None.

State Education Resource Center (SERC)

Governance

The State Education Resource Center (SERC) was originally established in 1969 as the Special Education Resource Center.[162] It did not become a quasi-public agency until 2014, after the APA cited concerns regarding the SERC's nonprofit status,[B] its relationship with the Connecticut State Department of Education (CSDE), and its contracting and administrative costs.[163] The SERC now provides general and special education best practices, training and professional development, grant writing assistance, and technical assistance and materials to local and regional school districts, school leaders and faculty, families, and community leaders.[164]

The SERC is led by a 13-member board of directors.[165] The board chairperson, with approval of the board of directors, appoints an executive director.[166]

SERC Board of Directors

Appointing Authority	Description
Governor	4 members
Senate President Pro Tempore	1 member
Speaker of the House	1 member
Senate Majority Leader	1 member
House Majority Leader	1 member
Senate Minority Leader	1 member
House Minority Leader	1 member
State Board of Education (SBOE)	2 members
Commissioner of the CSDE	Ex-officio

Revenue and Expenses

The vast majority of the SERC's operating revenues are from operating grants provided by the CSDE and federal Individuals with Disabilities Education Act grants.[167] The SERC also brings in revenue from charges for services to local school districts and participants and from private funding.[168]

The SERC's largest expenses were salaries and fringe benefits, and also include grants, programs and events, professional services, technology, marketing, and general overhead.[169]

Additional Requirements

The SERC is required to submit a yearly budget, projected revenue statement, and financial audit to the SBOE and the General Assembly's Education Committee.[170] The SERC is also subject to the same purchasing, procurement, and real property acquisition and disposition controls as state agencies.[171]

[B] According to the 2013 Auditors of Public Accounts' *Interim Report Regarding the State Education Resource Center (SERC)*, SERC claimed to be a "nonprofit agency" but never took the steps to formally establish a nonprofit entity.

Paid Family and Medical Leave Insurance Authority

Governance

The Paid Family and Medical Leave Insurance Authority was created in 2019 to establish and administer a paid family and medical leave insurance program.[172] It is led by a 15-member board of directors, two of whom are nonvoting members. The board of directors appoints an executive director.[173]

Paid Family and Medical Leave Insurance Authority Board of Directors

Appointing Authority	Description
Governor (3)	• 1 member with expertise in modern software practices • 2 members with expertise in family and medical leave programs
Senate President Pro Tempore	• 1 member who is an impacted individual with personal knowledge and experience with economically distressed and underserved communities, and is reflective of the ethnic and economic diversity of such communities
Speaker of the House	• 1 member with expertise in the interests of employees
Senate Majority Leader	• 1 member with experience in the interests of small business employees
House Majority Leader	• 1 member who is an attorney advocating for the rights, benefits, and opportunities of employees
Senate Minority Leader	• 1 member with experience in the interests of employees of large businesses
House Minority Leader	• 1 member with expertise in disability insurance
Secretary of the OPM	Ex-officio
Commissioner of the DOL	Ex-officio
Commissioner of the DECD	Ex-officio
Commissioner of the Department of Administrative Services (DAS)	Ex-officio
State Treasurer	Non-voting ex-officio
State Comptroller	Non-voting ex-officio

Revenue

The Paid Family and Medical Leave Insurance Authority was initially established with a General Fund appropriation of $5.1 million in FY 2020.[174] Beginning January 2021, the authority will be funded by contributions to the program by covered individuals' wages or self-employment income.[175]

Additional Requirements

Beginning July 1, 2022, the authority must submit an annual report to the OPM, and to the General Assembly's Labor and Public Employees and Appropriations Committees, detailing projected and actual program participation, the balance of the Family and Medical Leave Insurance Trust Fund, reasons claimants are receiving compensation, the success of outreach and education efforts, demographic information of claimants, and the total number of claims made and denied.[176]

Connecticut Municipal Redevelopment Authority (MRDA)

Governance

The Connecticut Municipal Redevelopment Authority (MRDA) was created in 2019 to stimulate economic and transit-oriented development within the MRDA development district[C] and encourage residential housing development and other development around transit stations and downtown areas.[177] The MRDA is led by a 13-member board of directors.[178] The board chairperson, with the approval of the board of directors, appoints an executive director.[179]

MRDA Board of Directors

Appointing Authority	Description
Governor	• 2 members
Senate President Pro Tempore and Speaker of the House	• 2 members jointly, one of whom is the chief executive officer of a member municipality in New Haven County
Senate and House Majority Leaders	• 2 members jointly, one of whom is the chief executive officer of a member municipality in Hartford County
Senate and House Minority Leaders	• 2 members jointly, one of whom is the chief executive officer of a member municipality in Fairfield County
Secretary of the OPM	Ex-officio
Commissioner of the DOL	Ex-officio
Commissioner of the CTDOT	Ex-officio
Commissioner of the DOH	Ex-officio
Commissioner of the DECD	Ex-officio

Revenue

The MRDA is provided with a General Fund appropriation of $500,000 in both FY 2020 and 2021.[180] When in operation, the MRDA will earn revenue from fees, rent, and other charges from its developments.[181] It may also enter into agreements with developers and property owners in development districts for payment to the authority in lieu of property taxes.[182]

Additional Requirements

The MRDA is required to submit a modified version of its annual report, pursuant to Conn. Gen. Statutes ch. 12, § 1-123, within 90 days of each fiscal year. In addition to submitting it to the governor and the APA, the MRDA is required to submit its annual report to the General Assembly's Finance, Revenue and Bonding Committee, which is required to include:

[C] Pursuant to Conn. Acts 19-117, the CMRA development district is the area determined by a memorandum of agreement between the CMRA and the chief executive officer of a member municipality. Member municipalities are municipalities under the oversight of the Municipal Accountability Review Board as Tier III or IV municipalities, municipalities with a population over 70,000 that opt in, or two or more municipalities with a combined population of 70,000 who opt in.

1. A list of all bonds issued for the prior fiscal year, including the financial advisor and underwriters, method of sale, and the issue's face value and net proceeds, including the value of all bonds issued, the value of outstanding bonds, and the amount of the state's contingent liability;
2. A list of all MRDA developments, their location, and funding amount;
3. A list of all outside individuals and firms, including principal and major stockholders, receiving more than $5,000 in payment for services;
4. A comprehensive annual financial report;
5. An affirmative action policy statement; and
6. A description of planned activities for the current fiscal year.

Notable Actions of Other States with Quasi-Public Agencies

New York Authorities Budget Office

In 2009, the State of New York created the Authorities Budget Office (ABO) to make public authorities more accountable and transparent.[183] The ABO oversees the operations and finances of the state's quasi-public entities, enforcing compliance with applicable laws, investigating and acting on complaints, promoting good governance principals through training and technical assistance, and making recommendations to the governor and legislature on debt, compensation, procurement practices, and other activities.[184]

Crosby Report

In 2009, Massachusetts Governor Deval Patrick requested a commission review quasi-public agency compensation. The commission produced what is known as the "Crosby Report," which contained a number of recommendations to improve "transparency, accountability, and adherence to best practices."[185] Below are selected recommendations.

Executive Compensation

While some quasi-public agencies have formed committees for compensation and compliance,[186] it is not clear if all quasi-public agencies have such committees. Regardless, these committees should be required. For best practices regarding compensation packages, quasi-public agencies should be statutorily required to:

1. Form compensation committees;
2. Exclude management from compensation committee meetings; and
3. Perform a comprehensive analysis of comparable positions and compensation prior to compensation package negotiations or agreement.[187]

Further, when negotiating senior executive compensation packages, boards of directors should be required to:

1. Require employment contracts;
2. Allow termination of employment without cause, and not exceed the statutory cap of $50,000;
3. Avoid paying out sick time, but, when necessary, the payout should not exceed the state employee standard of 20 percent.
4. Include the value of the retirement plan in the overall compensation package.[188]

Training

New board members should be required to take part in training sessions to learn about applicable ethics laws, personnel best practices, transparency, and mandatory reporting requirements.[189]

Additional Recommendations

Board Experience

Many, but not all, quasi-public agency enabling legislation includes expertise and experience requirements to direct the governor and legislative leaders in their appointments — ensuring board members have necessary and applicable backgrounds.

According to testimony to the General Assembly's Transportation Committee, of the CPA's 15 board members, only two have the necessary experience. While the CPA's statutes do, as previously noted, contain specific requirements for appointments, they are listed as collective requirements.[190] In other words, the governor and the legislative leaders must all, presumably, coordinate their appointments if all criteria is to be met without duplicating expertise.

Further, not all appointments carry specific criteria, leading to the potential for unqualified appointees. Therefore, all statutory board appointments could have specific background requirements related to necessary expertise for each appointment.

Annual Audits

Conn. Gen. Statutes ch. 12, § 1-127, in prohibiting the use of the same person or firm for six consecutive annual audits, implies quasi-public agencies will undergo annual independent audits. However, there does not appear to be a specific requirement to do so. Nearly all quasi-publics have conducted annual independent audits, but the legislature could explicitly require the annual independent financial review.

Transparency

As mentioned above, all quasi-public agencies are covered by the Freedom of Information Act and must comply with the disclosure of public information on request. A reasonable step further would be to require all quasi-public agencies to publish their financial information, bylaws, independent audits, and other relevant information on their websites. Nearly all quasi-public agencies already do this, but a requirement would ensure all take this step toward transparency as more quasi-public agencies are created.

Employee Training

Quasi-public agency employees could receive training to ensure they are aware they are state employees and the responsibilities and protections that carries. In an August 29, 2019 Hartford Courant Op-Ed, representatives of the Connecticut Employee Union Independent and AFSCME Local 318 indicate they have been led to believe that quasi-public agencies are exempt from reporting concerns to the Office of State Ethics.

As mentioned above, the Code of Ethics explicitly applies to board members, and also applies to state employees, which quasi-public employees are:

> (13) "State employee" means any employee in the executive, legislative or judicial branch of state government, whether in the classified or unclassified service and whether full or part-time, *and any employee of a quasi-public*

agency [emphasis added], but does not include a judge of any court, either elected or appointed.[191]

Appendix

Consolidated Governance Comparison

Quasi-Public Agency	Total	Gubernatorial Appointments	Legislative Appointments	Ex-officio Members	Additional Appointments	Executive Leader
CI	17	9 with specific requirements	4 with no requirements	• State Treasurer • OPM • DECD • CSCU	None	Chief Executive Officer
CHEFA	10	8 with specific requirements	None	• State Treasurer • OPM	None	Executive Director
CHESLA	9	None	None	• State Treasurer • OPM • CSCU • CHEFA Chair • CHEFA Executive Director	4 by CHEFA Board with specific requirements	Executive Director[D]
CSLF	9	—	—	—	CHESLA Board of Directors	Executive Director[E]
CHFA	16	7 with specific requirements	4 with specific requirements	• State Treasurer • OPM • DECD • DOH • DOB	None.	Executive Director
SHA	3	None	None	None	3 by CHFA board with specific requirements	None
MIRA	11	3 with specific requirements	8 appointments with specific requirements	None	None	President
CRDA	14	4	2 joint appointments with specific requirements	• OPM • DOT • DOH • DECD	2 by the Mayor of Hartford	Executive Director

[D] The CHESLA executive director is chosen from the employees of the CHEFA.
[E] The CSLF executive director is chosen from the employees of the CHEFA and the CHESLA.

				• Mayor of Hartford • Mayor of East Hartford		
CLC	13	5 with specific requirements	6	• State Treasurer • OPM	None	President
CAA	11	4	3	• State Treasurer • DOT • DECD	None	Executive Director
CHIE	14	2 with specific requirements	6 with specific requirements	• OPM • DSS • Healthcare Advocate • Insurance† • DPH† • DMHAS†	None	Chief Executive Officer[F]
CT Green Bank	12	4 with specific requirements	4 with specific requirements	• State Treasurer • DEEP • DECD • President of CT Green Bank†	None	President
CRSA	15	4 with specific requirements	6 with specific requirements	• State Treasurer • State Comptroller • OPM • DOB • DOL	None	Executive Director
CPA	15	4‡	6‡	• State Treasurer • OPM • DEEP • DOT • DECD	None	Executive Director
SERC	13	4	6	• CSDE	2 by SBOE	Executive Director

[F] The board of directors nominates three candidates for the governor to choose from.

PFMLIA	15	3 with specific requirements	6 with specific requirements	• State Treasurer† • State Comptroller† • OPM • DOL • DAS • DECD	None	Executive Director
MRDA	13	2	6 joint appointments with specific requirements	• OPM • DOL • DOT • DOH • DECD	None	Executive Director

† Non-voting ex-officio members
‡ Appointees are required to collectively have expertise in international trade, marine transportation, finance or economic development, and to include: one member or employee of a local port authority, a municipal official from a coastal municipality with a population over 100,000, and a municipal official from a coastal community with a population less than 50,000.

Endnotes

[1] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[2] Ibid.
[3] Found in various Connecticut statutes regarding quasi-public agencies. For example: Conn. Gen. Statutes ch. 581, § 32-35(d).
[4] Conn. Gen. Statutes ch. 67, § 5-214.
[5] Conn. Gen. Statutes ch. 67, § 5-208.
[6] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[7] Hansen, L. (2019). *Research Report: Union, Non-Union, and Managerial Pay Plan State Employees, 2008-2019.* (2019-R-0111). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0111.pdf.
[8] Conn. Gen. Statutes ch. 58, § 4a-57.
[9] Conn. Gen. Statutes ch. 58, § 4a-52a(e).
[10] Conn. Gen. Statutes ch. 59, § 4b-3.
[11] Conn. Gen. Statutes ch. 12, § 1-120(3).
[12] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Port Authority for the Fiscal Years Ended June 30, 2016 and 2017*. Hartford, CT: State of Connecticut, Auditors of Public Accounts. Retrieved from https://www.cga.ct.gov/apa/reports/Connecticut%20Port%20Authority_20190517_FY2016,2017.pdf.
[13] Conn. Gen. Statutes ch. 12, § 1-121.
[14] Conn. Gen. Statutes ch. 54, § 4-168.
[15] Conn. Gen. Statutes ch. 54, § 4-169.
[16] Conn. Gen. Statutes ch. 54, § 4-170.
[17] Conn. Gen. Statutes ch. 12, § 1-168a.
[18] Conn. Gen. Statutes ch. 12, § 1-168.
[19] Conn. Gen. Statutes ch. 12, § 1-122.
[20] Ibid.
[21] Conn. Gen. Statutes ch. 23, § 2-90(c).
[22] Conn. Gen. Statutes ch. 12, § 1-122.
[23] Conn. Gen. Statutes ch. 23, § 2-90(e)(1).
[24] Conn. Gen. Statutes ch. 12, § 1-123(a).
[25] Conn. Gen. Statutes ch. 12, § 1-123(b).
[26] Conn. Gen. Statutes ch. 12, § 1-123(c).
[27] Conn. Gen. Statutes ch. 10, § 1-79-101rr.
[28] Conn. Gen. Statutes ch. 10, § 1-83.
[29] Conn. Gen. Statutes ch. 10, § 1-84.
[30] Conn. Gen. Statutes ch. 10, § 1-84.
[31] Conn. Gen. Statutes ch. 10, § 1-84b.
[32] Conn. Gen. Statutes ch. 10, § 1-101rr.
[33] Conn. Gen. Statutes ch. 10, § 1-101bb.
[34] Giuliano, R. (2003). *Advisory Opinion No. 2003-7*. Hartford, CT: State of Connecticut, Office of State Ethics. Retrieved from https://www.ct.gov/ethics/cwp/view.asp?a=2305&q=301574.
[35] Conn. Gen. Statutes ch. 10, § 1-89a.
[36] Conn. Gen. Statutes ch. 10, § 1-200(1)(A).
[37] Conn. Gen. Statutes ch. 12, § 1-124(a).
[38] Ibid.
[39] Conn. Gen. Statutes ch. 12, § 1-125.
[40] Conn. Gen. Statutes ch. 12, § 1-125a
[41] Ibid.
[42] Conn. Gen. Statutes ch. 12, §1-127.
[43] Conn. Acts 19-102.
[44] Connecticut Innovations. (n.d.). Who We Are. Retrieved from https://ctinnovations.com/learn-about-connecticut-innovations/who-we-are/.

[45] Conn. Gen. Statutes ch. 581, § 32-33.
[46] Conn. Gen. Statutes ch. 581, § 32-35(b)
[47] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[48] State of Connecticut, Office of the State Comptroller. (n.d.). Bond Allocation Database. Available from https://www.osc.ct.gov/finance/options.htm.
[49] Ibid.
[50] Connecticut General Assembly, Office of Fiscal Analysis. (2019). *Bond Authorizations Available for Allocation*. Hartford, CT: Author. Retrieved from https://www.cga.ct.gov/ofa/Documents/year/UAB/2020UAB-20191001_Bond%20Authorizations%20Available%20for%20Allocation.pdf.
[51] Whittlesey PC. (2018). *Connecticut Innovations, Incorporated (A Component Unit of the State of Connecticut): Independent Auditors' Report, Financial Statements, Fiscal Year Ended June 30, 2018*. Hartford, CT: Author. Retrieved from https://ctinnovations.com/wp-content/uploads/2019/01/Connecticut-Innovations-Inc-FS-2018-Issuance.pdf.
[52] Conn. Gen. Statutes ch. 581, § 32-47a.
[53] Conn. Gen. Statutes ch. 581, § 32-42.
[54] Conn. Gen. Statutes ch. 187, § 10a-176.
[55] CohnReznick LLP. (2018). *Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Financial Statements (With Supplementary Information) and Independent Auditor's Reports*. Hartford, CT: Author. Retrieved from http://www.chefa.com/system/files/2018%2006%2030%20Connecticut%20Health%20and%20Educational%20Facilities%20Authority%20-%20Final%20Published%209-26-2018_0.pdf.
[56] Ibid.
[57] Conn. Gen. Statutes ch. 187, § 10a-179(c).
[58] Conn. Gen. Statutes ch. 187, § 10a-179a.
[59] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Health and Educational Facilities Authority, Connecticut Higher Education Supplemental Loan Authority, Connecticut Student Loan Foundation for Fiscal Years Ended June 30, 2016 and 2017.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. https://www.cga.ct.gov/apa/reports/Connecticut%20Health%20and%20Educational%20Facilities%20Authority_20190404_FY2016,2017.pdf.
[60] CohnReznick LLP. (2018). *Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Financial Statements (With Supplementary Information) and Independent Auditor's Reports*. Hartford, CT: Author. Retrieved from http://www.chefa.com/system/files/2018%2006%2030%20Connecticut%20Health%20and%20Educational%20Facilities%20Authority%20-%20Final%20Published%209-26-2018_0.pdf.
[61] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Health and Educational Facilities Authority, Connecticut Higher Education Supplemental Loan Authority, Connecticut Student Loan Foundation for Fiscal Years Ended June 30, 2016 and 2017.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. https://www.cga.ct.gov/apa/reports/Connecticut%20Health%20and%20Educational%20Facilities%20Authority_20190404_FY2016,2017.pdf.
[62] Connecticut Health and Educational Facilities Authority. (2019). 2019 Annual Report. Hartford, CT: Author. Retrieved from http://www.chefa.com/system/files/Final%20CHEFA%20ANNUAL%20REPORT%20FY%202019-combined.pdf.
[63] Connecticut Health and Education Facilities Authority. (n.d.). Bond Issues. Available from http://www.chefa.com/projects.
[64] CohnReznick LLP. (2018). *Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Financial Statements (With Supplementary Information) and Independent Auditor's Reports*. Hartford, CT: Author. Retrieved from http://www.chefa.com/system/files/2018%2006%2030%20Connecticut%20Health%20and%20Educational%20Facilities%20Authority%20-%20Final%20Published%209-26-2018_0.pdf.
[65] Ibid.
[66] Ibid.
[67] Conn. Gen. Statutes ch. 187, § 10a-194.
[68] Connecticut Higher Education Supplemental Loan Authority. (n.d.). About Us. Retrieved from https://www.chesla.org/about-us.
[69] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Health and Educational Facilities Authority, Connecticut Higher Education Supplemental Loan Authority, Connecticut Student Loan*

Foundation for Fiscal Years Ended June 30, 2016 and 2017. Hartford, CT: State of Connecticut, Auditors of Public Accounts. https://www.cga.ct.gov/apa/reports/Connecticut%20Health%20and%20 Educational%20Facilities%20Authority_20190404_FY2016,2017.pdf.
[70] Saslow Lufkin & Buggy, LLP. (2014). *State of Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Management's Discussion and Analysis, Independent Auditors' Report, Consolidated Financial Statements and Exhibits.* Hartford, CT: Author. Retrieved from https://www.chefa.com/system/files/Tab%201--CHEFA%202014%20Audited%20Financial%20Statements.pdf.
[71] Seay, G. (2019, May 22). CT Student-Loan Interest Rate Rises. *Hartford Business Journal.* Retrieved from https://www.hartfordbusiness.com/article/ct-student-loan-interest-rate-rises.
[72] Conn. Gen. Statutes ch. 187, § 10a-179a(b).
[73] Conn. Gen. Statutes ch. 187, § 10a-179a(c).
[74] Ibid,
[75] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Health and Educational Facilities Authority, Connecticut Higher Education Supplemental Loan Authority, Connecticut Student Loan Foundation for Fiscal Years Ended June 30, 2016 and 2017.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. https://www.cga.ct.gov/apa/reports/Connecticut%20Health%20and%20 Educational%20Facilities%20Authority_20190404_FY2016,2017.pdf.
[76] Connecticut Higher Education Supplemental Loan Authority. (2019). *Annual Report: Fiscal Year Ended June 30, 2019.* Hartford, CT: Author. Retrieved from https://chesla.org/sites/default/files/u10/ CHESLA%20FINAL%202019%20ANNUAL%20REPORT_update.pdf.
[77] Ibid.
[78] CohnReznick LLP. (2018). *Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Financial Statements (With Supplementary Information) and Independent Auditor's Reports*. Hartford, CT: Author. Retrieved from http://www.chefa.com/system/files/ 2018%2006%2030%20Connecticut%20Health%20and%20Educational%20Facilities%20Authority%20- %20Final%20Published%209-26-2018_0.pdf.
[79] Conn. Gen. Statutes ch. 187b, § 10a-240.
[80] Conn. Gen. Statutes ch. 187b, § 10a-245.
[81] Pinhel, R. (2007). *OLR Research Report: Connecticut Student Loan Foundation and the Connecticut Higher Education Supplemental Loan Authority* (2007-R-0312). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2007/rpt/2007-R-0312.htm.
[82] Saslow Lufkin & Buggy, LLP. (2014). *State of Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Management's Discussion and Analysis, Independent Auditors' Report, Consolidated Financial Statements and Exhibits.* Hartford, CT: Author. Retrieved from https://www.chefa.com/system/files/Tab%201--CHEFA%202014%20Audited%20Financial%20Statements.pdf.
[83] Adams, T. (2010). *OLR Research Report: Questions Concerning the Connecticut Student Loan Foundation* (2010-R-0254). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2010/rpt/2010-R-0254.htm.
[84] Connecticut Housing Finance Authority. (n.d.). About Us. Retrieved from https://www.chfa.org/about-us/.
[85] Conn. Gen. Statutes ch. 134, § 8-244(a).
[86] Ibid.
[87] Conn. Gen. Statutes ch. 134, § 8-246.
[88] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/ pdf/2019-R-0182.pdf.
[89] Ibid.
[90] Connecticut Housing Finance Authority. (2018). *Annual Report: 2018.* Rocky Hill, CT: Author. Retrieved from https://www.chfa.org/assets/1/6/CHFA_Annual_Report_20181.pdf.
[91] State of Connecticut, Office of the State Comptroller. (n.d.). Bond Allocation Database. Available from https://www.osc.ct.gov/finance/options.htm.
[92] CohnReznick LLP. (2019). *Connecticut Health and Educational Facilities Authority (A Component Unit of the State of Connecticut): Financial Statements (With Supplementary Information) and Independent Auditor's Reports*. Hartford, CT: Author. Retrieved from https://www.chefa.com/system/files/ 2019%2006%2030%20-CHEFA%20Audit-%20Final-PUBLISHED.pdf.
[93] Conn. Gen. Statutes ch. 134, § 8-260.
[94] Ibid.
[95] Conn. Gen. Statutes ch. 134, § 8-244c.

[96] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[97] Ibid.
[98] Conn. Gen. Statutes ch. 134, § 8-244b.
[99] Conn. Gen. Statutes ch. 446e, § 22a-260a(a).
[100] Materials Innovation and Recycling Authority. (n.d.). Who We Are. Retrieved from http://www.ctmira.org/about/.
[101] Conn. Gen. Statutes ch.446e, § 22a-261(b).
[102] Conn. Gen. Statutes ch. 446e, § 22a-261(c).
[103] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[104] Mahoney Sabol & Company, LLP. (2019). *Materials Innovation and Recycling Authority (A Component Unit of the State of Connecticut): Annual Financial Report Fiscal Years Ended June 30, 2019 and 2018.* Glastonbury, CT: Author. Retrieved from http://www.ctmira.org/wp-content/uploads/2019/10/PR_MIRA-FY-2019-Annual-Financial-Report-Audited.pdf.
[105] Conn. Gen. Statutes ch. 446e, § 22a-263b.
[106] Conn. Gen. Statutes ch. 588x, § 32-602(a).
[107] Conn. Gen. Statutes ch. 588x, § 32-601(b).
[108] Conn. Gen. Statutes ch. 588x, § 32-601(c)(2).
[109] Geragosian, J.C. & Kane, R.J. (2019). *Auditors' Report: Capital Region Development Authority for the Fiscal Years Ended June 30, 2017 and 2018.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. Retrieved from https://www.cga.ct.gov/apa/reports/Capitol%20Region%20Development%20Authority_20190802_FY2017,2018.pdf.
[110] Ibid.
[111] Conn. Gen. Statutes ch. 588x, § 32-607.
[112] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Capital Region Development Authority for the Fiscal Years Ended June 30, 2017 and 2018.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. Retrieved from https://www.cga.ct.gov/apa/reports/Capitol%20Region%20Development%20Authority_20190802_FY2017,2018.pdf.
[113] Connecticut General Assembly, Office of Fiscal Analysis. (2019). *Bond Authorizations Available for Allocation*. Hartford, CT: Author. Retrieved from https://www.cga.ct.gov/ofa/Documents/year/UAB/2020UAB-20191001_Bond%20Authorizations%20Available%20for%20Allocation.pdf.
[114] Ibid.
[115] Capital Region Development Authority. (2019). 2018 – 2019 Annual Report. Hartford, CT: Author. Retrieved from https://crdact.net/wp-content/uploads/2019/09/FY2018-2019-CRDAAnnualReport.pdf.
[116] Conn. Gen. Statutes ch. 588x, § 32-605.
[117] Connecticut General Assembly, Office of Legislative Research. (1997). *OLR Bill Analysis, SB 00054: An Act Establishing the Connecticut Lottery Corporation.* Hartford, CT: Author. Retrieved from https://www.cga.ct.gov/ps96/ba/1996SB-00054-R00-BA.htm.
[118] Conn. Gen. Statutes ch. 229a, § 12-806.
[119] Conn. Gen. Statutes ch. 229a, § 12-805.
[120] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[121] Conn. Gen. Statutes ch. 229a, § 12-802a.
[122] Conn. Gen. Statutes ch. 229a, § 12-812(c).
[123] Connecticut Lottery Corporation. (n.d.). Where the Money Goes. Retrieved from https://www.ctlottery.org/WhereTheMoneyGoes.
[124] Connecticut Lottery Corporation. (2018). *2018 Annual Report: Fiscal Year Ended June 30, 2018.* Rocky Hill, CT: Author. Retrieved from https://www.ctlottery.org/Content/pages/versions/18/20190627154214/CT%20Lottery%202018%20Annual%20Report.pdf.
[125] Conn. Gen. Statutes ch. 267b, § 15-120cc(a).
[126] Conn. Gen. Statutes ch. 267b, § 15-120bb.
[127] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.

[128] Plante & Moran, PLLC. (2019). *Bradley International Airport Enterprise Fund and General Aviation Airports Enterprise Fund: Financial Report with Supplemental Information, June 30, 2019.* Flint, MI: Author. Retrieved from https://ctairports.org/wp-content/uploads/2019/10/FY19-BDL-GA-Funds-Financial-Stmt-Audit_FINAL.pdf.
[129] Conn. Gen. Statutes ch. 267b, § 15-120kk.
[130] Conn. Gen. Statutes ch. 706c, § 38a-1083.
[131] Conn. Gen. Statutes ch. 706c, § 38a-1081.
[132] Conn. Gen. Statutes ch. 706c, § 38-1081(d)(1).
[133] Blum, Shapiro & Company, P.C. (2018). *Connecticut Health Insurance Exchange (DBA Access Health CT): Financial Statements, June 30, 2018 and 2017.* West Hartford, CT: Author. Retrieved from https://agency.accesshealthct.com/wp-content/uploads/2018/11/AHCT_Final_-FY-2018-Audited-Financial-Statements.pdf.
[134] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[135] Blum, Shapiro & Company, P.C. (2018). *Connecticut Health Insurance Exchange (DBA Access Health CT): Financial Statements, June 30, 2018 and 2017.* West Hartford, CT: Author. Retrieved from https://agency.accesshealthct.com/wp-content/uploads/2018/11/AHCT_Final_-FY-2018-Audited-Financial-Statements.pdf.
[136] Ibid.
[137] Conn. Gen. Statutes ch. 706c, § 38-1089.
[138] Conn. Gen. Statutes ch. 706c, § 38-1092(a).
[139] Ibid.
[140] Connecticut Green Bank. (n.d.). About Us. Retrieved from https://ctgreenbank.com/about-us/.
[141] Conn. Gen. Statutes ch. 283, § 16-245n(d)(1)(B).
[142] Conn. Gen. Statutes ch. 283, § 16-245n(e)(1).
[143] Connecticut Green Bank. (2019). *Connecticut Green Bank (A Component Unit of the State of Connecticut): Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2019 (With Summarized Totals as of and for Fiscal Year Ended June 30, 2018).* Rocky Hill, CT: Author. Retrieved from https://ctgreenbank.com/wp-content/uploads/2019/11/2019-Green-Bank-CAFR-FINAL-10-31-19.pdf.
[144] Connecticut Department of Energy and Environmental Protection. (2019, November). Regional Greenhouse Gas Initiative (RGGI). Retrieved from https://www.ct.gov/deep/cwp/view.asp?a=2684&q=332278&deepNav_GID=2121.
[145] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[146] Conn. Gen. Statutes ch. 283, § 16-245n(f)(1).
[147] Conn. Gen. Statutes ch. 574, § 31-417-418.
[148] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[149] Conn. Gen. Statutes ch. 574, § 31-471(b).
[150] Conn. Gen. Statutes ch. 574, § 31-417(d)
[151] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[152] Conn. Gen. Statutes ch. 574, § 31-426(a).
[153] Conn. Gen. Statutes ch. 574, § 31-426(c).
[154] Conn. Gen. Statutes ch. 264, § 15-31b(a).
[155] Conn. Gen. Statutes ch. 264, § 15-31a(b).
[156] Conn. Gen. Statutes ch. 264, § 15-31a.
[157] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Port Authority for the Fiscal Years Ended June 30, 2018 and 2019.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. Retrieved from https://wp.cga.ct.gov/apa/wp-content/cgacustom/reports/Connecticut%20Port%20Authority_20191031_FY2018,2019.pdf.
[158] Conn. Gen. Statutes ch. 264, § 15-31c.
[159] State of Connecticut, Office of the State Comptroller. (n.d.). Bond Allocation Database. Available from https://www.osc.ct.gov/finance/options.htm.

[160] Geragosian, J.C., & Kane, R.J. (2019). *Auditors' Report: Connecticut Port Authority for the Fiscal Years Ended June 30, 2018 and 2019.* Hartford, CT: State of Connecticut, Auditors of Public Accounts. Retrieved from https://wp.cga.ct.gov/apa/wp-content/cgacustom/reports/Connecticut%20Port%20Authority_20191031_FY2018,2019.pdf.
[161] Ibid.
[162] Geragosian, J.C., & Ward, R.M. (2013). *Auditors' Report: Interim Report Regarding the State Education Resource Center (RESC).* Hartford, CT: State of Connecticut, Auditors of Public Accounts. Retrieved from https://wp.cga.ct.gov/apa/wp-content/cgacustom/reports/special/SPECIAL_State%20Education%20Resource%20Center%20-%20Interim%20Report_20130221_FY2010,2011.pdf.
[163] Ibid.
[164] Conn. Gen. Statutes ch. 179a, § 10-357b(a).
[165] Conn. Gen. Statutes ch. 179a, § 10-357a(b)(1).
[166] Conn. Gen. Statutes ch. 179a, § 10-357a(b)(2).
[167] PFK O'Connor Davies, LLP. (2019). *State Education Resource Center (A Component Unit of the State of Connecticut): Financial Statements and Independent Auditors' Reports For the Year Ended June 30, 2018.* Wethersfield, CT: Author. Retrieved from https://files.serc.co/documents/reports/fiscal-SERC%20AFR%20-%202018.pdf.
[168] Ibid.
[169] Ibid.
[170] Conn. Gen. Statutes ch. 179a, § 10-357d.
[171] Conn. Gen. Statutes ch. 179a, § 10-357b(c).
[172] Conn. Acts 19-25 § 3.
[173] Conn. Acts 19-117 § 233(d)
[174] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[175] Ibid.
[176] Conn. Acts 19-25 § 16.
[177] Conn. Acts 19-117 § 214
[178] Conn. Acts 19-117 § 213(b)
[179] Conn. Acts 19-117 § 213(g).
[180] Adams, T. (2019). *Research Report: Quasi-Public Agencies* (2019-R-0182). Hartford, CT: Connecticut General Assembly, Office of Legislative Research. Retrieved from https://www.cga.ct.gov/2019/rpt/pdf/2019-R-0182.pdf.
[181] Ibid.
[182] Conn. Acts 19-117 § 214.
[183] New York State Authorities Budget Office. (n.d.). Mission Statement. Retrieved from https://www.abo.ny.gov/abo/about_mission.html.
[184] Ibid.
[185] Patrick, D. (2013). *FY 2013 Budget Recommendation: Issues in Brief – Quasi-Public Entity Reforms.* Boston, MA: Commonwealth of Massachusetts, Executive Office for Administration and Finance. Retrieved from https://budget.digital.mass.gov/bb/h1/fy13h1/prnt_13/exec_13/pbudbrief17.htm.
[186] Connecticut Innovations. (n.d.). Committee Meetings. Retrieved from https://ctinnovations.com/learn-about-connecticut-innovations/governance/committee-meetings/.
[187] Crosby, S.P. (2009). *Report of the Quasi-Public Authority Compensation Review Commission.* Boston, MA: University of Massachusetts: Boston, John W. McCormack Graduate School of Policy Studies. Retrieved from https://www.umb.edu/editor_uploads/images/mgs/Report-of-the-Quasi-Public-Authority-Compensation-Review-Commission-Aug-2009_.pdf.
[188] Ibid.
[189] Ibid.
[190] Frost, D. (2019, August 19). *Connecticut Ports*. Hartford, CT: Connecticut General Assembly, Transportation Committee. Retrieved from https://www.cga.ct.gov/2019/tradata/od/Donald%20Frost-Connecticut%20Ports%20-%20Aug%2020%202019.pdf.
[191] Conn. Gen. Statutes ch. 10, § 1-79(13).