

Department of Administrative Services



At a Glance

MICHELLE H. GILMAN, Commissioner

Eleanor Michael, Deputy Commissioner

Nicholas Hermes, Deputy Commissioner, Chief Human Resources Officer

Darren Hobbs, Deputy Commissioner, Real Estate and Construction Services

Mark Raymond, Deputy Commissioner, Chief Information Officer

Established - 1977

Statutory authority - Chapter 57, 58, 58a, 59, 60a, 61, 61a, 61b, 61c, 67, 173, 319s, 319v, 568 and various chapters within Title 29 of the Connecticut General Statutes.

Central office - 450 Columbus Boulevard, Hartford, CT 06103

Number of employees as of June 30, 2023 – 1,165 (includes 29 Temporary Worker Retirees)

Operating expenses for 2022-2023 –

DAS General Fund	\$307,999,619
DAS Transportation Fund	\$22,814,720
DAS Banking Fund	\$443,988
DAS Insurance Fund	\$1,414,524
DAS Consumer Counsel	\$185,552
DAS Workers Compensation	\$1,489,665
DAS Technical Services Revolving Fund	\$1,420,709
DAS General Services Revolving Fund	\$37,364,253
Capital Outlay*	\$87,622,906
DAS Revolving Funds	\$43,519,494
School Construction Grants	\$279,972,010

***Includes Construction Services Bond Funds**

Organizational structure: DAS is organized into seven functional areas that report to the Commissioner: Human Resources, Real Estate and Construction Services, Bureau of Information Technology Solutions, Procurement Services, Business Office, Legal & Legislative Services, and Communications.

The Office of the Claims Commissioner, the State Insurance and Risk Management Board, the State Marshal Commission and the State Properties Review Board are within DAS for administrative purposes but retain independent decision-making authority.

Overall Agency Mission

DAS houses a number of distinct programs that comprise the business functions of state government, including information technology, human resources, procurement, facilities and real estate, construction services, fleet, workers compensation and more. Our divisions are united in a common mission:

Support Connecticut's Growth - To serve our residents, businesses, state agencies and other branches of government by providing the highest quality services at the lowest possible cost.

Drive Continuous Innovation - To increase the efficiency and effectiveness of state government using best practices from the public and private sectors.

Provide Rewarding Careers - To attract and retain a workforce of talented, dedicated public servants committed to leading our great state forward.

Statutory Responsibility

Under Chapters 57, 58, 58a and 67 of the Connecticut General Statutes, DAS is charged with the establishment of personnel policy and the personnel administration of state employees; the administration of the statewide workers' compensation program; the purchase of supplies, materials, equipment and contractual services; the certification of small and minority-owned business enterprises; the prequalification of construction contractors; printing; and billing and collection services.

Chapters 59 and 60a of the Connecticut General Statutes give DAS the responsibility for acquiring property for most state agencies through lease or purchase, selling surplus property and providing facility maintenance and security to state buildings in the greater Hartford area, as well as to certain properties outside of the Hartford area.

Under Chapters 60 and 173, and various chapters throughout Title 29 of the Connecticut General Statutes, DAS is responsible for the design and construction of a variety of state facilities, as well as providing state building and fire code administration and school construction grant administration.

Under Chapter 61 of the Connecticut General Statutes, DAS is authorized to develop and implement an information and telecommunication systems strategic plan; identify and implement optimal information and telecommunications systems to efficiently service the needs of state agencies; and purchase or lease all state agency information technology equipment and services or approve/disapprove all agency requests for same.

Pursuant to C.G.S. § 4a-2b, DAS also administers the Master Insurance Program on behalf of state and federally funded housing units operating under the jurisdiction of local housing authorities.

Legal and Legislative Unit

Public Service

The Legal and Legislative Unit is responsible for providing legal and government relations support to the agency as a whole.

Improvements/Achievements 2022-2023

- Managed the DAS legislative program, including developing legislative proposals, drafting testimony, advocating on behalf of the agency with legislators and other stakeholders, and coordinating with the Governor's office, OPM and other agencies to achieve the administration's goals. This included the passage of proposals to:
 - Make various changes to the State Personnel Act to streamline the state hiring process, including allowing an appointing authority to (1) immediately fill a position with someone on a candidate list, in certain circumstances, (2) fill a position with someone on a candidate list for a comparable position class, in certain circumstances, and (3) begin the screening process as soon as the applicable job opening is posted;
 - Provide an additional \$300 million to the Connecticut Public Schools HVAC / Indoor Air Quality Grant Program, for a total of \$450 million in funding for that program since its creation;
 - Increase the construction threshold for DAS administered projects from \$500,000 to \$1 million, except that the Military Department, Constituent Units of Higher Education, and Judicial Branch may have charge and supervision of projects involving an expenditure of not more than \$3 million; and
 - Increase, from \$500,000 to \$1 million, several thresholds relating to DAS contractor prequalification to attract more businesses to contract with the State of Connecticut and to reduce barriers for small, minority, and women-owned businesses to contracting with the State of Connecticut.
- Coordinated with various internal and external stakeholders to implement new legislative mandates, including:
 - Reported various employment metrics to the Appropriations Committee on a monthly basis and created the Executive Branch Workforce Dashboard on the Open Data Portal to increase transparency and assist agencies in tracking, monitoring, and decision-making related to the Executive Branch workforce;
 - Participated in the Indoor Air Quality Task Force and awarded \$56 million in grants for public schools throughout Connecticut to make upgrades to heating, ventilation, and air conditioning (HVAC) systems;
 - Established a reasonable fee for users of state agency electric vehicle (EV) charging stations, in consultation with DEEP;
 - Convened the *Apprenticeship and Training Programs for Building Officials Working Group*. The Working Group submitted a report to the General Assembly in December 2022 with recommendations to expand coursework and programs for students pursuing careers as building officials, financial and other incentives for students pursuing such careers, and development of internship and apprentice options for such students.

- Convened the *Digitization of Building Code Records Working Group*. The Working Group studied options for creating a standardized digital system for records relating to the state building code. Pursuant to Special Act 22-14, DAS submitted a report to the General Assembly with recommendations to 1) consider best practices for (A) the use of various digital file types, (B) security protocols for electronic file storage, and (C) backup and recovery of electronic files, and (2) identify funding sources for implementation and maintenance of such system.
 - Collaborated with Commission on Human Rights and Opportunities to launch an independent Disparity Study of the State of Connecticut's contracting practices and procedures. The study will determine whether women and minority-owned businesses are underutilized in state contracting relative to the actual impact and role of Small and Minority Businesses (SBE/MBE's) in Connecticut's economy. DAS has worked with the Commission on Human Rights and Opportunities (CHRO) and the independent contractor to launch public informational meetings, provide contract and supplier data for analysis, coordinate anecdotal interviews of business owners, and launch an online survey of business owners.
 - Coordinated with CHRO to launch an independent Equity Study to evaluate Connecticut programs and policies for access and outcome disparities and to provide recommendations to remedy those disparities. The contractor is evaluating at least one program from each Executive Branch Agency for inequities or barriers. The study includes public surveys, community-based focus groups, evaluation of policies, and analysis of quantitative and qualitative data.
- Co-chaired the Executive Order 1 Steering Committee, assisting agencies to develop and implement plans to achieve the energy efficiency goals established in Governor Lamont's executive order. As part of this initiative, DAS Construction Services administered the design, engineering and implementation of last year's energy audit results. DAS continued to support the design and construction phases of several solar projects across the state, including at technical high schools, Department of Correction facilities, and the Kensington Fish Hatchery. DAS is sponsoring a second round of solar projects at Department of Transportation's Headquarters in Newington and CT Transit facility in Hamden; and Department of Energy and Environmental Protection's (DEEP) Marine Headquarters and Quinebaug Fish Hatchery.
 - Drafted revisions to the Power Purchase Agreement which allows agencies across the Executive Branch to participate in low-cost solar projects in collaboration with the Connecticut Green Bank.
 - Processed over 400 Freedom of Information requests (FOIA) and continued to fulfill the agency's safety risk determination role for other agencies under FOIA.
 - Represented the agency in contested hearings at all administrative forums (e.g., CHRO, FOIC, etc.).
 - Assisted other agencies in providing responses to CHRO and FOI-related issues and continued work on the rollout of enterprise-level FOI software across more than 30 state agencies.
 - Reviewed, analyzed, and provided guidance to employees on various provisions of the State Code of Ethics.
 - Liaised with the Office of the Governor and the Attorney General's Office on various legal matters.
 - Updated records retention policies for all digital HR files scanned into a new digital system.
 - Oversaw the development of Memorandums of Understanding between DAS and other executive branch agencies for purposes of IT optimization and the cooperative and efficient delivery of state services in general. Assisted other agencies in providing responses to CHRO and FOI-related issues.
 - Worked with the federal Social Security Administration to ensure compliance with federal regulations and laws regarding the safeguarding of data.

DAS Communications

- Handled all internal and external communications to the public, press, and legislators and kept DAS and other state agency employees informed on various related issues through our internal channels of communications.
- Maintained DAS's Twitter, Facebook, Instagram, and LinkedIn accounts and took a more active role in getting out information on social media about DAS.
 - DAS Twitter: <https://twitter.com/ConnDAS>
 - DAS Facebook: <https://www.facebook.com/CTAdministrativeServices>
 - DAS LinkedIn: <https://www.linkedin.com/company/ctdas/>
 - DAS Instagram: <https://www.instagram.com/conndas/>
- Collaborated with the Governor's office on DAS-focused press events on Statewide Human Resources, Cybersecurity and Information Technology, state recruitment, Digital Equity and more.
- Conducted a statewide marketing campaign for the recruitment of health and human services job classes.
- Assisted DAS Business units in using social media to promote some of their higher-profile announcements to increase exposure.
- Continued to work with a statewide communications group (ESF-15) during the COVID-19 pandemic to share DAS-related information and order necessary supplies for DAS.
- Continued to manage the content on the DAS website including assisting other DAS business units in writing, editing, and updating their website content. DAS has launched a review and rebuild of the DAS website to be more user friendly and to find information more efficiently.
- Published over 25 new blog posts to disseminate positive agency accomplishments.

Bureau of Information Technology Solutions (BITS)

Public Service

Under Chapter 61 of the Connecticut General Statutes, the Bureau of Information Technology Solutions (BITS) is responsible for developing and implementing an information and telecommunication system to efficiently service the needs of state agencies; and for purchasing and leasing all state agency information technology equipment and services or approving agency requests for same.

Improvements/Achievements 2022-2023

BITS – Agency Success

- Enterprise eLicense improvements including:
 - Online History link for public user accounts to view the complete list of process requests and applications completed for the past 5 years, including Documents uploaded.
 - Enhanced online address change modifications with better audit data.
 - Enhanced online fee type availability for all online process modules.
 - Enhancement of the Mobile Inspection functions to allow for complaint cases as well as unlicensed contact cases.
 - New Mobile inspections roll-out for Department of Mental Health and Addiction Services (DMHAS) Tobacco Enforcement Program.
 - Enhanced storage capacity to prevent online document upload errors.
 - Proxy Renewal modification to enhance online user experience when executing multiple supervisee renewals efficiently.
- The Digital User Experience (UX) Research team has vastly improved the accessibility, usability, and overall user experience of several key digital platforms servicing Connecticut residents, agencies, and businesses:
 - Transportation Project: The insights derived have directed the strategic planning of a unified and user-friendly online transport service platform.
 - Connecticut State Library (CSL) Project: A thorough analysis of user behaviors and needs resulted in insights that guided the design team to create an optimized library portal, substantially improving the digital service experience.
 - ROBIN Chatbot Avatar Project: Our studies influenced the design and development of the chatbot avatar, enhancing user engagement and acceptance of this technology, transforming digital communication for state services.
 - Sitecore Survey: By collecting actionable insights, we drove the implementation of Sitecore improvements that resulted in better user experience and increased the operational efficiency of state agencies using the system.
 - Office of Workforce Strategy/Governor's Workforce Council: Our research informed the website's design to better align with the Office and Council's current priorities leading to improved public understanding and engagement with their initiatives.
 - Research Report for Lt Governor: Our insights had a significant influence on the design of the Lt Governor's website, enhancing its UX and UI, leading to effective public communication and messaging.
 - Research Report for Governor: Our research refined the Governor's website, focusing on press releases, announcements, and contact form improvements. This resulted in increased usability and public trust in the site.

- Office of Health Strategy: Our insights informed the office's digital innovation strategy, leading to more transparent and accessible services and an overall improved user experience.
- Health and Human Services: Our ongoing UX research and testing process is helping shape the development of a new user-centric website, promising to enhance user experience, meet residents' needs, and alleviate the burden on customer service representatives.
- Grants Project: Our research provided an in-depth understanding of user pain points in the grant application process. This knowledge will guide the optimization of future grant application experiences.
- Solutions in partnership with the Department of Children and Families (DCF):
 - Released Mandated Reporter Online Reporting Portal which allows mandated reporters to submit non-emergent reports of suspected child abuse and neglect online rather than by calling the agencies Careline. This allows for faster processing of reports and reduces call volume and wait times on the Careline call center.
 - Added a request dashboard to the DCF Background Check Portal which allows participating agencies such as school systems, and daycare providers to track DCF background checks more efficiently than they have submitted.
 - Implemented a text chat system for use by children in DCF care to reach out to agency social workers 24 hours a day.
- Solutions in partnership with the Board of Pardons and Paroles (BOPP):
 - BOPP implemented "Commutation" process in the ePardon portal. It allows incarcerated persons to apply electronically for sentence commutation.
 - Once the hearing is granted the Board, applicants, public defendants, Office of Victim Services, and external users are using Teams Live events to conduct the hearing streamed live on BOPP website.
- Solutions in partnership with the Department of Emergency Services and Public Protection (DESPP) include:
 - DESPP implemented improved call center systems to better handle customer calls. This will ensure better and more timely call handling for residents who need information and assistance.
 - DESPP made several hardware and software enhancements to our Emergency Operation Centers. Combined, these enhancements dramatically improve our ability to manage our disaster response efforts. This will lead to better and more timely outcomes for our residents who are suffering through disaster events.
 - DESPP implemented improved online systems for our weapons permit process. Dealer interactions, change of address, and permit renewals can now be processed online, thereby reducing manual processes, and eliminating delays and backlogs.

BITS – Digital Government and Operational Excellence

- Engagement and Experience
 - BITS Digital Engagement services help improve the lives of Connecticut residents by creating seamless and trustworthy online experiences that are accessible to all. These efforts also reduce support, resource, and funding burden on agencies while promoting cost-saving efficiencies in the enterprise IT organization.
 - New Websites with Improved User Experience
 - Dept. Of Labor (DOL)
 - Dept. of Motor Vehicles (DMV)
 - Immunizations (DPH)

- Department of Social Services Homepage (DSS)
- Edsight (SDE)
- Center for CT Education research Collab (SDE)
- Bureau of Certification (SDE)
- Bureau of Rehabilitation Services (ADS)
- Social Equity Council (OTG)
- Capital Area System (DAS)
- New Specialized Information portals
 - Reproductive Rights (DSS)
 - Public Health Emergency Unwind (DSS)
 - SBA Grants (DECD)
 - Unemployment (DOL)
 - Dual Credit Opportunity (SDE)
 - Disparity Study (CHRO)
 - Equity Study (CHRO)
 - Data and Policy Analytics (OPM/GIS)
 - Bipartisan Infrastructure Law (CTBILT)
 - Clean Slate Law (CJIS)
 - CareerConnect (OWS)
 - HVAC Grant (DAS)
 - Office of Government Accountability (OGA)
- New Service Hubs (CT “One Stops”)

Development of a common service portal between agencies within a business vertical, providing clear centralized information for customers based on need. Residents enjoy a single front door to critical services, and agencies save time and money through streamlined efforts and processes.

 - Manufacturing.CT.gov
 - Health.CT.gov
 - Jobs.CT.gov (launching Q3)
 - Business.CT.gov enhancements
 - CT Broadband (OPM/DEEP)
 - Affordable CT (OTG/Multiple agencies)
- Expanded Enterprise Chatbot

Connecticut’s new digital assistant provides quick answers to common questions, improving customer experience and lowering agency support burden.

 - Expanded the availability of the State’s digital service tool through individual agency development along with synchronous development of website and chatbot projects.
Recent agency clients:
 - ❖ DOT
 - ❖ DDS
 - ❖ CSL
 - ❖ CID
 - ❖ DOB
 - ❖ DOH
 - ❖ DCP
 - ❖ Manufacturing.CT.gov
 - Added new enhancements to the chatbot functionality and features:

- ❖ Service-oriented chatbot instance for Health and Jobs service portals
- ❖ Transactional options for business accounts with SOTS
- ❖ Direct-link-to-chatbot feature for all clients
- ❖ Replaced third-party chatbot on COVID, Vaccine, and Immunization portals
- ❖ Optimized training model for better governance
- Data and Feedback - Real-time analysis of behavior and sentiment data helps Connecticut better address emergent issues and allows agencies to predict patterns and smartly allocate resources. This helps provide a higher level of customer service while reducing repetitive support burden on help desk teams. Data project milestones include:
 - New Data Dashboards for agencies' prioritized customer metrics
 - New chatbot interstitials to gauge successful conversations
 - New rating tools added to chatbot and website journeys
 - New CT.gov enterprise Feedback widget
 - New global link for customer accessibility issue reporting
- Accessibility and Inclusivity - Optimizing accessibility standards for digital assets is a high priority for Digital Engagement. Improving our accessibility and inclusivity efforts helps ensure every individual, regardless of situation or ability, can fully access government services and information and become full participants in civic life.
- Recent improvements from accessibility and inclusivity initiatives:
 - Optimizing online forms, eligibility screeners, and other digital assets to meet the latest ADA and WCAG accessibility standards
 - Auditing State apps and platforms to identify critical accessibility issues for remediation
 - Redesigning websites to be mobile-centric and keyboard-accessible
 - Updating content and plain language standards on websites to provide information at a sixth-grade reading level
 - Developing specialized content silos for self-identified customer groups
 - Updating design and branding standards to provide a consistent and expected customer experience
 - Optimizing translations options to provide more options to customers in more formats
 - Creating a new IT Center of Excellence for training agency admins in digital development standards, centering on modern UX, plain language, inclusive imagery, SEO, and accessibility.

BITS – Compute Services

- This year, our department introduced a new on-premises cloud computing platform that aims to create a centralized virtual environment for the State of Connecticut. This platform was designed with the intention of providing stable and reliable systems for our statewide agency customers and services to our citizens. Its benefits include improving the availability of our most important applications, offering a range of disaster recovery options, protecting against ransomware attacks, and providing elastic capacity and on-demand growth into the cloud.
- DPH has successfully migrated from their standalone Data Center to our centralized platform. This allows them to take advantage of these modern feature sets that will build in enhancements, including on-demand capacity, higher level of resiliency, and improved performance for their critical suite of applications.
- Our department launched a new Mainframe platform, completed the migration of all agency workloads, and conducted a successful Disaster Recovery failover test. Additionally, we integrated

new security features, such as enhancements to data encryption for both data at rest and data in motion.

- We have successfully optimized two of five teams within the Compute Services department through our IT consolidation efforts, which has resulted in increased support and coverage for agencies previously lacking in those areas. This not only benefits our ability to provide better support to agencies, but it also benefits our staff by providing backup and support from a larger, combined team.

BITS – Enterprise Architecture

- Support Agency Initiatives
 - OPM – Migrated 15 web portals to Azure
 - DMV – Piloting text-to-speech technology with Amazon Web Services (AWS) Polly
 - CSL – Developed AWS archive storage solution
 - DSS – Deployed new training environments in AWS to support ImpaCT
 - DSS - Architectural guidance for Connecticut Child Support Enforcement System (CCSES)+
 - DSS – Architectural guidance for Connecticut Medicaid Enterprise Technology System (CT METS)
- Support/Enhance Enterprise Capabilities
 - 175% increase in citizen accounts through identity management platform. Currently, more than 770,000 citizens have created accounts. New partners added this year include HHS, MyCareer, LIHEAP, and OEC Parents Portal.
 - Doubled the number of integrations supported through our enterprise integration platform while realizing cost-savings through an enhanced enterprise license agreement.
 - Approved enterprise eSignature platform and enterprise document management tools for implementation.

BITS – Infrastructure Services

IT Optimization

- Infrastructure Services continues to form into the six specialized, Center of Excellence teams: Infrastructure Services Oversight, Core Network and Security, Edge Network, IT Facilities, Wide Area Network, and Unified Communications. Each team brings a diverse agency heritage, combined with modern, technology expertise.
- The specific disciplines and areas of responsibility for each Center of Excellence team represent the vision of the organizational structure and framework needed in order to build focused depth of skill, over time, while incrementally moving towards greater standardization of deployed technologies.
- A 360-degree view of Projects and Change Initiatives for BITS Infrastructure Services was implemented in order to drive additional incremental improvements and visibility into the diverse IT Operations and Projects landscape. This has aided in advancing IT Optimization, in the interim of more specialized, consolidated Service Desk and Project Portfolio tools being deployed.

Core Network and Security

- Implemented Checkpoint Maestro at Groton Data Center (DC) and at Springfield DC for total redundancy.

- Implemented a fully functional Intrusion Prevention System with antibot and antivirus protections and automated feeds for known malicious sources and destinations.
- Implemented new Checkpoint cloud firewalls in multiple Oracle Cloud instances, in support of Core-CT (PeopleSoft) migration to cloud. Continue to administer virtual Checkpoint cloud firewalls in Azure and Amazon Web Services (AWS).

Edge Network

- Continued expansion of power-over-ethernet data network switch infrastructure with predominant focus on sites in queue for conversion to enterprise voice-over-IP platform.
- Continued equipment refreshes of Extreme and Cisco switch environments at multiple state agencies.
- Continued expansion of Extreme and Cisco wireless environments at multiple state agencies.
- Planning and rollout of an initial enterprise (multi agency) model of Cisco wireless project utilizing Cisco ISE authentication starting with agencies DMHAS and DAS.

Wide Area Network (WAN)

- Provisioned approximately 27 additional circuits over the Public Safety Data Network (PSDN) to a wide range of state, municipal and non-profit public safety entities to transport critical public safety communications data. Increased resiliency and regionalization of emergency services and allowed the cancellation of numerous costly wire-line and broadband services.
- Continued transition off older and costly ADSL/T1/ATM WAN data circuits to newer technology of Frontier Switched Ethernet Services for a minimal cost per site.
- Increased overall network stability by replacing approximately 40 end-of-life, WAN edge routers and Metropolitan Area Networks (MAN) switches for all agencies.
- Continued implementation planning for field deployment of the Juniper platform for the refresh of the PSDN.
- Continued implementation planning for replacement of the primary and backup e911 routers.
- Completed the upgrade of the Optical Data Center Ring hardware components at the five processing centers.

IT Facilities

- Groton DC enhancements to power resiliency, to ensure unique “A” and B” power path with automated transfer switches added and scheduled preventative maintenance plan
- Installation of new/refresh hardware devices and options in addition or expanding capacity
 - Groton DC and Springfield DC assist cross functional teams infrastructure, cabling, troubleshooting, network, servers, storage rack and Stack and asset management
 - DOC - vocational ed installation of CDL training and permitting solution
 - DMHAS – Network, Power and recording enhancements, 200+ additional cameras, 20+ main distribution frame (MDF) and intermediate distribution frame (IDF) upgrades and moves temporary facility space in trailers or movement to other spaces with no production work impact
 - DPH headquarters power issues addressed with upgraded uninterruptible power supply (UPS) and power cabling improvements to add resiliency and higher availability
- Evaluation and corrective actions for UPS (rack mounted and stationary) devices on 12 floors of the 55 Farmington Ave site. Designed to reduce the number of outages or failures – based on non-critical device support of 10 minutes or less. Included preventative and planned maintenance, battery replacements, management cards, secure connectivity, and thermal probes 20+ devices.

- Physical Security policy and procedures documents reviewed
 - Data center guidelines and procedures
 - Enterprise data center physical access policy

Unified Communications

- Continued modernization of the State's voice-over-IP telephone system and various migration projects of differing scales were completed. Notably, several of these initiatives were funded through bond allocations. Among the accomplished migrations are the DCF Waterbury Annex and the DESPP Montville, Danielson, and Westbrook locations.
- Execution of multiple system upgrading and patching, including the implementation of workforce optimization, call recording and messaging voice mail upgrade.
- Introduction of new services and applications to enhance operational efficiency, such as the Avaya Desktop Wallboard for DMV and the implementation of a contact center for helpdesk for DAS, DSS, and DOL.
- Successful upgrading or relocation of offices, including the DEEP Squaw Rocks, Goodwin State Park, the DOL Hartford move and the transfer of DVA Bridgeport to Fairfield, as well as the DCF Waterbury Annex.
- Initiative to internally handle multiple requests that were previously outsourced to paid vendors. By bringing these tasks in-house, significant cost savings have been achieved, and it has also enabled our employees to develop and apply their skills effectively. Notable beneficiaries of this effort include OEC, Comptroller, DCP, and DOE/BSE, among other agencies.

BITS – Security Systems and Operations

- Replaced legacy training and awareness with more engaging content that empowers state employees with the knowledge to recognize and prevent cyber threats.
- Ran multiple statewide phishing campaigns to aid in building a strong security culture and purchased a new security awareness and anti-phishing tool with SANS.org.
- Revised incident response procedures ensuring swift and effective action against cyber threats.
- Explored grant opportunities for local government and municipalities and a "whole of state" approach to cybersecurity.
- Implemented email security controls that protect against deceptive and unsolicited attacks, ensuring our communication remains clear and trustworthy.
- Streamlined compliance reviews including IRS and HIPAA information centrally to help streamline decision-making processes, reduce risk of breaches and non-compliance, and foster a culture of accountability and transparency.
- Began "threat hunting" to proactively search for and isolate advanced threats that evade traditional security solutions.
- Expanded our security monitoring capabilities and began the process of adding response automation (SOAR).
- Replacing outdated antivirus technology with a new endpoint solution to stop breaches, ransomware, and cyber-attacks (CrowdStrike).

BITS – Workforce Enablement

- Device support/Management:
 - Formulate application deployment standards for all devices supported under BITS
 - Provide standards for hybrid work environments

- Completed the new security agent deployment
- Messaging:
 - Provide strategy for migrating file storage to the cloud
 - Provide preferred secure mobile device management solution for state provided cell phones
- ServiceDesk:
 - Select ticketing system for BITS agencies and plan migration of legacy systems to a single product
 - Continue to document content for new Knowledgebase for self-help
 - Migrate service desk to advanced call routing product for inbound support calls

Business Office

During the reporting period, the DAS Business Office consisted of Fiscal Services, Collection Services, Print, Mail, and Courier Services, and School Construction Project Audit. Subsequent to the reporting period, the School Construction Project Audit group was moved into the Commissioner's Office, and the Office of Grants Administration (formerly known as the Office of School Construction Plan and Review) was created within the Business Office.

Fiscal Services

Public Service

The Business Office provides budget development and management, revenue accounting for DAS/Collections, purchasing, accounts payable, accounts receivable, payroll, grant administration, accounting, asset management, budget, revenue accounting for DAS/Collections, Print, Mail & Courier, development of small business set-aside goals, statewide telecommunication payments, p-card coordinator, travel administration and overall administrative services. These services are provided for DAS and several other agencies, including:

- Office of the Governor
- Office of the Lieutenant Governor
- Connecticut State Library
- Department of Agriculture
- Department of Consumer Protection
- Department of Economic and Community Development (*payroll only*)
- Department of Housing (*payroll only*)
- Teacher's Retirement Board (*payroll only*)
- Department of Banking (*payroll only*)
- Office of Governmental Accountability (which consists of 6 independent units)
- Paid Family and Medical Leave Insurance Authority (*payroll only*)

Improvements/Achievements 2022-2023

- Managed funds in excess of \$1 billion, including grants, state revenue, school construction projects, state bond projects, general fund, and specialized accounts. The Business Office continues to seek ways to collaborate and standardize processes whenever possible, to take advantage of economies of scale, and to promote efficiencies and cost-effectiveness. In the wake of the recent retirement wave, increased attention has been placed on process improvements, such as streamlining workflows, cross-training, and succession planning, in order to provide a vision for how processes can operate most efficiently going forward.
- Provided collaboration, fiscal support, and policy direction to all divisions of DAS and several other agencies. We have expanded outreach efforts to increase visibility and to continue to market our user-friendly approach to our agencies and agency heads. We have improved the monthly budget projection reporting to improve transparency to all divisions of DAS. In addition, we have made great strides in making sure our agency partners know we are here to support their agency goals, missions, and objectives. We also continue to strive to provide excellent customer service and financial support to all sections by communicating our desire to do the best we can to provide effective guidance so they achieve success.
- Continued ongoing fiscal strategy that allowed the office to devote limited resources to key functions within the agency.

- Continued efforts to support the Governor’s initiatives for Information Technology Optimization, Digital Government, and various coordinated information technology-related purchases and licenses.

Print, Mail, and Courier Services

Public Service

Central Printing provides printing services on a charge-back basis at greatly reduced rates, as compared to commercial printing. Annual revenues normally range between \$300,000-\$400,000, but as with most entities, these numbers have been impacted since working remotely and being more electronically dependent. Besides printing, the unit also provides graphic design services for the offices of the Governor, Lt. Governor, and multiple other executive branch agencies and quasi-public agencies. Mail and Courier operate as a free service to all state agencies, correctional facilities, colleges, courts, and court offices. Couriers deliver interoffice mail via multiple routes statewide, and mail handlers sort and stamp all first class, presort, and certified mail for state agencies. Agencies save money and time by utilizing these central services, which include Fed/Ex/Certified/USPS and interoffice services.

Improvements/Achievements 2022-2023

- Central Mail and Courier services provide services daily and work closely with all customers to ensure mail is picked up and delivered regularly, even if most agency employees are still working remotely.
- DAS & DEEP mailrooms are currently cooperating out of 79 Elm Street, where they share many resources, saving the state money. DAS Mail has also taken on the metering services for two DCF central locations and is in the process of taking on all remaining 13 DCF locations. This saves the state on meter rentals, supplies, and staff. DAS is also providing metering services for DOT; they are considering turning in their metering equipment for even greater cost savings to the state.
- DAS Central Printing continues to be a central source for all printing needs for agencies. Since the teleworking environment, printing needs have been reduced, and agencies are encouraged to use electronic communications and publications per executive orders.

Collection Services Division

Public Service

The Collection Services Division recovers money from Estates, inheritances, civil litigation settlements, and lottery intercepts that are owed the state for unreimbursed public assistance cases and charges for support of persons cared for or treated in state humane institutions and provides billing and collection services for state agencies. Despite the challenges brought forth by the COVID-19 pandemic, and legislative changes, the Collections Division continues to deliver high recovery rates for the State of Connecticut.

Improvements/Achievement 2022-2023

- Continued to process \$1.5 billion in paid claims. This was accomplished through continued strong partnerships with our business partners within the State of Connecticut and eliminating manual processes wherever possible by replacing those processes with effective use of technology.
- Large estate recovery (Probate), Legal Rep (Small Estate), Accident/Lien Units, and Delinquent Accounts recovered approximately \$43 million combined. This was accomplished through

cooperative efforts with the Connecticut Probate Administration and the Probate Courts within the State of Connecticut. Probate Administration has fully deployed its new paperless process that will enable DAS to receive Probate applications through the use of E-Filing via Turbo Court, effective July 1, 2023. DAS anticipates that after the initial start of the process, applications will be received in a shorter time and more accurately, eliminating the need for manual services, which we presently rely on.

- Small estate recovery (Legal Rep.) recovered over \$4 million, which was accomplished by process changes and ongoing cooperation with the Connecticut Probate Courts. Small estate recovery will also benefit from the new E-Filing application process Probate Administration is undertaking.
- Through the use of technology, DAS will be able to increase productivity, ultimately increasing recovery amounts. This was accomplished mostly through manual processes. With the help of DAS Procurement and DAS BITS, Collections is in the process of updating its computer system, which will greatly reduce any manual processes going forward and ultimately make our collections efforts more efficient and effective.
- Part of the upgrade consists of digitizing all physical case records, making them available remotely, thus improving recovery efforts which were completed this year in 2023. Case information is now available digitally, minimizing our footprint and reducing paper waste.
- The Billings Division works closely with our business partners within the State of Connecticut, such as the Department of Developmental Services and the Department of Social Services. The challenge is focusing on the accuracy of billing, which the staff is continually monitoring, assessing, and making corrections. The focus on ongoing billing accuracy is a priority within the Billings Division. We are in the final stages of updating to a cloud-based version of Avatar, called My Avatar NX, which will improve processes by eliminating customizations that will improve repairs in an effort to minimize downtime and increase recovery.

School Construction Project Audit

Public Service

The School Construction Project Audit team conducts audits of completed school construction projects that were recipients of state grants to evaluate compliance with applicable statutory and regulatory requirements, determine whether the correct reimbursement rate was used to reimburse the local education agency (LEA), and to determine whether state funds were used appropriately. In addition, the audit aims to ensure that the project is completed within the allocated budget and timeline.

- The audit team performs a combination of offsite and on-site document reviews and data analysis to assess various aspects of school construction projects to obtain sufficient, appropriate evidence to provide reasonable findings and conclusions based on audit objectives.
- The results of these audits are shared with LEA, the DAS Commissioner, the Director of Grants Administration, and other concerned entities.

During the reporting period, the School Construction Audit group was located in the Business Office. That group has since been moved into the Commissioner's Office..

Procurement Programs and Services

The Procurement Division is charged with (1) the purchasing, leasing or contracting for supplies, materials, equipment and contractual services for executive branch state agencies, in accordance with C.G.S. §4a-51 and (1) the purchasing, leasing and contracting for all information system and telecommunication system facilities, equipment and services for state agencies in accordance with C.G.S. §4d-2. In most cases DAS Procurement contracts are also available for use by towns, municipalities, and political subdivisions in the state. In FY 22-23, the total agency spend through DAS administered contracts was **\$1,001,810,676.00** with 1875 active contracts.

The Procurement Division administers the Supplier Diversity Program, which includes the set-aside program (C.G.S. §4a-60g), the state and federal surplus programs (C.G.S. §§4a-57a and 4a-66), the construction contractor prequalification program (C.G.S. §§4a-100 and 4a-101), and the Purchasing Card (P-card) program (C.G.S. §4-98(c), in conjunction with the Office of the State Comptroller). Legal staff assigned specifically to Procurement Services support these programs.

Procurement teams support our mission of pursuing excellence in public service by delivering value-added procurement programs and services by creating efficiencies, introducing smart technologies, acting with integrity and providing collaboration and strategic leadership. Continued focus on spend management, cost reduction and process improvement have resulted in savings and efficiencies for our customers.

Improvements/Achievements 2022-2023

- Identified new software solution for Procurement programs to replace legacy software used for Small Business Certification / Construction Prequalification / Surplus Programs. The new platform will allow for greater integration with other systems, greater flexibility, and more timely updates when changes are wanted or needed, greatly increasing program efficiency.
- Implemented changes to the Small Business Certification process required by the Governor's Modernization Bill aligning state program definitions with federal SBA program requirements for clarity and consistency.
- Connecticut's participation with NASPO ValuePoint has resulted in the receipt of administrative fees to the General Fund of **\$467,899.38** for FY 22/23. Connecticut is leading two NASPO ValuePoint solicitations for Electronic Monitoring and Managed Service Provider (MSP) Consulting. These will result in contracts used by numerous states.
- Implemented new Sourcing Team approach to ensure all stakeholders are identified and included at the outset of every solicitation, including active consideration of opportunities for participation by registered small and minority businesses.
- **Contract 22PSX0074** for Government Process Improvement Services is intended to support all using State agencies, including Connecticut's municipalities and boards of education. Client Agencies are provided an opportunity to select from a pool of qualified and vetted process improvement experts, a supplier that will help guide their organization through the identification, design and even implementation of process improvement leading to greater efficiency and more effective public service delivery. 22PSX0074's diverse pool of suppliers includes an SBE/MBE certified company and other Connecticut based businesses.
- **Contract 22PSX0133** was awarded on January 9, 2023. This contract supports the Defense and Law Enforcement and Security for the State of Connecticut and is open to all Client Agencies to purchase Ford Police Interceptor Utility Vehicles, as well as installation and upfitting for any vehicle

purchased by the Client Agency. Through a reverse auction total savings for the State of Connecticut was 2.86%.

- **Contract 22PSX0126** DAS consolidated three separate contracts into a new statewide food distribution contract. This contract is for state-operated institutions and facilities to purchase food and food service products and includes the warehousing and delivery of United States Department of Agriculture food (USDA Foods) allocated by the State Department of Education (SDE) to eligible Recipient Agencies (RA). An agreement was executed with a Connecticut based company.

Supplier Diversity

- Certified 1,124 Connecticut owned small and/or minority businesses through the Set-Aside Program consisting of 538 SBE and 586 MBE companies.
- Organized and participated in multiple virtual events bringing together several Small Businesses to discuss the State of Connecticut S/MBE certification program.
- Partnered with Connecticut Small Business Development Centers, Connecticut Procurement Technical Assistance Centers, and several of the State Small Business advocacy organizations.
- The implementation of new legislation required a focus on specific outreach to educate and provide the Connecticut Small Businesses information on the Federal System of Awards Management onboarding process. SBE/MBE outreach included:
 - A series of webinars partnering with the Connecticut Small Business Administration and Connecticut Procurement Technical Assistance Center (PTAC) with a focus on the state application process and the federal registration process.
 - Multiple press events across the state reviewing the new application process and offering resources and partnerships with the Connecticut Small Business Administration.
 - Worked with DAS BITS to develop a custom reporting tool in the STARS system to capture the spending with Small/Minority Businesses involving use of federal dollars. The reporting tool was implemented for all state agencies utilizing the CORE financial system.

P-Card Program

- Earned rebate of **\$1,722,632.31** based on contract usage of 190 groups comprised of state agencies, universities, municipalities, schools and non-profits.
 - \$1,229,751.41 was deposited to the State's General Fund
 - \$492,880.89 was issued to individual client entities and municipalities that piggyback on our contract.
- Implemented the P-Card program for six (6) new Client Entities during 2022.
- Efficiencies utilized during the pandemic have become the modernized way we do business. Examples include outreach and meetings via Teams and other platforms, electronic signatures on all documents, and scanned/emailed docs accepted by the bank.

State Surplus

Total sales/revenue of **\$3,568,918.88** for FY 2023.

- Sold 1,100 property auctions totaling \$343,957.34 in State revenue during FY 2023.
- Reallocated 379 lots (approx. 2,594 items and 4,589,196 PPE items) of property within state agencies, municipalities and non-profits – saving the state from new purchases.
- Sold 558 vehicles totaling \$2,244,581.03 in State revenue during FY 2023 .

Surplus involvement in the Pandemic Response with DPH is still underway. Surplus continues to facilitate the distribution of items in the warehouse, registering as many non-profit organizations as are interested. Surplus team members also attend bi-weekly meetings with DPH and TetraTech to assist in potential FEMA reimbursement for items that remain in the warehouse.

Federal Surplus

- 6 Eligible Donees (3 Public Agencies, 2 VOSB, 1 SBA 8a)
- Total Property Allocated: 125 totaling **\$3,089.82** in State revenue during FY 2023

Construction Contractor Prequalification

- Prequalified 784 construction companies
- Generated revenue of **\$580,500.00**

Real Estate and Construction Services

The Real Estate and Construction Services area consists of the following: Fleet Operations, Leasing and Property Transfer, Legal Affairs, Policy and Procurement, Project Management, Property and Facilities Management, Regulatory Compliance and, during the reporting period, the Office of School Construction Grants and Review. The latter has since been reorganized and the grants portion of the team is now within the DAS Business Office and the plan review portion of the team remains in the Real Estate and Construction Services division.

Fleet Operations Division

Fleet Operations serves over 90 state agencies and departments by providing them with safe, adequate transportation for business purposes at the lowest cost to the state. On average, there are 3,500 light-duty fleet vehicles in operation logging more than 30 million miles a year. Fleet Operations operates four inter-agency motor pools, three maintenance and repair garages, and an administration office to provide complete vehicle services via a professional staff of just 38.

Improvements/Achievement 2022-23

- The light-duty fleet has been fully integrated with telematics devices and the data is successfully being utilized to guide the transition of the fleet to Electric Vehicles including optimum charging infrastructure locations, identify idle vehicles, verify the validity of vehicle complaints, and send first alerts of potential vehicle accidents to fleet staff to name just a few advantages.
- Completed the digitization of the CCP-40 monthly vehicle trip report worksheet, which once General Letter 115 is released with the new telematics language, will relieve an enormous administrative burden on agencies tracking and filing handwritten forms.
- Completed a digitization of two major paper streams – New Vehicle Documents and Purchasing Card Transactions.
 - Our new vehicle department has transitioned to a digital format to transfer original documents electronically from one business unit to another using Microsoft Teams. This provides immediate and seamless access to the vehicle documents as they arrive for faster processing and eliminates the need for physical transportation of the documents between business units.
 - Purchasing Card reconciliation, in coordination with the DAS Business Office, is now done through a central business office email account where all transaction records are sent digitally throughout the purchasing month. Originals are kept on site and no longer require the printing of Fleet PO records for each transaction or transferring associated physical documents from fleet locations to the central business office for processing. The result is faster business office monthly reconciliation, the reduction of a reams worth of paper printing every month, and the removal of coordination and travel getting the physical documents to Hartford.
- Captured over \$16,500 in reimbursements from performing FORD In-House Warranty repairs and poised to begin General Motors (GM) warranty repairs with the finalizing of banking information submitted to begin transfers. The warranty programs significantly reduce the operational costs of delivering vehicles to the dealer for warranty repairs that can be performed in-house, while being further reimbursed from FORD and General Motors for technician labor.
- Fleet staff, in conjunction with the Properties and Facilities Management Trades group, have created substantial customer safety and experience improvements at the Wethersfield Garage. After decades of use at that location, a new customer entry way now separates customers from the movement of vehicles in and out of the garage main aisle and overhead doors. A service window has been opened

between the supervisor office and the customer waiting area, which provides an unobtrusive environment for discussing vehicles with drivers. Also, a digital portal has been implemented in the waiting room to remove paper records for vehicles coming in for service.

- Upgraded the fleet management software program, Fleetwave, to the latest version which will greatly improve the capabilities of the application while correcting issues experienced since its inception. Telematics integration, new data modules, and hand-held device options are now available for implementation. The several year undertaking was only made possible with the joint dedication of both Fleet and BITS staff.

Office of Legal Affairs, Policy and Procurement (OLAPP)

For the Fiscal Year 2022/2023, the Office of Legal Affairs, Policy and Procurement (OLAPP) continued to provide the legal, procurement and support services to the other units within the Division of Real Estate and Construction Services in a manner consistent with past years’ performances. OLAPP continued to implement improvements to its policies, processes and contracts.

DAS Project Support Services (DAS PSS) manages the intake, processing, and tracking of all capital building construction project requests for Construction Services. For small construction projects (under \$350,000), an agency may submit a request to either use a pre-approved trade labor service contractor, or to proceed with work that is to be publicly bid. For larger construction projects, an agency may submit a request for a capital building construction project to either be self-administered by the agency in accordance with CGS 4b-52 (a) or, if unable to self-administer, then DAS Construction Services will administer the project on behalf of the agency.

In FY 2023, the volume of project requests initiated and/or revised through DAS PSS was as follows:

Type of Project Initiated	Total Number Initiated	Total Value Projects Initiated
State Trade Labor Contract	85	\$4,137,728
Public Bid by Agency	13	\$1,217,290
DAS/CS Administered Projects	36	\$337,888,088
Agency Administered Projects	62	\$58,920,843
Total Projects Initiated	196	\$402,163,949

DAS PSS administers the assignment process for an on-call consultant for capital building construction projects and assists in drafting and executing task letters for services to be provided by said on-call consultant.

In FY 2023, the volume of task letters executed by DAS PSS was as follows:

Project Administration	Total Task Letters	Total Task Letter Value
DAS/CS Administered Project	80	\$8,551,571
Agency Administered Project	72	\$4,458,586
Total Task Letter	152	\$13,010,157

DAS PSS manages the processing of all construction contract agreements for DAS Construction Services.

In FY 2023, the volume of contracts executed through DAS PSS was as follows:

Agreement Type	Number Executed	Total Value of Executed Agreements
Contracts	27	\$58,908,493
Amendments	28	\$3,372,975
Guaranteed Maximum Price Amendment	0	\$0
Work Authorization Order	0	\$0
Assignment & Assumption	1	\$0
Total Executed Agreements	56	\$62,281,468

DAS PSS also manages the intake and processing of requests for declaration of emergency. Pursuant to CGS 4b-52 (c) the Commissioner of Administrative Services may act upon the request of a state agency and declare that an emergency condition exists at any State facility. An emergency declaration authorizes an agency to restore facilities under their control and management without inviting bids as required under CGS 4b-52 (b). To be considered for an emergency declaration, it is incumbent upon the agency to demonstrate that the condition adversely affects public safety or the proper conduct of essential government operations and that the condition is of such an emergency nature that an exception to CGS 4b-52 (b) is required.

In FY 2023, the volume of requests for declaration of emergency that were processed through DAS PSS was as follows:

Type of Project Initiated	Total Number of Requests for Declaration of Emergency	Total Value of Requests for Declaration of Emergency
Declaration of Emergency	2	\$891,360
Total Requests for Declaration of Emergency	2	\$891,360

The Department of Administrative Services Real Estate and Constructions Services (DAS/RECS), in coordination with the Office of Policy and Management (OPM), established the Capital Expenditures Program (CapEx) as a means to help prioritize the state’s capital investments, ensuring investments in capital improvements are proactively planned and deployed as effectively as possible in the building and maintenance of state facilities. The CapEx requires that each agency prepare a Capital Expenditures Program Plan that consists of a list of all Capital Construction Projects for which funding authorization is pending, or for which funding has been authorized, and for which the agency will be requesting approval for the allocation of such funds. The CapEx is to be updated by each agency on an annual basis and is subject to review and approval by the Commissioner of DAS or designee and the Secretary of OPM.

DAS PSS oversees the process management for CapEx, which requires DAS PSS to notify each client agency of their CapEx requirements, intake and review each agency submission, and if applicable, work with the client agency to revise their submissions to ensure their CapEx requirements are met before finalizing their submission, and consolidate all of the CapEx submissions into a final report for review by the Commissioner of DAS or designee and the Secretary of OPM. In FY 2023, DAS PSS revised and updated Form 1100 – Agency Annual Capital Expenditures Request, the policy statement for the CapEx, and the CapEx instructions to help simplify the process and further require that each agency prepare a Capital Expenditures Program Plan to cover a period of at least three years.

In FY 2023, the volume of projects submitted for approval by each client agency as part of their CapEx submission for FY 2024 thru FY 2026 was as follows:

Client Agency	Total Projects	Total Project Cost	FY24 Request	FY25 Request	FY26 Request
Agricultural Experiment Station	3	\$27,500,000	\$26,000,000	\$0	\$0
Connecticut State Colleges &	8	\$255,189,972	\$115,209,546	\$116,947,219	\$0
CT Technical Education &	47	\$588,438,820	\$234,168,653	\$34,592,871	\$2,375,000
CT Military Department	10	\$1,891,926	\$0	\$1,092,030	\$0
DAS Facilities Management	185	\$202,850,002	\$42,796,752	\$70,963,539	\$66,950,500
Children & Families	10	\$5,575,800	\$4,965,600	\$665,000	\$0
Development Services	51	\$15,703,900	\$7,338,900	\$4,250,000	\$4,115,000
Energy & Environmental	28	\$74,280,323	\$4,167,000	\$28,950,000	\$39,600,000
Emergency Services & Public	60	\$116,689,000	\$13,350,000	\$26,765,000	\$40,139,000
Mental Health & Addiction	89	\$141,712,500	\$48,750,000	\$41,400,000	\$25,705,000
Motor Vehicles	3	\$1,870,500	\$1,870,500	\$0	\$0
Agriculture	8	\$2,713,500	\$2,283,500	\$520,000	\$2,653,500
Public Health	12	\$6,379,125	\$5,999,625	\$182,500	\$187,000
Corrections	149	\$232,912,500	\$65,653,076	\$13,556,500	\$81,967,000
Labor	4	\$870,000	\$870,000	\$0	\$0
Veterans Affairs	10	\$32,266,036	\$9,129,757	\$1,500,000	\$0
Chief Medical Examiner	1	\$23,545,000	\$21,045,000	\$0	\$0
CT State Library	2	\$10,938,978	\$724,978	\$50,000	\$0
Grand Total	680	\$1,741,327,882	\$604,322,887	\$341,434,659	\$263,692,000

In FY 2023, DAS/RECS began the process of transitioning its project management software from PMWeb to eBuilder. DAS PSS assumed the responsibility for developing the workflow and data field input structure to allow for DAS/RECS to implement its Capital Project Initiation Request process, On-Call Contract Approval process, and Task Letter Approval process in eBuilder; exported and configured five (5) years of project data from a multitude of sources for import into eBuilder, including all design and construction contracts, On-Call contracts, and task letters, developed eleven (11) separate reports to help track and monitor the aforementioned processes, and developed an eBuilder User Guide for those processes.

The Policy and Procurement Unit (P & P) within OLAPP is responsible for all consultant and construction procurement for DAS capital projects. This responsibility extends to developing and managing the processes and forms utilized for each project delivery method as well as for all consultant solicitations.

The Major Construction Projects advertised on CTsource by P & P during the past fiscal year include:

- BI-2B-473 Water Infiltration Repairs at DPH Lab, 395 West Main St, Rocky Hill, CT
- BI-2B-473 RE-BID Water Infiltration Repairs at DPH Lab, 395 West Main St, Rocky Hill, CT
- BI-2B-474 Elevator Modernization, 505 Hudson St, Hartford, CT
- BI-2B-478 Employee Entrance Ramp Repairs, 505 Hudson St, Hartford, CT
- BI-2B-478 RE-BID Employee Entrance Ramp Repairs, 505 Hudson St, Hartford, CT
- BI-2B-479 3rd Floor HVAC Replacement 505 Hudson St, Hartford, CT
- BI-JD-343B Roof & HVAC Remediation Project, Bid #2, Enfield Superior Court, Enfield, CT
- BI-JD-375 Lafayette Street Garage - Investigation and Repairs, 101 Lafayette St, Hartford, CT
- BI-MH-134 Old Powerhouse Renovations, CVH, Middletown, CT

- BI-MH-134 RE-BID Old Powerhouse Renovations, CVH, Middletown, CT
- BI-N-356 Troop F Generator Replacement, 315 Spencer Plains Rd, Westbrook CT
- BI-N-356 RE-BID Troop F Generator Replacement, 315 Spencer Plains Rd, Westbrook CT
- BI-P-93 RE-BID Jenkins-Waggoner Greenhouses Renovations, CAES, New Haven, CT
- BI-RC-406 Elihu Burritt Library Renovation and Addition, CCSU, New Britain, CT
- BI-RT-878D RE-BID Abatement & Demolition of Old Platt Technical High School, Milford, CT
- BI-T-620 Salt Rock Campground Bathhouse, 173 Scotland Rd, Baltic, CT 06330

The Requests for Qualifications and Requests for Proposals for Consultant Services, On-Call Services, and Construction Manager at Risk Services advertised on CTsource by P & P during the past fiscal year include:

- BI-2B-483-CA OCME Expansion & Renovation, 15 Shuttle Rd, Farmington, CT
- BI-2B-483-CMR OCME Expansion & Renovation, 15 Shuttle Rd, Farmington, CT
- BI-2B-498-ARC 450 Columbus Blvd. Space Consolidation, 450 Columbus Blvd, Hartford CT
- BI-JA-496-CMR Heating & Cooling System Upgrade, Cheshire Correctional Facility, Somers, CT
- BI-MH-146-ARC Whiting Forensic Hospital Planning Study, CVH, Middletown, CT
- BI-N-357-CA Reconstruction of the State Police Firing Range, 100 Nod Rd, Simsbury, CT
- BI-N-357-CMR Reconstruction of the State Police Firing Range, 100 Nod Rd, Simsbury, CT
- BI-T-624-ENG Executive Order #21-3 HVAC Decarbonization Study – Phase I
- CF-RS-366-CA Chase Hall Renovation, SCSU, New Haven CT
- CF-RS-366-CMR Chase Hall Renovation, SCSU, New Haven CT
- OC-DCS-ANLY-AUD-0001-0004 On-Call Claims Analysis Consultant Services
- OC-DCS-EPA-PLN-0001-0003 On-Call Environmental Assessment and Master Planning Consultant Services
- OC-DCS-MBE-ARC-0020-0023 On-Call Minority Business Enterprise (MBE) Architectural Consultant Services
- OC-DCS-MBE-CIV-0020-0023 On-Call Minority Business Enterprise (MBE) Civil Engineering Consultant Services
- OC-DCS-ROOF-0044-0048 On-Call Roofing Consultant Services
- OC-DCS-STR-0043-0048 On-Call Structural and Threshold Limit Review Engineering Support Services

Besides conducting the solicitations mentioned above, P & P was responsible for providing services to the Project Management Unit and Technical Services Unit in support of the design and construction of State facilities. Such services included:

- Conducted training on construction bidding and contracting policies and procedures.
- Oversaw and enforced statutory and regulatory requirements and policies for consultant selections and construction bidding and contracting.
- Oversaw quality control management of the construction bidding and contracting processes.
- Conducted and managed public bidding and procurement of construction contracts through general contractor or construction manager at risk delivery methods.
- Coordinated and managed bid protests and rejections.
- Provided regulatory oversight, process design services, and testing support services during the customization and implementation of “e-Builder”, a cloud-based, construction Program Management Information Solution (PMIS) for capital construction projects. Such support included development of the workflow, data field input structure, and layout necessary for implementing the DAS/RECS internal bidding and procurement process in e-Builder; extensive testing of the payment application process, customization of standard templates for project implementation, and creation of an eBuilder

User Guide for those processes.

The Legal Affairs unit was responsible for assisting P&P with the solicitations, preparing and reviewing the contracts mentioned above, and assuring contract approval by the State Properties Review Board and the Office of the Attorney General.

In FY 2023, the volume of contracts executed through DAS OLAPP Legal Affairs was as follows:

Agreement Type	Number Executed	Total Value of Executed Agreements
Contracts	31	\$24,501,643
Amendments	36	\$3,447,573
CMR Agreements	3	\$233,086.
Guaranteed Maximum Price Amendment	1	\$164,050,062
Work Authorization Order	2	\$38,430,737
Assignment & Assumption	1	\$0
Total Executed Agreements	74	\$230,663,101

In addition, staff provided legal services and advice to other offices or units within the Division, including Project Management, the Office of the State Building Inspector, the Office of the State Fire Marshal, the Office of School Construction Grants and Review, the Capital Area System unit, and Facilities Management on a variety of matters. Such services included advising project managers on issues arising during construction, managing claims, preparing easements in connection with capital projects, drafting decisions involving building code appeals to the Codes and Standards Committee, developing Memorandums of Understanding with other state agencies, advising on proposed legislation, and performing legal research on the contract issues.

Real Estate and Construction Services, Design and Building Construction

The Design and Building Construction Unit within the Real Estate and Construction Services (RECS) oversees the design and construction of State facilities in accordance with 4b-51 C.G.S. Its responsibilities include:

- Coordinate the development and implementation of State facility contracting and construction policies.
- Coordination of project initiation, scope, and cost development with State agencies.
- Coordination and Management of project finances.
- Coordination and Management of project schedules.
- Administration of professional services consultants including architects, engineers, landscape architects, accountants, interior designers, environmental professionals, and construction administrators required to attain project objectives.
- Quality control management of design documents and bidding material.
- Oversees public bidding and procurement of construction contracts utilizing: 1) General/Prime Contractor; 2) Construction Manager at Risk; and 3) Pre-Qualified Trade Labor contract delivery methods.
- Design and Building Construction staff directly oversees the construction, renovation, and repair of State facilities.
- Manage capital building construction project requests including review of supporting documentation, recommendation for approval, selection of on call consultants, and issuance of task letters. Aids State

Agencies with project development and emergency project completion.

Improvements/Achievements 2022-2023

During this reporting period, DAS managed a project portfolio of over \$1.5 billion in total project value. Major construction projects that began construction this report period include:

- BI-RT-889: Bullard Havens Technical High School
- BI-Q-691: Putnam Readiness Center
- BI-MH-121: Bridgeport Health Center Parking Garage Reconstruction
- BI-MH-113: Greater New Haven Health Center Fire Protection System Installation
- BI-2B-418: 50/55 Farmington Ave Fire Protection System Replacement
- BI-JA-467: Department of Corrections, Enfield Water Storage Tank Construction
- BI-MH-140: Connecticut Valley Hospital Heating Loop Replacement – Phase 3
- BI-RC-406: Central Connecticut State University Burritt Library Renovation & Addition
- BI-RT-878 Former Platt Technical High School Demolition

Major construction projects that reached substantial completion this report period include:

- BI- RS-337: Southern Connecticut State University New Business School
- BI-JA-481: Robinson Corrections Institute Bathroom Renovations
- CF-RD-308: Western Connecticut State University Newberry Hall Wellness Center
- BI-JD-364: Bridgeport Superior Court Building Roof Replacement
- BI-N-345: Department of Emergency Services and Public Protection Headquarters Roof Installation
- BI-2B-472: Department of Public Health Flexible Laboratory Construction
- BI-T-611: Quinebaug Valley Trout Hatchery Energy and Water System Operating and Improvements.
- BI-MM-53: Norwalk Department of Motor Vehicles Roof and HVAC Installation
- BI-RT-877: Grasso Technical High School New Football Field and Field House

The team experienced a substantial loss in staffing levels due to retirements. Hiring continues to be a high priority to ensure the Design and Building Construction Unit can properly serve all supported State Agencies.

e-Builder Implementation

The Division has been in the process of implementing the e-Builder project management software services, as a successor to PMWeb, in management of construction project processes, project-level finances, document management and productivity management. During Fiscal Year 2023, considerable work was carried out by Division staff and the vendor in configuration of the software instance to the needs of Connecticut's vertical construction program, and associated laws and procedures. The software has a robust functionality, allowing for no-code development of software applications by agency staff that can allow for the automation and paperless processing of heretofore longhand administrative systems, with more complete and regularized procedures and record-keeping. By the end of the fiscal year, the Division was nearing completion of software implementation by the vendor and began initial phases of managing projects in e-Builder. The Division has also pivoted to in-house development of processes and reports in e-Builder, which will continue going forward to allow the agency to progressively build improvements using the software.

DAS Construction Services / Technical Services

Public Service

The DAS Chief Architect leads Technical Services and provides support to DAS and client agencies in numerous ways, including master planning support to all agencies when requested, quality assurance reviews of capital projects, project planning, electronic plan archives, environmental support (contaminated soils, underground storage tank closures or installations, CEPA compliance and hazardous materials) and support for energy upgrade projects in collaboration with DEEP. During 2023, Technical Services added plan review functions to determine reimbursement eligibility for statewide school construction grants. In addition, the office of the Chief Architect leads all Consultant Selection Panels in collaboration with the DAS Office of Legal Affairs Policy and Procurement (OLAPP).

Improvements / Achievements 2022-2023

- Conducted forty-eight (48)- quality assurance reviews.
- Provided project management services augmented by technical expertise for studies and construction projects related to facilities master planning, consolidation, and relocation, as well as greenhouse gas reduction. Efforts in progress include:
 - Projects in Construction (\$2.6 million total project value):
 - BI-2B-346B – Energy Upgrades, DOC Central Office
 - Projects in Design (\$33 million total project value):
 - BI-2B-495 – DPH Space Planning at 410 Capitol Ave
 - BI-HH-50 – Large Animal Rescue Barn Restroom, York CI (self-performed design)
 - BI-T-619 Program – Implementation of energy reduction measures at 16 of the largest State Executive Branch owned facilities
 - Studies/Other (\$2 million total value):
 - BI-2B-491 – Former Bergin Survey
 - BI-JD-377 – New Haven and Bridgeport Courthouse Study
 - BI- MH-146 – Whiting Forensic Hospital Relocation Study
 - BI-N-361 – DESPP Troops B, I & D Prototype Study
 - BI-NN-685 – Southbury Training School Consolidation Study
 - BI-T-624 – EO#21-3 HVAC Decarbonization Study
- Implemented DAS policies to reduce the climate impact of State projects including:
 - Requiring adherence to the International Green Construction Code for DAS administered capital projects and major renovations.
 - Requiring the specification of lower embodied carbon concrete mix designs for all DAS administered projects.
- Provided technical support and assistance for collaborative efforts to reduce Executive Branch building greenhouse gas emissions including:
 - Engaging the first State project in a Whole Building Energy Use Intensity Reduction as part of Energize CT’s New Construction and Major Renovations Program.
 - Initiating the agreement, and moving to implementation stage, for the first State facility to participate Energize CT’s Retro-Commissioning Program.
 - Working with Eversource and DEEP to coordinate and streamline consultant contracting

- processes related to State participation in energy efficiency programs.
 - Serving on the State’s Technical Advisory Committee (TAC) to review and recommend potential energy efficiency projects for implementation.
 - Assessing available statewide procurement contracts for energy efficiency projects in coordination with the Utility Master Agreement terms extension.
 - Continued collaboration with DEEP in development and updating of the Connecticut High Performance Building Standards regulations.
- Technical Services projects piloted the adoption of e-Builder, Construction Services’ new project management software.
 - Technical services implemented a revised process for reviewing and documenting projects for compliance with the Connecticut Environmental Policy Act (CEPA).
 - Technical Services continues to improve the Hazardous Material Abatement Program after re-assuming responsibility for the administration of the program from OPM in May 2022. Major improvements include adopting more stringent program policies and strengthening controls for project processing and accounting. In Fiscal Year 2022, Technical Services processed 127 HazMat Program projects totaling \$1,737,858.75 for investigation and remediation activities at state facilities.

Office of School Construction Grants and Review

Public Service

The Office of School Construction Grants and Review is responsible for grant administration and design review for public school construction projects to assess eligibility for reimbursement under the School Construction Grant program, disbursement of grant progress payments, payment of vendors for CTECS projects, review of change orders that occur during construction to determine changes in eligibility and other related tasks. The Office also provides support for the creation of the School Construction Priority List.

Subsequent to the reporting period, the Office of School Construction Grants and Review was divided into two separate functions. The grants function was moved into the newly created Office of Grants Administration within the DAS Business Office, and the plan review function was moved into the DAS Technical Services team under the Real Estate and Construction Services Division.

Improvements/Achievements 2022-2023

- Made a total of \$279,885,482 in School Construction Grant fund payments, including both grants to school districts and vendor payments on CTECS projects.
 - Note: Since most Priority List projects take multiple years to complete, most of the current year payments are made for prior year funding authorizations.
 - Note: The total in payments included payments for the two special case CREC projects paid by Construction Services.
- Conducted plan reviews, serving more than fifty districts, on school construction projects for both Priority List and Non-Priority projects.
- Processed grant applications resulting in the Commissioner-recommended Priority List of school construction projects consisting of 20 new projects, with a maximum total project cost totaling \$1,016,163,152 with a maximum state grant amount of \$622,619,266.
- Implemented the new school construction HVAC program, awarding 51 grants in the first round of approvals, totaling \$56 million in grants, while preparing for future rounds of awards.

- Carried out reviews of applications on the new school HVAC program.
- Continued to advance the team's use of Office 365 and other online tools for document filing, process organization and reporting, and eliminated paper-based processes.
- Continued development of a more efficient and simplified process for the design review of school construction projects.
- Provided clerk support for the School Building Projects Advisory Council.

Property and Facilities Management Division

The Division of Property and Facilities Management administers the operations, maintenance, and security of state-owned buildings. State buildings are located throughout the Hartford area and major cities in the state including Meriden, Mystic, Norwich, and Waterbury. The Division is responsible for the long-term management of these assets including the physical integrity of the property, operating expenditures, environmental conditions, preventative maintenance program as well as implementing capital improvements, administration of contracts for property management firms, service contracts, design consultants and security services.

The Facilities Operation Unit manages approximately 6 million square feet of state-owned floor space in occupied and vacant state buildings. The building portfolio includes active office buildings, occupied campus facilities, laboratories, parking lots, the Connecticut Building at Eastern States Exposition and surplus property. The unit provides a safe and efficient work environment for approximately 9,000 state employees from various agencies who occupy these facilities. Property management is provided by in-house staff and contracted property management firms.

The Capitol Area System (CAS) Management Unit operates the CAS district heating and cooling loop in the Capitol District. CAS provides hot water for space heating and domestic hot water production as well as chilled water for space cooling for thirteen state buildings and five private buildings, totaling over three million square feet of building space, which houses over 5,500 state employees and up to 4,000 private employees or patrons.

The Facilities Planning Unit provides statewide facilities planning activities, logistical services and operational support to state agencies involved in consolidations and relocations. The unit handles often complex logistical and change management aspects of moves including but not limited to, asset management disposition, schedules, records retention, planning and coordination. The unit also manages the trade staff and the Department of Corrections Inmate Work Crews. This group is responsible for general maintenance, light housekeeping, special events, and providing audio/visual support for the Governor and Lt. Governor press events.

The Governor's Residence Unit is charged with the maintenance and care of this 114-year-old building that is on the register of historic places. The unit is responsible for coordinating and overseeing public tours and weekly public use of the Residence by nonprofit organizations.

The Statewide Security Unit provides for the overall physical security of state employees, clients, visitors as well as assets of the State of Connecticut in both state-owned and leased facilities. The unit develops and implements security standards, policies and procedures and standardizes equipment and systems to provide an effective level of security to the employees and the public and to state assets at all state-owned and leased facilities. The unit also administers the statewide workplace violence reporting system and assists other

agencies in managing incidents. In addition, the unit is responsible for administering the state picture identification and access control systems for vast majority of state agencies.

The Technical Services Unit develops and maintains a three-to-five-year capital improvement plan, ensures ADA compliance, life, and safety as well as environmental compliance. The unit is responsible for inspections and provides project management services for minor construction projects and repairs. The unit collaborates with various state agencies on planning, design and construction for minor office reconfigurations or relocations. The unit is staffed with a variety of design and construction professionals to provide a wide range of services to DAS properties and clients.

Improvements/Achievements 2022-2023

- DAS successfully purchased the property at 490 Capitol Avenue, Hartford. With ownership of the property, now called the CAS Plant, the State is in a better position to control the future of the Capitol Area System. DAS secured over \$19,000,000 in additional funding to modernize the CAS plant and loop to move toward more environmentally friendly operations. We are now conducting a study to determine the best path forward to meet Connecticut’s goal to decarbonize State buildings.
- The unit has obtained over \$2.9 million in bonding during the fiscal year for improvements to state buildings. This work included HVAC building upgrades, energy improvements, roof replacements, building envelope repairs, ADA improvements, security enhancements and building life safety upgrades.
- Building Consolidation project by optimizing on the current “hybrid” telework environment. The intent is to consolidate several state agencies into larger more efficient state properties. The project is in the planning phases.

Division of Regulatory Compliance

Overview: The Division of Regulatory Compliance, in the Real Estate and Construction Services Division, is made up of the offices of the **State Building Inspector (OSBI)**, **State Fire Marshal (OSFM)** and **Education & Data Management (OEDM)**. The highlights of the division’s FY23 activities follow.

Code Development: The 2022 Connecticut State Building Code, 2022 Connecticut State Fire Safety Code and 2022 Connecticut State Fire Prevention Code came into effect on October 1, 2022, adopting largely the 2021 model codes from the International Code Council (ICC) and National Fire Protection Association (NFPA). The process was completed in partnership with the State Codes and Standards Committee and the Fire Prevention Code Advisory Committee.

Code Development Meetings	#
Codes and Standards Committee Meetings:	11
Codes Amendment Subcommittee Meetings:	0*
Fire Prevention Code Advisory Committee Meetings:	6
Correspondence Received:	14

* The Codes Amendment Subcommittee did not meet because the detailed technical work for the code adoption had concluded prior to the start of the reporting period.

Appeals: The Codes and Standards Committee also hears appeals from parties aggrieved by the decision of a local or state building official or fire marshal. FY23 totals were:

Appeals Received	#
New appeals:	13

Code Modifications: The state building, fire safety and fire prevention codes allow for waivers of code requirements through what are known as requests for modification, and these are required to be reviewed by the Office of the State Building Inspector and the Office of the State Fire Marshal. The following modifications were processed in FY22:

Code Modifications	OSBI	OSFM
State Building Code:	1,325	0
State Fire Codes:	0	286
Sub-Totals:	1,325	286
Total Inspections:	1,611	

State Buildings - Code Compliance: OSBI and OSFM have responsibility for ensuring state buildings are built and maintained to the state building and fire codes, performing design reviews and inspections on new, altered and existing state buildings. The project intake, reviews and approvals for FY23 were:

Construction Projects	#
New Projects Received:	83
(Those that are "threshold/statutory") *	20
Permits Issued:	64
Certificates of Occupancy Issued: TCO - 7	2
Certificates of Approval Issued:	32

*The “threshold/statutory” projects noted above are of a larger or more complex nature, as defined by the criteria set out in Connecticut General Statute 29-276b, or other projects that Connecticut General Statutes mandate OSBI and OSFM’s oversight.

These new construction projects in FY23 added to ongoing projects from previous fiscal years. The following inspections were performed in FY23:

State Buildings – Inspections	OSBI	OSFM
Existing Building Inspections:	0	792
Construction Inspections (in person):	1,172	616
Construction Inspections (remote video):	134	0
Sub-Totals:	1,372	1,408
Total Inspections:	3,612	

Some of the many projects of note are UConn’s new South Campus Residential Hall, Bullard Havens Technical High School, Platt Technical High School, Bradley Airport’s Ground Transportation Center, the new Stamford Railway Parking Garage, and the National Guard Readiness Center in Putnam; in addition to

UConn’s Science 1 building and UConn’s new hockey arena which have both started occupancy in the first quarter of 2023.

Remote Video Inspections: The team continued its use of remote video inspections – first introduced in 2019 – resulting in significant ongoing savings in travel time and state vehicle use, while also providing much more responsive service to state construction projects. As of April 24, 2023, OSBI has begun tracking the amount of remote video inspections so we can assess the possibility of additional areas of efficiencies.

State Buildings – Record Keeping: In the first and second quarters of FY23, OSFM has gone live with new inspections software for recurring fire prevention inspections, consolidating existing records held in BizNet and regular Microsoft Office documents. OSBI is in development with the software vendor to configure the online building permitting and construction inspections, anticipated to go live by fourth quarter of 2023 or early 2024. This project was commenced in FY22.

That new software (CivicGov) will be deployed across OSBI and OSFM and will manage the intake, processing, review, inspections and closeout of construction projects and building/fire code modifications by the team. It is anticipated to be fully implemented by December 31, 2023.

University of Connecticut Construction Oversight: OSBI monitors the performance of the University of Connecticut’s Fire Marshal and Building Inspector’s Office (FMBIO), which reported the following activities in FY22:

UConn Buildings	#
Permits Issued:	163
Field Inspections Completed:	612
Certificates of Occupancy / Approval Issued:	144

Boilers, Hot Water Heaters, Elevators, Escalators, etc.: OSBI is also responsible for the certification and inspection of certain boilers and hot water heaters, as well as elevators, escalators, ski-lifts and other lifting devices, with the following key activities in FY23:

Equipment Inspections and Certification	Boilers, Hot Water Heaters etc.	Elevators, Escalators etc.
Equipment Inspected by State Inspectors:	7,164	7,225
Equipment Inspected by Third Party Inspectors:	14,730	3,517
Sub-Totals:	21,894	10,742
Total Inspected:	32,636	
Total By State Inspectors:	14,389	
Total # of Registered Pieces of Equipment:	39,673	19,868
Total Fees Collected and Deposited (\$):	1,364,991.00	682,290.00
Number of Accidents Investigated:	5	23

The elevator and boiler teams are developing software solutions to provide customer portals that will enable the submission and recording of payments, and the issuance of invoices and certificates, to greatly reduce the manual processing currently required. The software is anticipated to go live late 2023.

OSBI is also exploring opportunities for remote video inspections for the boiler and elevator inspection teams for certain re-inspection or violation removal inspections to expand on the savings of the travel time and state vehicle use. The opportunities for these teams are limited due to the nature of the work, but our team has achieved approximately 30 remote video inspections in the reporting period.

Cranes and Demolition Codes Oversight: OSFM also provides regulatory oversight of the state demolition and crane safety codes, including licensing of operators and contractors, and the inspection of crane installation and use, and processed the following licenses in FY23:

Cranes and Demolition Licenses	#
Crane Operator and Hoister Licenses (New):	152
Crane Operator and Hoister Licenses (Renewed):	671
Demolition Contractor Licenses (New):	64
Demolition Contractor Licenses (Renewed):	495

The team uses e-License software for crane operator, hoister and demolition operations, and has all but eliminated the need to for paper invoicing and applications and check processing.

Other Fire Safety Activities: OSFM also administers the state’s *Fire-Safe Cigarettes* program and in FY23 processed 353 requests for approval.

Code Officials Education: The Office of Education and Data Management (OEDM) performs all credentialing responsibilities including training, testing and records maintenance for OSBI and OSFM.

OEDM licenses building code enforcement officials, certifies fire code officials and fire investigators, provides mandated continuing education training for code officials, and offers code-related instruction to individuals in the allied trade and design professions. OEDM tracks pre-accreditation training, credentialing criteria, and continuing education credits. In FY23 the following was accomplished:

Code Officials Training & Credentialing	#
Preparatory Training Programs Attendees:	108
Continuing Education Webinar Attendees:	12,377
Continuing Education Webinars Held:	78
Credentialing Exams Administered:	264
Outside Credit Requests Processed:	5,431

These programs are funded by Code Training and Education fees assessed on the construction value of local building permits from all Connecticut municipalities, which are collected and managed by OEDM.

OEDM offered 40 distinct program offerings over 78 webinar sessions. Additionally, credit requests for outside programs continue to be popular. Our constituents continue to adapt to the new learning management system (LMS), and our staff has been refining LMS workflows with the intent of providing improving the service.

Data Management: OSFM also managed the National Fire Incident Reporting System (NFIRS) for Connecticut’s 256 fire jurisdictions and maintained Burn Injury Report information for all Connecticut health care providers, and Hotel-Motel Fire Safety compliance documentation. The following reports were filed in FY22:

Data Reports Filed	#
NFIRS:	312,507
Burn Injury Reports:	187

FEMA introduced a new eNFIRS reporting system for fire incidents, and OEDM opted to implement the model where each fire jurisdiction enters its data directly into the federal database. This eliminated OEDM as the gate keeper for reporting errors, yet still provided for the office to track jurisdictions that are delinquent in reporting and to access the national database for statistical reports. OEDM trained the local fire jurisdictions in the use of the new eNFIRS system. The management of this data transferred to the Office of the State Fire Marshal effective July 1, 2022.

Statewide Leasing and Property Transfer Division

The Statewide Leasing and Property Transfer Division’s portfolio consists of 1,780,186 square feet of office/courthouse/storage space for 50 state agencies, a decrease (1.2%) from 2022 fiscal year. There are 126 leases and 75 additional lease-outs/license/MOUs for a total of 201 agreements. In addition, the department also acquires and disposes (through sale and conveyance) of real estate for the same state agencies.

Activities in 2022-2023 include:

- Obtained multi-year savings, cost avoidance, and rental revenue of \$12.1M for the 2023 fiscal year (cumulative total since 2011 exceeds \$100,000,000) by re-negotiating renewal rates, obtaining credits for the waiver of paint and carpet, canceling leases, and reducing real estate taxes. Included in the number above, the division, leased-out state-owned space not currently needed by state agencies (\$584,230 for FY 2023).

The Division implemented cost-efficient, customer-focused initiatives and worked on many unique projects, one of kind transactions throughout the year providing its expertise to other agencies in a continuing effort to provide a high level of customer service to the agencies it serves:

- Savings of \$15,000 by reviewing tax invoices from lessors.
- The RFP issued in 2021 for the sale of 18-20 and 30 Trinity Street properties which received six proposals and resulted in a preferred buyer, currently under a fully approved contract for \$1.1 million for conversion to apartments, pending the buyer’s finance contingency which expires August 12, 2023 (this is not included in FY 2023 savings).
- The RFP issued in late June of 2021 for the sale of 129 Lafayette Circle, Hartford resulted in multiple offers with a preferred buyer with the purchase and sale currently in state approvals and closing in FY 2024 (purchase price \$750,000).

- The RFP for the sale of a former group home in Torrington, resulted in a purchase and sale agreement at \$319,000 to close in FY2024.
- Several leases were terminated or renegotiated saving \$361,526 annually.
- The Capitol District Energy Center Cogeneration Associates Energy Production Plant (CDECCA) Plant which provides heating and cooling to 14 buildings, state and private in the Hartford area closed on September 30, 2022 at a purchase price of \$7,250,000. The original listing price was \$11,000,000 and through negotiations the price was reduced by \$3,750,000 resulting in savings.

Statewide Human Resources Management

Statewide Human Resources Management establishes, maintains, and communicates a uniform and equitable system of human resources administration that attracts, assists, protects, and retains well qualified employees to provide effective and efficient services and programs so that agencies accomplish their respective missions.

Agency HR Business Partners

- Partnered with agency leaders to redesign select agency HR Business Partner areas to maximize resources and prioritize staffing and succession planning. This effort resulted in the consistent growth of vacancy fill rates over the last two years.
- Agency HR Business Partner Staff facilitated talent acquisition for Executive Branch agencies by managing recruitment and processing more than 9,482 filled positions. This effort equated to the largest number of transactions and hires in each of the last ten FYs. Fiscal year 2023 marks the second consecutive year of record vacancy fill rates.
- The Agency HR Business Partner Division participated in a statewide recruitment process review and lean project in partnership with Deloitte Consulting.
- Agency HR Business Partners offered guidance to agency leaders on hiring provisions under PA 23-194, as well as designed related workflows for execution within their respective agencies.
- Provided guidance on and managed the administrative process for the state's bi-annual telework program, which included receiving, disseminating, and tracking telework requests for all eligible Executive Branch employees.
- Processed key cost of living adjustments (COLA) and annual increases (AIs), as well as lump sum payments for all eligible employees, per the SEBAC 2021 contract.
- Participated in the redesign and rollout of the State's LinkedIn Learning training specific to agency hiring managers.

Equal Employment Opportunity/Affirmative Action (EEO/AA)

- Provided EEO/AA services to 26 agencies.
- Developed multiple affirmative action plans for client agencies.
- Investigated complaints of discrimination made against DAS and client agencies.
- Conducted mediations for client agencies.
- Counseled staff on equal employment opportunity matters and conducted training to heighten knowledge of equal employment opportunity laws and affirmative action goals.
- Developed and offered an EEO blog where readers can learn from EEO professionals about leading EEO strategies, best practices, trends, and State of Connecticut job opportunities.
- The EEO Blog focuses on providing both high-level advice as well as actionable guides so EEO, HR professionals and managers can find exactly what they need on Diversity inclusion innovation.
- The EEO Office conducted training programs and workshops to raise awareness about equal employment practices, diversity, and belonging. These initiatives aim to educate employees about their rights, foster a culture of respect, and provide strategies for preventing discrimination and harassment in the workplace.
- Partnered on the modernization of Equal Employment Opportunity/Affirmative Action compliance in State functions by:

- Deloitte Project-Hiring Process Improvement Initiative
- Streamlining and Optimization of Affirmative Action Plan reporting
- Support of Senate Bill 984-An Act Accelerating the State Hiring Process
- Rollout of “Understanding Domestic Violence Training” per Public Act 22-82

Talent Solutions

- Attended the following job/career fairs and provided informational fliers and spoke with attendees to offer career advice and promote State of Connecticut employment options, pathways into state employment, career progression opportunities, etc.
 - September 20, 2022: University of Connecticut – All University, in-person
 - September 21, 2022: Veterans & Diversity Hiring Expo, in-person
 - October 4, 2022: Western New England University, STEM, in-person
 - October 11, 2022: Central Connecticut State University, in-person
 - October 19, 2022: Eastern Connecticut State University, in-person
 - October 20, 2022: Fairfield University, virtual
 - October 24, 2022: University of Saint Joseph, Nursing Career Fair, in-person
 - November 1 and 2, 2022: Connecticut League of Nursing, virtual
 - November 3, 2022: University of Hartford, in-person
 - November 14, 2022: M&T Bank, virtual
 - November 15 and 16, 2022: New England Regional Job Fair, virtual
 - November 17, 2022: Goodwin University, Nursing and Health Professionals Career Fair, in-person
 - January 11, 2023: University of Connecticut Hartford Career Fair
 - January 31, 2023: National Association of Social Workers Virtual Career Fair
 - February 14, 2023: Central Connecticut State University Spring Career Fair
 - February 22, 2023: Worcester Polytechnic Institute 2023 Virtual Spring Career Fair
 - February 23, 2023: University of New Haven's STEM Career Expo
 - February 23, 2023: Central Connecticut State University Engineering, Manufacturing and Construction Management Career Fair
 - February 27, 2023: University of Connecticut, School of Nursing, State of CT Nurse Executive Event
 - March 1, 2023: Quinnipiac University Spring Career Fair
 - March 1, 2023: Greater Danbury Career Fair
 - March 3, 2023: Yale's Common Good & Creative Fairs Networking Event
 - March 3, 2023: Columbia University Mailman School of Public Health Spring Career Fairs- virtual
 - March 7, 2023: Southern Connecticut State University Healthcare & Public Health
 - March 7, 2023: Southern Connecticut State University Social Work, MFT, and Counseling Career & Internship Fair
 - March 8, 2023: Southern Connecticut State University Communications, Media, and Marketing
 - March 8, 2023: Southern Connecticut State University STEM & Business
 - March 8, 2023: University of Bridgeport
 - March 21, 2023: Meriden Public Library
 - March 28, 2023: University of Connecticut All Majors
 - March 29, 2023: Eastern Connecticut State University Career and Internship Fair
 - March 29, 2023: Housatonic Community College Law Enforcement Career Fair
 - March 29, 2023: Albertus Magnus Virtual Career Fair (EEO only attended)
 - April 4, 2023: Post University Center for Career & Professional Development Spring Career Fair / Employer panel

- April 4, 2023: Naugatuck Valley Community College Spring Career Fair
- April 12, 2023: University of Connecticut Hartford Working Wednesday Tabling Event
- April 13, 2023: University of New Haven Criminal Justice Industry Fair
- April 15, 2023: Connecticut Fire Academy Fire Service College Fair
- April 18, 2023: Tunxis Community College Career Fair
- April 20, 2023: Valley Regional High School Career Fair
- April 20, 2023: CT General Assembly Intern Speaking Event
- April 25, 2023: Farmington High School Spring 2023 Career Fair
- April 27, 2023: Berlin High School Job & Career Fair
- April 27, 2023: 2023 Middlesex County High School Career Fair Expo
- May 11, 2023: Goodwin University Healthcare and Human Services Spring Career Fair
- May 31, 2023: Urban League of Greater Hartford Employment Empowerment Expo
- June 28, 2023: SHRM Virtual Career Fair
- June 29, 2023: Career Day at Fair Haven Library with New Haven Works
- Coordinated for the posting of State job openings Posts on the following specialized Job Boards as well as feeds to Indeed and LinkedIn:
 - Partnered with Indeed to promote hard to fill roles from November 2022 to February 2023.
 - Handshake: The State of Connecticut connected with 500 schools, many of which have diverse student bodies.
 - LinkedIn recruiter: 51 highlighted job slots and use of in-mail to reach passive candidates.
 - LinkedIn: State of Connecticut branded page to promote our employee value proposition (EVP) and all recruitments. Career pages were also created to highlight different occupational areas, including a Nursing career page.
 - Connecticut Technical High Schools: Post applicable opportunities on CTECS job boards for students and graduates.
 - CT Hires: Post on these job boards for difficult to fill jobs, especially in the trade's areas.
 - Connecticut Chambers of Commerce: The following agreed to post State jobs: Central Connecticut Chambers of Commerce; Chamber of Commerce Eastern Connecticut and Greater Norwalk Chamber of Commerce.
 - National Labor Exchange: Automatic feed to our jobs on the JobAps Online Employment Center.
 - HBCU Connect-Paid job board connecting with largest network of students and alumni from Historically Black Colleges & Universities (HBCUs).
- Operated the following social media channels in order to promote open positions and our value proposition for working in state government. We automatically feed every JobAps job opening to social media, resulting in thousands of posts annually.
 - Facebook: <https://www.facebook.com/stateofctjobs/>
 - Indeed: [State of Connecticut Careers and Employment | Indeed.com](https://www.indeed.com/cmp/State-of-Connecticut/reviews)
 - LinkedIn: <https://www.linkedin.com/company/stateofconnecticut/>
 - Twitter: <https://twitter.com/ctstatejobs>
 - Instagram: <https://www.instagram.com/ctstatejobs/>
 - YouTube: <https://www.youtube.com/channel/UCGjJOsAJoTztnKyusSwnXeQ>
 - Indeed: <https://indeed.com/cmp/State-of-Connecticut/reviews>
 - Glassdoor: www.glassdoor.com/Reviews/State-of-Connecticut-Reviews-E336976.htm
 - Google Careers: www.google.com
- Coordinated an event for six nurse executives from DMHAS, DCF, DDS, DPH, DVA and DOC to attend a UConn nursing class taught by Professor Laura Eiss. The class topic was “Inspiring a Shared Vision” based off the text “The leadership challenge” by Kouzes and Posner. The team met with approximately 120 senior year nursing students. Each Nurse Executive took about 5 minutes to “tell their nursing story”, a little about their agency, nursing career progression and nursing jobs. Handed out

informational fliers, and also go over nursing career progression, vacancies and help students interested in applying.

- Developed recruitment and outreach partnerships with industry-related LinkedIn Facebook groups, colleges and community colleges not participating in Handshake; accredited trades schools, Veterans' organizations; bar associations, professional and technical organizations, chambers of commerce, libraries, etc.
- Developed relationships with colleges, universities and high schools throughout the State and send them our postings, information about State employment and coordinate and hold events with them.
- Conducted targeted email outreach. Used licensing information to directly contact passive candidates and recruit for hard to fill roles:
 - Contacted licensed RNs in Connecticut - approx. 85,000
 - Contacted licensed Psychiatrists in Connecticut - approx. 1,500
 - Contacted licensed Pharmacists in Connecticut - approx. 6,500
 - Contacted licensed Medical Doctors (MDs) in CT - approx. 16,000
 - Contacted licensed APRNs in Connecticut - approx. 5,700
 - Contacted licensed Psychologists in Connecticut - approx. 1,700
 - Contacted Certified Professional Accountants - approx. 4,600
 - Contacted licensed Real Estate Appraisers - approx. 540
 - Contacted licensed RNs in New York - approx. 350,000
- Reached out to the Dean/Chairperson of Nursing at each College or University in Connecticut that offers a four-year bachelor's degree (9 schools) or a two-year Associate's degree (8 schools) in Nursing to promote nursing opportunities at the State and coordinate future outreach efforts (between the school's students and healthcare professionals at the State's healthcare agencies).
- Utilized data and metrics throughout the recruitment process, including Google Analytics, Job Source Reports, Indeed Hiring Insights to determine popular "key word" searches by occupation and Textio (an augmented writing platform that's designed to optimize job posts, candidate outreach and reduce bias with inclusive, on-brand language.).
- According to Google Analytics there were over 1.4 million users in JobAps, an increase of over 14 percent in fiscal year 2023 compared to fiscal year 2022.
- Went live with a refreshed webpage for the JobAps Online Employment Center.
- Developed a Healthcare specific page on LinkedIn "Life" titled "The State of Connecticut is Hiring Nurses."
- Encouraged state employees, managers and leaders to be active in the recruitment process, including having a presence on social media (LinkedIn especially) and sharing postings with their networks and connections. The more participation the State has from this population the better chance it has of building candidate pools.
- Highlighted contractual negotiated pay increases on social media.
- Created "multi-agency" postings to establish candidate lists that agencies can use statewide.
- Changed the JobAps URL to "ctstatejobs" for improved brand awareness.
- Provide support to applicants. This includes troubleshooting, giving updates, providing advice and answering any questions they may have.
- Administered the State's applicant tracking system, JobAps. We work with the vendor on troubleshooting technical issues, new releases and enhancements to our product. We also provide training and troubleshooting to JobAps users throughout the State.
- Revised 1,675 job classes in FY 23.
- Analyzed 1,885 job classes and found that currently 157 out of 1,885 (or approximately 8% of) job classes have a degree requirement. Additionally, this report shows that 88 of these 157 job classes that have a degree requirement also require a license or certification to meet the requirements of the position.

- Established 465 job classes and codes to assist agencies as well as implement the terms of the 2022 SEBAC contract negotiations.
- Provided 41 position reports and 63 history files to various state agencies.
- Provided eight periodic trainings on the appropriate administration of mandatory rights to jobs.

Learning & Development

- Expanded leadership capabilities of non-represented employees through the relaunch and rebrand of the Aspiring Leaders Development Program in March, 2023. The cohort included 20 employees, representing the following Executive Branch agencies: DAS, DAG, DECD, DESPP, DOH, DMHAS, DPH, DOT.
- Supported the acceleration of the hiring process by analyzing and developing the *Hiring Overview for Managers Learning Path*, deployed on LinkedIn Learning for in-scope hiring managers; new version released in July /2023 to reflect additional hiring tools afforded by Public Act No. 23-194.
- Advanced the business, technology, and soft skills of the workforce through full single sign on (SSO) implementation of LinkedIn Learning at 34 in-scope Executive Branch agencies/departments.
- Drove the success of agency- and role- specific learning initiatives through consultation on LinkedIn Learning custom content deployment. Agencies include DDS, CHRO, AGS, SDE, DPH, BITS, and DAS/EEO.

HR Policy & Information Systems

- Worked in partnership with agencies and functional units to create 25 different automated workflows for users and employees.
- Developed a digital PARS form and workflow within UKG for use across all in-scope agencies.
- Created the Executive Branch Workforce Dashboard on the Open Data Portal to publicly provides statistics on our workforce.
- Core-CT centrally mass-processed approximately 45,317 employment record updates upon agency request allowing HR staff more time to focus on more critical HR tasks.
- Partnered with OSC on the development and testing of various aspects of the upcoming Core-CT upgrade.

Benefits & Leaves

- Analyzed and communicated approximately 8,100 medical leaves (approx. 675/month)
- Analyzed and communicated over 1,450 military leaves (approx. 120/month)
- Analyzed and processed over 1,200 retirements from 7/1/21 through 6/30/21 (approx. 100/month)
- Created and implemented a centralized military leave response form through UKG to process leaves more efficiently and offer better customer service.
- Conducted supervisory training for approximately 150 supervisors across various state agencies regarding their rights and responsibilities pertaining to employee leaves, especially the Family and Medical Leave Act.
- Recruited for and built process workflows for a centralized employee accommodation unit to service requests under the Americans with Disabilities Act and Pregnant Workers' Fairness Act.
- Attended multiple trainings on the newly enacted Pregnant Workers' Fairness Act to ensure the Executive branch is administering benefits to pregnant workers in accordance with federal law.

Workers' Compensation

- Processed over 4,075 workers' compensation claims.
- Initiated light duty program at DOT; enhanced light duty program at DCF Solnit South.
- Completed quarterly workers' compensation data and injury reports for budgeted agencies.
- Collaborated with Attorney General's office to identify opportunistic claims for cost/benefit analysis in follow up to recommendations from the CREATES Boston Consulting Group report.
- Developed improved procedures with DMHAS regarding claims reporting and payroll timekeeping of workers' compensation claims.
- Encouraged agencies to hire qualified and credentialed safety professionals to promote a strong safety culture.
- Specialized initiative for field visits at agency locations.
- Developed procedures for accounting for retroactive salary increases in relation to workers' compensation claims.
- Completed fiscal year end under new budget structure that consolidated executive branch workers' compensation appropriations under DAS Statewide WC.
- Conducted in person workers' compensation file reviews. Tracked performance measures and rating system for third-party administrator relative to deliverables.
- Promoted injury prevention by safety consultations for agencies through facility walk-throughs and loss control initiatives, instituted new safety committees at several agencies.
- Provided oversight of the workers' compensation Third-Party Administrator (TPA) to ensure contract compliance.

5-248i(c) Telecommuting Report - Pursuant to C.G.S. § 5-248i, state agencies are required to provide DAS with copies of the formal telecommuting agreements they have approved for their employees.

Agency	Approved	Denied
Department of Aging and Disability Services	571	3
Connecticut State Colleges & Universities	50	0
Commission on Human Rights and Opportunities	125	0
Office of the Chief Medical Examiner	10	0
CT State Library	44	1
Department of Agriculture	24	0
Department of Administrative Services	1875	2
Department of Children and Families	1677	45
Department of Consumer Protection	458	1
Department of Developmental Services	1067	10
Department of Energy and Environmental Protection	892	8
Department of Motor Vehicles	159	14
Department of Banking	143	3
Department of Housing	112	0
Department of Insurance	257	0
Department of Labor	1293	4
Department of Transportation	1175	14

Department of Public Health	819	1
Department of Emergency Service and Public Protection	234	15
Department of Revenue Services	417	1
Department of Social Services	2954	130
Department of Veteran Affairs	87	0
Department of Economic and Community Development	69	0
State Elections Enforcement Commission	27	0
Office of State Ethics	13	0
Freedom of Information Commission	12	0
Office of Healthcare Advocate	16	0
Department of Mental Health and Addiction Services	562	155
Military Department	42	0
Office of the Attorney General	527	0
Office of Early Childhood	141	2
Office of Gov Accountability	17	0
Office of Higher Education	17	0
Office of Policy and Management	163	0
Office of the State Comptroller	40	0
Office of the State Treasurer	80	3
State Department of Education	199	0
CT Technical Education and Career System	116	2
Teacher's Retirement Board	35	0
Worker's Comp Commission	96	1

Employment Statistics

Pursuant to Conn. Gen. Stat. § 5-204, the Commissioner of Administrative Services reports the following figures from payroll records provided by the Office of the State Comptroller:

- Total number of employees employed by the State of Connecticut in **2023: 51,460**

Note: Connecticut State Colleges & Universities (CSCU)/UConn numbers will greatly fluctuate from pay cycle to pay cycle: (this total includes CSCU, the University of Connecticut, the University of Connecticut Health Center, the legislative branch, the judicial branch and quasi-public agencies).

- **2023** Number of employees in executive branch state agencies only: **30,317**

Full-time: **28,799**

Part-time: **1,518**

OFFICE OF THE CLAIMS COMMISSIONER

At a Glance

ROBERT F. SHEA, JR., *Claims Commissioner*

Statutory Authority - Connecticut General Statutes sections 4-141 – 4-165c and 54-1-2uu

Office location - 450 Columbus Boulevard, Hartford, CT 06103

Number of full-time employees: 2; Number of part-time employees: 1

Mission

The mission of the Claims Commissioner’s Office is to quickly and efficiently evaluate certain legal claims that are filed against the State of Connecticut.

Statutory Responsibilities

Pursuant to Connecticut General Statutes sections 4-141 – 4-165c, the Claims Commissioner’s Office is responsible for evaluating certain legal claims that are filed against the State of Connecticut to determine whether it is just and equitable for the Claims Commissioner’s Office to waive the State’s Sovereign immunity protection and to allow people who file such legal claims to recover monetary damages or to allow such people to sue the State in Connecticut in Superior Court.

For people who file a claim alleging that they have been wrongfully incarcerated in Connecticut correctional facilities, the Claims Commissioner’s Office must evaluate pursuant to Connecticut General Statutes section 54-102uu whether these people are eligible for compensation, and if so, the fair amount of such compensation.

During the 2023 legislative session, the Connecticut Legislature enacted Public Act 23-131, which amends various provisions in Connecticut General Statutes sections 4-141 – 4-165c to help the Claims Commissioner’s Office efficiently process and evaluate legal claims that are filed with our office.

Public Service

The Claims Commissioner’s Office continues to work with representatives of the Connecticut Legislature, the Governor’s Office, the Attorney General’s Office, the Inmate Legal Assistance Program, and the Connecticut legal community to develop improved procedures and systems to help our office efficiently process, evaluate, and issue decisions on legal claims that are filed with our office. We are also continuously updating our website to include informative and up-to-date information for members of the public who want to learn about the process of filing legal claims against the State. Website: [State of Connecticut Office of the Claims Commissioner](#)

The small staff of the Claims Commissioner's Office works hard to provide timely status reports, via phone messages or emails, to people who have pending legal claims.

Improvements/Achievements 2022/2023

➤ Many people who file legal claims against the State of Connecticut are not represented by attorneys, so the Claims Commissioner's Office is continuously reviewing our procedures to ensure that our communications are understandable for non-lawyers.

➤ During the 2023 Legislative Session, the Claims Commissioner's Office worked with the Governor's Office, the Legislature, and the legal community to enact changes to the Claims Commissioner's Office's statutes that are designed to help the Claims Commissioner's Office efficiently process and decide legal claims that are filed with our office.

➤ The Claims Commissioner's Office is in the process of developing a digital online claims filing system to replace our existing manual paper U.S. Postal Service filing system. We are also encouraging parties to communicate with our office via email if they have email. Email communications are faster and more efficient than paper-based U.S. Mail communications.

➤ At the request of the Connecticut State Library, the Claims Commissioner's Office is in the process of digitizing our paper-based final decisions. We will also be uploading and posting these digitized decisions to our website.

➤ The Claims Commissioner's Office is leveraging our relationship with our claims database software vendor to help us better track the status and the necessary tasks for our pending claims.

➤ The Claims Commissioner's Office has adopted a new Standing Order for the Process of Deciding Claims. The New Standing Order is posted on our website. This new Process should help the Claims Commissioner's Office greatly reduce the time that it takes to get claims reading for hearings and then final decisions.

➤ The Claims Commissioner's Office is instituting a law student intern program with the UConn Law School. Our office will benefit from the assistance from the law students to help us get the pending claims processed and evaluated more quickly; and the law students will benefit from real-live legal experience in working on pending legal claims.

STATE INSURANCE RISK AND MANAGEMENT BOARD

At a Glance

SUSAN M. DONATELLI, Chairperson

Established - 1963, Statutory authority - Sec. 4a-19, 20 and 21

Central Office – 450 Columbus Boulevard, Hartford, CT 06103

Number of full-time employees - 2

Recurring operating expenditures 2022-2023 - \$31,116,442.80

Mission

The mission of the State Insurance and Risk Management Board is to protect assets of the State of Connecticut through a comprehensive and cost-effective insurance and risk management program.

Statutory Responsibilities

Pursuant to C.G.S. Section 4a-19, 20 and 21, the principal duties of the Board are: Determine the method by which the state shall insure itself against losses by the purchase of insurance; obtain the broadest coverage at the most reasonable cost; direct negotiations for the purchase of such insurance and determine the applicability of deductibles and self-insurance; designate the Agent or Agents of Record and select companies from which the insurance coverage shall be purchased; negotiate all elements of insurance premiums and the agent's commission and/or fee for service and establish specifications and request bids for each insurance contract through the Agent of Record. Effective July 1, 1998, House Bill #5622 amended the Board's duties to include the development and implementation of Risk Management Programs.

The Board serves as the focal point of all non-employment related risk management and insurance matters affecting the state. As such, each agency, department, commission and board and its respective employees benefit from the Board's services by minimizing the financial effect of loss to property and providing protection and service for liability claims not precluded by sovereign immunity.

Public Service

Board members are appointed by the Governor, serve as volunteers and receive no compensation for the performance of their duties. The State Comptroller serves as an ex-officio member of the Board. The staff to the Board is readily available to all state agencies on matters relating to risk management and casualty and property insurance. The focus is to promptly respond to state agencies in an effective, timely and professional manner.

The Board continues to take steps to identify and address the state's unique exposures. The Board has designed an insurance/risk management program to respond to its statutory responsibility and protect the assets of the state. The Board follows basic risk management principles in identifying exposures and examining and selecting techniques. Appropriate levels of insurance for a reasonable cost are currently maintained. Some of the risk management techniques which have been implemented to help reduce the

overall cost of risk to the state are large loss review meetings, training sessions for state personnel, property inspections and accident review committee meetings. The Board measures the effectiveness of these techniques by establishing a benchmark of past loss experience and comparing that standard to current loss experience.

Improvements/Achievements 2022-2023

- Worked with State agencies to manage property risks with an emphasis on reducing human element exposures and natural hazards exposures. Provided insurance and risk management training and guidance to all State agencies.
- Consulted with the Department of Administrative Services, Department of Transportation, University of Connecticut, CSCU and other State agencies on insurance, contractual transfer, and risk management initiatives.
- Worked with the Agent of Record and State's third-party claims administrator to identify automobile and highway liability accident trends and assist in the safe driving habits of State employees.
- Conducted three Large Loss automobile and highway liability claim reviews. Provided reserve, settlement authorization and litigation direction to the State's third-party claims administrator.
- Worked with the Department of Administrative Services to develop and issue a revised Request for Proposal for Appraisal services for real property owned by the State to assist with the determination of insured values and a solution for the management of construction, occupancy, protection exposure (COPE) information to assist with securing property insurance coverage.

Information Reported as Required by State Statute

As statutorily required, the Board continues to assess the feasibility of self-insurance (including deductibles and retentions) as a possible alternative to commercial insurance. Under the present program, these cost-effective risk assumptions are maintained by incorporating retentions and deductibles in property and liability policies. Deductibles and/or self-insured retentions are used to reduce the overall cost of risk.

The property insurance program is subject to a \$250,000 per occurrence deductible for most State locations. CSCU locations, Connecticut Valley Hospital and the New Haven Rail Yard are subject to a \$1,000,000 deductible. The deductible is the responsibility of each state agency in the event of a loss. This deductible allows the Board to purchase catastrophic coverage at a cost-effective rate. The insurance program provides proactive engineering services to help avoid or mitigate property damage within the deductible. This insurance program with an emphasis on self-retention and engineering has been highly successful.

The Board continues to utilize a \$4,000,000 self-insured retention on the casualty program. The \$4,000,000 self-insured retention is the responsibility of the Board. Claims within the self-insured retention are trended, developed and estimated with the assistance of independent actuarial projections. Claim payments have been primarily within projected and budgeted amounts. Considering exposures and legal defenses, the casualty limits are appropriate. A proper balance of self-insurance and insurance is maintained. The casualty self-insurance/insurance program is an effective risk management tool. The Board continues to monitor and evaluate the retention level for this policy.

Gross expenditures for the fiscal year amounted to \$31,116,442.80 of which \$11,392,885.03 represents self-insured retentions, deductibles and third-party administrative fee reimbursements in accordance with various insurance policy provisions. Reimbursements amounted to \$ 4,761,830.07 which represents refunds including return premiums and reimbursements from departments and agencies for insurance purchased on their behalf and for which reimbursement provisions are made in the statutes or through some other means. Agencies that are not funded from the state’s General Fund reimburse the cost of the agency premiums.

The Board’s evaluation of the Agent of Record reinforces the position that the services provided to the State meet and/or exceed the requirements in all areas. The Agent of Record’s income for the fiscal year was \$289,166.74 and was paid in monthly installments.

Constitution State Services, the state’s Third-Party Administrator, manages liability claims within the self-insured retention. The total amount of fees paid to Constitution State Services was \$520,450. Fees for auto claims were \$171,557.50 apportioned to the General Fund; fees for bus and highway claims were \$348,892.50 apportioned to the Special Transportation Fund. The Board is very pleased with the Third-Party Administrator, and it continues to provide excellent services to the State.

The insurance program is subject to competitive bidding and premiums have been within reasonable parameters. Limits are set based upon historical perspective and industry standards.

The Board reports that it does business only with those insurance companies which are licensed or approved by the State of Connecticut Insurance Department.

2022/23 Insurance Expenditures

<u>Category</u>	<u>Amount</u>
Accident & Health	\$ 835,488.44
Agent of Record Fee	\$ 289,166.74
Aircraft	\$ 84,890.00
Fire & Extended Coverage	\$ 9,789,850.75
Liability, incl. Liquor Liability	\$ 2,010,477.83
STF -Highway/Bus/RR Liability	\$13,658,761.40
Motor Vehicles	\$ 8,773,877.71
Watercraft	\$ 94,326.00
Miscellaneous & Others	\$ 263,302.00
Surety Bonds	\$ 78,132.00
TOTAL GROSS EXPENDITURES	\$35,878,272.87
LESS: REIMBURSEMENTS	\$(4,761,830.07)
TOTAL NET EXPENDITURES	\$31,116,442.80

A) Pending Claims Over \$100,000

Category	Claim Count	Total Outstanding
Automobile Liability	25	\$11,977,589
General Liability	1	\$ 4,067,643

B) New Claims Filed During F.Y. 2023

Category	Claim Count
Automobile Liability	357
General Liability	519

C) Settled Claims Over \$100,000

Category	Claim Count	Total Paid
Automobile Liability	18	\$5,592,759
General Liability	2	\$1,914,489

STATE MARSHAL COMMISSION

At a Glance

THOMAS A. ESPOSITO, Esq., Chairperson

Shirley Harrell, Esq., Vice-Chairperson

Office Location – 450 Columbus Boulevard, Suite 1403, Hartford, CT 06103

Organizational structure – Commission members: Chairperson Appointed by the Governor, Thomas A. Esposito, Esq., Guilford; Appointed by the speaker of the House of Representatives, Salvatore Vitrano, Esq., Burlington; Appointed by the Pres. Pro Tempore of the Senate, Michael Desmond, New Haven; Appointed by the Senate Majority Leader, Shirley Harrell, Esq., Bridgeport; Appointed by the Senate Minority Leader, Bryan Cafferelli, Esq., Fairfield; Appointed by the House Majority Leader, Alfredo Olivier, Manchester; Appointed by the House Minority Leader, John Vamos, Broad Brook; Appointed by the Chief Justice, Hon. Leo V. Diana, Manchester.

Mission

The mission of the State Marshal Commission is to provide oversight of state marshals and the duties and activities that they perform in order to ensure that marshals are in compliance with state laws, regulations, and procedures.

Statutory Authority

Pursuant to C.G.S. § 6-38b and other provisions in Chapter 78 of the General Statutes, the State Marshal Commission is responsible for:

- Establishing professional standards, including training requirements and minimum fees for executions and service of process;
- Equitably assigning the service of restraining orders to state marshals in each county and working to ensure that such restraining orders are served expeditiously;
- Finding vacancies and appointing new state marshals to fill said vacancies;
- Investigating complaints and, after an administrative hearing, imposing discipline for violations of the State Marshal Standards of Conduct including reprimand, suspension and badge revocation; and
- Reviewing and auditing state marshal client fund accounts.

Public Service

The State Marshal Commission (SMC) is a non-partisan commission that oversees the appointment, training, and conduct of state marshals – independent contractors who are hired by the general public to serve civil process including restraining orders, collect funds under post-judgment executions, and conduct evictions. The Commission adopts policies to regulate the conduct of state marshals and serves as an impartial arbiter of complaints against marshals to ensure that marshals comply with all applicable laws and policies, that

critical judicial orders such as restraining orders are timely served, and that clients receive the service for which they have contracted in a correct and timely and efficient fashion.

Major Accomplishments 2022-2023

- The Commission launched a statewide campaign to recruit a new class of state marshal candidates. The selection process was modernized to include a public posting advertised on the DAS Jobs website; used an outside vendor to administer the state marshal examination at no cost to the state; changed the state marshal examination from paper format to a computerized test; employed state of the art digital systems for criminal, financial and social media background checks. Designed the curriculum and conducted one week of state marshal candidate classroom academics at the Connecticut Police Academy. Coordinated and resourced 80 hours of field training for each new state marshal candidate. Appointed 21 new state marshals from the class of 2022.
- Published the 2022 State Marshal Manual which replaced the 2017 State Marshal Manual.

STATE PROPERTIES REVIEW BOARD

At a Glance

EDWIN S. GREENBERG, *Chairman*
Bruce Josephy, *Vice Chairman*

Established - 1975

Statutory authority - CGS § 4b-3

Central office – 450 Columbus Boulevard, Suite 202, Hartford CT 06103

Number of DAS employees assigned to support the Board - 2

Organizational structure - The State Properties Review Board consists of six members, appointed on a bi-partisan basis; three are appointed jointly by the Speaker of the House and the President Pro Tempore of the Senate; and three are appointed jointly by the Minority Leader of the House and the Minority Leader of the Senate.

The Board members are: Edwin S. Greenberg, *Chairman*; Bruce Josephy, *Vice Chairman*; John Valengavich, *Secretary*; Jack Halpert; Jeffrey Berger and William Cianci.

Mission

The mission of the State Properties Review Board is to provide oversight of State real estate activities, acquisition of farm development rights, and the hiring of architects, engineers and other construction-related professionals, as proposed by state executive branch agencies. In accomplishing this legislative mandate, the Board provides guidance and assistance to State client-agencies to ensure that transactions are done in a prudent, business-like manner, that costs are reasonable, and that proposals are in compliance with State laws, regulations and procedures.

Statutory Responsibility

Pursuant to Conn. Gen. Stat. § 4b-3, the Board reviews plans for transactions involving the acquisition, construction, development, assignment to and leasing of offices and other facilities for various agencies of the State. The Board reviews proposals involving the lease or sale of state-owned real estate to third parties. The Board approves both the selection of and contracts with architects, engineers and other consultants for major construction projects proposed by the Department of Construction Services. In addition, the Board reviews, evaluates and approves the acquisition of development rights for farmland proposed by the Commissioner of Agriculture.

Pursuant to Conn. Gen. Stat. § 8-273a, the Board hears appeals from any aggrieved party concerning the amount of compensation paid by the Department of Transportation for outdoor advertising structures.

Under the provisions of Conn. Gen. Stat. § 13a-80i, if requested by an eligible property owner, the State Properties Review Board schedules a mediation conducted by a panel of three designees from the Office of Policy and Management, and the Departments of Administrative Services and Energy & Environmental

Protection. The mediation panel is tasked with assisting the Department of Transportation to reach an agreement concerning the sale of real estate to the eligible owner.

Public Service

In review and approving the various transactions proposed by the client-agencies, the Board has the opportunity to modify and improve the proposals to ensure that they reflect market prices favorable to the state, are financially prudent, and conform to state laws. The Board typically achieves quantifiable savings to state taxpayers.

Improvements/Achievements 2022-2023

- A total of 195 proposals were reviewed and acted on by the Board during this fiscal year.
 - 34% from the Department of Transportation
 - 45% from the DAS Division of Construction Services
 - 12% from the DAS Leasing and Property Transfer
 - 9% from all other agencies
- The average time to review proposals was 27.37 calendar days per contract (including weekends and holidays).
- In order to assist agencies with their urgent projects, the Board reviewed the following proposals within an average of ten (10) days:
 - Of the 88 consultant contracts reviewed by the Board for the Real Estate and Construction Services, 28 (about 32%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to expiration of consultant’s contracts or to meet a specific construction deadline;
 - Of the 24 DAS/Leasing proposals reviewed by the Board, one (about 4%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to DAS leases expiring;
 - Of the 65 proposals reviewed by the Board for the Department of Transportation, three (about 5%) were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due to forthcoming construction projects;
 - Two proposals reviewed by the Board for the Connecticut Lottery Corporation were requested as ‘Rush’ indicating to the Board an urgent need to act quickly, primarily due the Lottery’s implementation of online gaming; and
 - One proposal reviewed by the Board for CSCU was requested as ‘Rush’ to convey the former Gateway Community College in North Haven to ACES and CSCU had requested the expedited process for this Legislative Act.
- It should be noted that the Board’s business was again paperless/digital for this year. Agencies were able to upload their proposals and the Board conducted its reviews online. This eliminated and reduced agency staff time from making multiple copies thereby making the process more efficient and saved taxpayers’ funds.
- The Board’s recommendations resulted in quantifiable annual taxpayer savings in third party transaction costs of approximately \$50,865.
- The Board’s staff continued to work with agencies such as DOT, DAS/Real Estate and Construction Services, DAS/Leasing & Property Transfer, DoAg and others to improve communication with the Board and reduce processing delays associated with the submission of the proposals and the administrative returns.

- The Board's staff worked with DoAG in an effort to assist the Agency with updating their Regulations.
- The Board Staff have incorporated a hybrid in-office and telework schedule to effectively meet the needs of the Board and those Agencies submitting Proposals to the Board as required by statutes.
- Pursuant to CGS §1-225a, the SPRB conducts its Regular Meetings solely by means of electronic equipment. The Board's Agenda provides the public written instruction on how to attend these Meetings. For those who have questions or need assistance to attend a Meeting are instructed to contact the SPRB Director to make appropriate arrangements.