

Office of Policy and Management

General Summary

Jeffrey Beckham, Secretary

Paul Potamianos, Deputy Secretary

Established: 1977

Statutory Authority: Sec. 4-65a et seq., C.G.S.

Central Office: 450 Capitol Avenue, Hartford, Conn. 06106

Average number of full-time employees: 148

Recurring operating expenses, 2021-2022:

General Fund: \$387,283,379.73 (includes \$365,192,781.35 Grants-In-Aid)

Special Transportation Fund (STF): \$631,022.25; Insurance Fund: \$527,346.84

Consumer Counsel and Public Utility Control Fund (PUC): \$64,529.88

Mashantucket Pequot & Mohegan Fund: \$51,472,789.00

Private/Federal Funds: \$100,741,192.77; Enterprise Fund: \$57,834.45

Capital Outlay: \$ 126,013,603.40

Total: \$666,733,863.87

Organizational Structure: OPM is composed of seven divisions that report to the Office of the Secretary: Administration, Budget and Financial Management, Criminal Justice Policy and Planning, Health and Human Services Policy and Planning, Intergovernmental Policy and Planning, Office of Finance and Office of Labor Relations.

Mission

The Office of Policy and Management (OPM) reports directly to the Governor and provides information and analysis that the Governor uses to formulate public policy for the state. OPM also assists state and quasi-public agencies and municipalities in implementing the law and public policy on behalf of the people of Connecticut. OPM prepares the Governor's budget proposals; assists in drafting the Governor's legislative proposals; implements and monitors the execution of the enacted budget; and oversees the executive agencies that report to the Governor.

Statutory Responsibility

OPM was established in 1977 in accordance with the Filer Commission's recommended reorganization of the Executive Branch. OPM superseded the Department of Finance and Control and was created to blend several previously disparate budgeting and planning functions into a single, cabinet-level agency. Among the State agencies, OPM has the unique role of providing staff assistance to the Governor as well as having oversight of operating agency activities. As outlined in Connecticut General Statutes: Section 4-65a, OPM is responsible "...for all aspects of state staff planning and analysis in the areas of budgeting, management, planning, energy policy determination and evaluation, intergovernmental policy, criminal and juvenile justice planning and program evaluation."

2021-2022 Accomplishments

Following is a list of various accomplishments by OPM for Fiscal Year (FY) 2022, divided by subject matter and division:

Office of the Secretary

- Oversaw the implementation of the FY 2022 budget, which resulted in a budget surplus of over \$5.3 billion and will allow for an additional payment of approximately \$4.1 billion towards the state's unfunded liabilities.
- Negotiated the FY 2023 budget adjustments that resulted in historic tax cuts of \$643.1 million, including significant local tax relief by reducing the cap on motor vehicle property taxes in order to provide \$100 million in tax relief to residents of towns and cities with the highest tax rates; \$300 million in additional funding to support mental health services; \$100 million in childcare investments; \$75 million to support the federal Infrastructure Investment and Jobs Act; historic contributions to pension funds that will result in annual savings of more than \$400 million per year; a new three-year labor agreement; and streamlining of state government through investments in technology.
- Worked with the Department of Administrative Services (DAS), Governor's office, and the State Employees Bargaining Agent Coalition (SEBAC) to address retirements and hiring to provide an appropriate level of staffing throughout all executive branch agencies.

Budget Division

- Produced the Governor's recommended biennial budget adjustments for FY 2023 and provided support to the OPM Secretary and staff of the Governor's Office during the 2022 legislative session.
- Provided operational, analytic, and management support to the OPM Secretary and Governor in implementing the FY 2022 budget, including the management of significant amounts of federal funding to address the COVID-19 public health emergency.
- Established a Federal Funds Unit to provide compliance and reporting oversight of the various pandemic funds that have been awarded to the State of Connecticut since the start of the COVID pandemic. The unit has worked to establish standardized processes and resources to streamline the administration of funds and consults regularly with our state agency partners to ensure funds are promptly distributed to address the negative public health and economic impacts of the pandemic in a manner compliant with federal and state rules and regulations. As part of broader efforts to improve statewide processes and increase Connecticut's competitiveness for federal funds, the unit will make efforts in the next year to further standardize grant compliance and application processes across state agencies.
- Assisted in the development of methodologies to distribute almost \$111 million in American Rescue Plan Act (ARPA) and General fund appropriations to support wage increases for contracted providers across the continuum of human service agencies. The funding for the Department of Developmental Services (DDS) supported a settlement with providers that provided an increase in the minimum wage, salary increases for individuals making above the minimum wage, and funding for retirement and health enhancements. The Department of Mental Health and Addiction Services (DMHAS) providers received a salary increase and funding for infrastructure projects and the remaining private providers received funding to support a 4% salary increase.

- Supported negotiations to invest \$100 million in the childcare industry to stabilize providers recovering from the pandemic and to increase access to care for infants and toddlers and preschool children. In addition, investments include over \$83 million in ARPA investments in Early Childhood including: stabilization grants for school readiness providers, funding for the Care 4 Kids Program, and investments in critical infrastructure. \$20 million of the funding will support the Start Early – Early Childhood Development Initiative – a focused investment in a longitudinal study that will evaluate the impact of various investments and supports for children starting at infancy through Pre-K–4 in order to provide data and outcome measures to assist in making data-driven policy decisions and system changes to improve the outcomes for children and improved kindergarten readiness, particularly in areas where access to high-quality infant/toddler care and pre-school programs has historically been an obstacle.
- Provided detailed analytical support for various collective bargaining and employee compensation matters. Provided cost analyses for numerous wage proposals during negotiations between the state and SEBAC. Developed and supported cost estimates for contracts submitted to the General Assembly for approval covering wages and working conditions for nearly all State bargaining units through FY 2024. Provided analysis of costs and collaborated with DAS on the development of policies associated with managerial pay made pursuant to legislation enacted during the 2021 session. Provided cost analysis for labor agreements reached with personal care attendants. Assisted in the development of an ongoing process for review of individual cases where managerial employees are underpaid relative to their bargaining unit subordinates.

Other Division accomplishments include:

- Administered and supported meetings of the Finance Advisory Committee and State Bond Commission.
- Conducted financial and staffing reviews of various governmental restructuring proposals, including centralization of human resources and labor relations, information technology, affirmative action, and payroll functions.
- Participated in and provided critical support during Sheff negotiations to end more than 30 years of litigation.
- Supported the design and roll-out of the Career Connect Initiative - the Governor's workforce initiative spearheaded by the Office of Workforce Strategy - which aims to buildout the state's workforce system to provide access to job training programs to connect workers with employment opportunities within in-demand industries. The investment of over \$100 million in funding seeks to train and upskill the state's workforce to meet the needs of Connecticut's employers.
- Reviewed UConn Health Center financial viability and various proposals to provide financial support.
- With the Legislature's Office of Fiscal Analysis, produced three consensus revenue forecasts.
- Provided extensive support for credit rating agencies and investor calls related to state General Obligation and Special Tax Obligation bond sales.
- Maintained liaison with budget offices in neighboring states and nationally, both through direct communications as well as through the National Association of State Budget Officers, and benchmarked Connecticut policy proposals against actions in other states.
- Provided the sole voting management representative on the joint labor-management Health Care Cost Containment Committee, negotiating the management position with labor on state employee and retiree health care matters.
- Represented the agency on the board of directors of the Paid Family and Medical Leave Insurance Authority, the Investment Advisory Council, and the Teachers' Retirement Board.
- Chaired the finance committee and member of the policy and procedures committee.

- Conducted four Bond Commission meetings allocating \$1.85 billion in general obligation bond authorizations.

Legislative Unit

- Coordinated the submission of agency legislative proposals. Together with the Governor's office, OPM staff reviewed each state agency's package of legislative proposals, met with agency heads, reviewed, and approved public hearing testimony, and helped manage agency legislative activities. Ensured agency actions and positions were aligned with the policies of OPM and the Governor.
- Worked with the Governor's office to cover legislative committee meetings, public hearings, and House and Senate sessions. In contrast to the 2021 session, the 2022 session included in-person events that continued to be broadcast on CT-N and YouTube TV.
- During the 2022 legislative session, monitored the 999 bills (493 in the Senate and 506 in the House) introduced in the Connecticut General Assembly. A combined 632 bills were reported out of committee and five bills were emergency certified. A total of 170 bills passed both the Senate and House. Of the 170, Governor Lamont signed 168 and vetoed 2.
- OPM supported and ensured passage of key Governor's proposals, along with agency packages, focused on capitalizing on good-paying jobs, upgrading Connecticut's aging infrastructure, improving affordability for Connecticut families, continuing the state's response to the pandemic, and tackling crime through public safety and accountability. This support began with policy development in Fall 2021 and continued throughout the committee process including drafting, and coordinating testimony, working with legislators to advance bills out of committee and for final votes in each chamber, and helping to implement new laws as passed.

Office of Labor Relations

- OPM's Office of Labor Relations (OLR) negotiated with state employees several key contractual agreements.
 - Negotiated a SEBAC Agreement covering 35 bargaining units. These wage agreements include 2.5% general wage increases and step increases retroactive to July 1, 2021, and then prospectively for each of July 1, 2022, and July 1, 2023. In the fourth year, the parties will meet again to negotiate wages.
 - Negotiated an Interim Telework Agreement
 - Negotiated a Permanent Telework program with Guidelines Negotiated a successor agreement with the Union for Personnel Care Attendants.
 - OLR assisted Higher Education and State Universities with negotiating their successor agreements
- Assisted state agencies in the implementation of telework schedules and guidelines.
- In response to the COVID-19 pandemic, OLR worked with DAS to develop guidance for Executive Branch departments and agencies. The team developed and maintained guidance for issues during the pandemic that included: vaccination exemptions, application of Federal rules and Executive Orders for health care specific work environments, and return to workplace guidelines for all state work environments. Additionally, the team continues to maintain a detailed frequently asked questions document that helped agency heads in the safe management of their workforce during quickly changing circumstances.

Legal Unit

- Provided legal analysis and advice on the distribution of federal COVID-19 relief funds.
- Acted with the Office of Workforce Strategy with legal analysis and advice on agency governance, procurement, and distribution of federal COVID-19 relief funds.
- Served with the Department of Economic and Community Development (DECD) and outside counsel to Close the Cornel Hill Scott Health Center behavioral and mental health facility expansion project in New Haven, which made use of a state bond grant and a New Market Tax Credit financing.
- Worked with OPM's Budget and Financial Management Division to review, provide comments about, and approve proposed regulations submitted by agencies for consideration prior to submission to the Office of the Governor and Office of the Attorney General for final review.
- Worked with DECD and the Department of Revenue Services (DRS) to draft legislation (Public Act 22-4) that provides performance-based incentives to Sikorsky, which strengthen Sikorsky's efforts to win the contracts to build the next generation of helicopters for the United States Army and ensure that Sikorsky will continue to be a major employer of Connecticut residents and purchaser from state suppliers.
- Worked with OPM's Office of Finance to provide analysis and advice of the forensic audit of West Haven and the recent designation of West Haven as a Tier IV Municipal Accountability Review Board (MARB) municipality.
- Coordinated the drafting and implementation of legislation that was successfully adopted to provide a gas tax holiday for Connecticut taxpayers.

Health and Human Services Policy and Planning Division (HHSPPD)

- Led negotiations in coordination with the Governor's office on major children's behavioral health legislation, policy development and legislative action on the distribution and utilization of opioid settlement funds, measures to reduce lead poisoning, and enactment of the Governor's bills to join interstate licensure compacts for physicians and psychologists.
- Continued oversight on behalf of the Secretary of Connecticut's health insurance exchange market, Access HealthCT, helping to ensure the first phase of implementation of the Covered CT program and leadership on the Board's Finance and Audit Committees.
- Policy guidance and significant technical assistance for the development and implementation of Connecticut's ARPA funding allocation plan; and numerous issues associated with nursing homes and group homes in the post-COVID recovery period.
- Directed and oversaw the establishment of the Racial Equity in Public Health Commission which included securing legislative, agency, and community appointments to the Commission, designing the subcommittee structure and meeting agendas, and hiring the inaugural Executive Director and Chaired the Commission once established.

- Continued implementation of the Connecticut Partnership for Long-Term Care, the state's public/private partnership with private insurers which educates Connecticut residents about long-term care planning and provides an innovative financing option. To date, over 72,900 applications have been received and over 60,500 policies have been purchased. Over 5,000 policyholders have been approved to date to receive benefits under their Connecticut Partnership policy with over \$665 million in insurance claim benefits paid.
- Continued to coordinate a multi-agency effort to address nursing home rebalancing by making assisted living services available in state-funded congregate housing sites, federally funded HUD housing facilities, private pay assisted living facilities and subsidized assisted living communities in Glastonbury, Hartford, Middletown, and Seymour as part of the Assisted Living Demonstration project. Over 390 residents were actively enrolled in these programs as of June 30, 2022, and over 3,900 residents have been served to date.
- Continued active involvement in various federal and state health reform initiatives, including participation on the Governor's Health Care Cabinet, the Council on Medical Assistance Program Oversight, Health Care Benchmarking Steering Committee, CONNIE health information exchange, and the Nursing Home Financial Advisory Committee.
- Conducted the annual census of all licensed nursing facilities in Connecticut. As of September 30, 2021 (the date the census is conducted each year), there were 205 licensed nursing facilities operating in Connecticut, six less than in 2020. There were 24,444 nursing facility beds, an 18 percent decline from September 30, 2004. The average private pay cost for a semi-private nursing facility bed was \$462 per day, a 1.4 percent increase from 2020. The average nursing facility occupancy rate as of September 30, 2021, was 74 percent, which is slightly increased from 2020 but still significantly lower than the 88 percent rate in 2019 due to the COVID-19 pandemic. In addition, Medicaid was the source of payment for 72 percent of residents as of September 30, 2021.

Office of Finance

- The Office of Finance is the administrative office staffing the two municipal oversight boards the Municipal Accountability Review Board (MARB) and the Municipal Finance Advisory Commission (MFAC).
 - The MARB currently oversees three municipalities designated for oversight. Hartford is a designated Tier III; West Haven is a Tier IV as of May 2022 and Sprague is designated Tier II.
 - MFAC held meetings with five municipalities to assess their fiscal challenges and provided recommendations for improvements to their fiscal practices and procedures.
 - The Municipal Financial Services Unit reviewed approximately 700 audit reports for compliance with the Municipal Auditing Act and State Single Audit Act.
- The Information Technology Capital Investment Program leverages investments in technology by taking an enterprise-wide approach that focuses on creating systems that are interoperable and involve shared services and applications. Managed investments for 41 active projects across 27 state agencies.
- The Procurement area continues to increase competitive procurements and outcomes-based contract selections. The key accomplishments of this year's reform efforts include:
 - Worked with the Governor's Office and agency partners to extend Executive Orders that grant agencies flexibility in the procurement process when responding to state needs related to COVID-

19. These executive orders allowed the state, with OPM's support, to effectively distribute vaccines and provide other critical health and human services.

- Implemented vendor evaluations for all OPM contracts, including trainings on evaluation best practices.
 - Developed a standardized template for the proposal evaluation process, which will assist state agency staff on leading organized, results-driven evaluations of all major service RFPs.
 - Continued procurement trainings on best practices in solicitation drafting, promotion, and evaluation.
 - Expanded collaborative relationships with sister agencies by incorporating feedback from agencies on new OPM procurement initiatives, providing ad hoc support on RFP writing and procurement process questions, and working with DAS to establish procurement best practices across the state.
 - Supported the OPM HHS Policy and Planning Division with written guidance and consultation on the new nonprofit incentive program implementation.
- Led the Statewide Process Improvement Steering Committee, a group of fifteen state agency members who provide guidance and oversight for projects statewide that are making state agency business processes and systems more responsive to customers. Two large process improvement initiatives that the OPM STARS team completed:
 - Enhancements to the FHMS application, allowing towns to submit financial information and auditor approvals online. This initiative greatly reduced the time and resources used by OPM Finance team to collect and analyze the financial information from the CT towns annually.
 - Improved processing time of the OSC pension team's reporting requirements from hours to seconds. Agency users are now taking advantage of the STARS pension analytics, due to the improved reporting capabilities and efficiency to get reporting data more easily and efficiently.

Intergovernmental Policy and Planning Division (IGPP)

- Administered \$488 million in state aid to municipalities through statutory grant programs, including Tiered Payment in Lieu of Taxes (PILOT) programs which includes State-owned Property and for Colleges and Hospitals, as well as Distressed Municipalities, Mashantucket Pequot and Mohegan Fund grant, Municipal Grants-in-Aid program, Municipal Revenue Sharing, Municipal Transition grant (Motor Vehicle Tax), and Municipal Stabilization grant.
- The Local Capital Improvement Program (LoCIP) distributes formula-based entitlement funds to municipalities to reimburse the cost of eligible local capital improvement projects such as road, bridge or public building construction activities. \$30 million is administered annually.
- The Small-Town Economic Assistance Program (STEAP) funds economic development, community conservation, and quality-of-life capital projects for localities that are ineligible to receive Urban Action bonds. A 2022 Small Town Economic Assistance Program (STEAP) round was announced in June with an aggregate amount of \$30 million.
- The division processed more than \$32 million in property tax relief programs benefiting both individuals and businesses, as well as claims for the homeowners' tax relief program totaling an additional \$19 million for which there was no municipal reimbursement.
- The United States Census Bureau approved the State of Connecticut's request to adopt the State's nine planning regions as county-equivalent geographic units for purposes of collecting, tabulating, and

disseminating Census data. The Census Bureau published a final notice in the Federal Register on June 6, 2022.

- Connecticut's nine planning regions acting through the Regional Councils of Governments (COGS), provide a geographic framework within which municipalities can jointly address common interests, and coordinate such interests with state plans and programs. IGPP works closely with each of the COGS.
- Developed and adopted revised standards for municipal reporting of computer-assisted mass appraisal data under CGS Sec. 7-100l. The new standards allow for apples-to-apples comparisons and analyses of real property information on a statewide scale. More than 90% of municipalities have already complied with the new standards. That number is expected to increase to near 100% by 2023 as IGPP continues working with municipal assessors and their vendors on the implementation of reporting tools.

Criminal Justice Policy and Planning Division

- Delivered the first report on criminal justice trends pursuant to Section 4-68p of the Connecticut General Statutes. The report, which aims to consolidate extensive analysis within a single source, includes a review of crime, arrest, victimization, criminal cases, correction, and community supervision trends over the previous, based on available data, decade. Per the report, between approximately 2010 and 2020, Connecticut experienced declining violent and property crime, with a rate below the national average according to information from the most recent year.
- Produced three other reports responding to statutory reporting requirements involving monthly indicators, recidivism, and the correction population forecast (Sec. 4-68o).
 - OPM studied sentenced individuals released or discharged into the community from a correctional facility in 2015, 2017, and 2018. The data showed that cumulative recidivism rates for the 2015 and 2017 cohorts were consistent with recent prior years, but rates for the 2018 cohort decreased, notably at two and three years following release compared to prior years' cohorts. The impact of the COVID-19 pandemic, particularly a reduction in arrests during the period recidivism was tracked for the report, was a major contributing factor.
 - OPM CJPPD's forecast report has followed the actual correction population within plus or minus five percentage points in most years. There were recent pandemic-related exceptions, such as in 2020, when the actual population fell below projections, and 2021, when population growth exceeded forecasts. Applying information from recent years, the 2022 forecast estimates modest growth — from 9,719 to 9,820 people between February 2022 and 2023 — in Connecticut's correction system.
- Administered several federal and state grant programs to support improvements in outcomes, data-driven innovation, and effective planning in Connecticut's criminal justice system. Examples include the following federal programs: Edward Byrne Memorial Justice Assistance Grant Program (Byrne JAG; the National Criminal History Improvement Program; the STOP Violence Against Women Formula Grant Program and the Sexual Assault Services Program under the federal Violence Against Women Act; and the Residential Substance Abuse Treatment program. Also, staff administered federal coronavirus funds, under Coronavirus Emergency Supplemental Funding and Coronavirus Relief Funds, to help criminal justice system agencies prepare for and respond to the impacts of the COVID-19 pandemic. Within state programs, staff administered funding for Project Longevity and the Body-Worn Recording Equipment Reimbursement Grant Program.
- Produced strategic plans for two federal grant programs it administers.
 - Developed a new strategic plan for the Byrne JAG grant program by incorporating criminal justice system stakeholder input, engagement of national experts, data analysis, public comment,

a presentation to CJPAC, and synthesis of gathered information. The strategic plan outlines program objectives using several purpose areas allowable under the federal grant program that include law enforcement; prevention and education; corrections, community corrections, and reentry; planning, evaluation, and technology improvement; and prosecution and the court programs, including indigent defense. The strategic plan will be used to inform a future Byrne JAG grant cycle allocation in Connecticut. First, however, OPM CJPPD will make a grant program announcement using FY 2017–2019 withheld funds. In 2021, following the Biden-Harris Administration’s rescission of immigration-related special conditions established by the prior federal administration, Connecticut, along with seven other states, were notified they could accept four years of withheld funds.

- Staff worked to develop and submit the FY 2022–2025 STOP Violence Against Women Formula Grant Program Implementation Plan.

Assets Management Unit

- Chaired the Governor’s 5G Council and received, reviewed, and voted on specific wireless carriers’ requests on state-owned property.
- Assisted with the State Pier project in New London, serving on the Pier Project’s Joint Technical Committee to help bring this significant project to completion during FY 2023.
- Worked closely with DAS to negotiate the purchase of the Capitol Area System Thermal Energy Plant, which will result in savings for the state.
- Continued task force effort for COVID-19 related issues involving homeless shelter hotel contracts, and efforts to find and acquire suitable warehouse space for personal protective equipment inventory and other emergency equipment.
- Served on the Afghan Evacuees Task Force to help refugees find housing, employment, and other essential social services to help with the transition.
- Worked with a number of state entities, including the University of Connecticut and other executive branch agencies, to assist with facilities management and long-term building planning.

Data and Policy Analytics Unit

- Continued to expand efforts to provide data and insights on public health and the pandemic: Since launching a COVID-19 data portal in April 2020 DAPA worked closely with the Department of Public Health (DPH) and other agencies to provide data on health conditions, economic impact, the spread of the pandemic in congregate care settings, with data stories on vaccination, contact tracing, COVID-19 cases in schools, school participation, school learning models, and economic recovery. The data stories have received over four million views in the past year, with the data referenced and used by local and national media and state and local leaders. In the past year, additional data and resources on childhood lead exposure, school immunization and nursing homes and assisted living facilities are now also public.
- Created the first Geospatial Information Systems (GIS) Office for the State of Connecticut and hired the first Geospatial Information Officer (GIO) to lead the GIS Office. The GIS Office coordinates the collection, compilation and dissemination of GIS data across the state, manages a GIS data clearinghouse, and administers statewide data acquisition and standards development. The Office launched a GIS Advisory Council and continued a cross-agency working group to support development

of shared tools, processes and training and capacity-building opportunities. The Office launched a Broadband Mapping Hub, as part of the state's efforts to provide universal access to broadband.

- Focused on equity by supporting procurement for an equity analysis of executive branch agencies' programs and services established by Section 81 of Public Act No. 21-2; supported the development of standards and agency reporting for race, ethnicity and language, pursuant to Public Act 21-35, in support of the Office of Health Strategy; worked with Governor's Council on Women and Girls (COWAG), the Commission on Human Rights and Opportunities (CHRO) and the State Data Center to modernize Affirmative Action plans to ensure report data reflects the diversification of the labor market in recent decades and to identify streamlined tools for reporting; in collaboration with OPM's Criminal Justice Policy and Planning Division, developed adjustments to the U.S. Census Bureau population counts in Connecticut pursuant to Public Act 21-13, *An Act Concerning the Counting of Incarcerated Persons for Purposes of Determining Legislative Districts*; in collaboration with the Office of the Governor, the Department of Correction, and the Department of Emergency Services and Public Protection, supported the identification of Disproportionately Impacted Areas (DIAs) for cannabis legalization and developed a public dataset and maps of the DIAs; in collaboration with OPM's Criminal Justice Policy and Planning Division and the Court Support Services Division of the Judicial Branch, developed plans for an Equity Dashboard for juvenile justice; continued convening a cross-agency equity affinity group; and began participation in an Equity in Practice learning community focused on social determinants of health.
- Increased transparency and evidence about pandemic relief efforts by publishing detailed data on the distribution of Coronavirus Relief Funds (CRF) to the open data portal, developing a public dataset and map to provide information about the Qualified Census Tracts (QCTs) in Connecticut, for the administration of ARPA, and a framework and applications to support transparency, improved evidence and evaluation for ARPA.

Strategic Initiatives and Accountability Unit

- A consultant was hired in FY 2021 to produce recommendations to assist Executive Branch Agencies with continuity of operations given the more than 5,000 anticipated retirements. During FY 2022 OPM, DAS, and executive branch agencies collaborated to prioritize and initiate the implementation of several of the recommended process improvements intended to yield efficiencies, space management, and/or cost savings. OPM continues to track and partner with colleagues to maximize opportunities to streamline state government to serve the citizens of the State of Connecticut.
- Continued to critically examine the clinical operations and the academic mission of the UConn Health Organization while reconciling the level and drivers of necessary State support. With projected non-Covid state support anticipated to exceed \$350 million in FY 2023, OPM continued to collaborate with UConn Health to identify an operating model that supports the strength of the academic mission coupled with financial stewardship reducing the need for continued State financial support.

Division of Administration

- OPM's Human Resources division continued to provide guidance and assistance to staff throughout the year regarding the COVID-19 pandemic. This included working with staff when they or their family members tested positive for COVID-19, as well as many other issues as they arose as a result of the pandemic. In addition, OPM's Human Resources unit continued to work with other agencies on COVID-related matters.
- Information technology initiatives during the fiscal year included:

- OPM infrastructure improvements:
 - Planned and purchased new servers, storage area network devices, and network switches to replace technology that are considered end of life.
 - Began planning further security improvements to the local server environment.
- OPM development projects:
 - Developed a criminal justice system to collect, analyze, and present data covering the screening and charging of defendants, court proceedings, pretrial processes, and sentencing.
 - Developed a statewide form for state employees to enter their telework requests. The form is then shared with their agency for review.
 - Updated the Intergovernmental Policy and Planning Division's CRF portal with recommended changes to allow for better tracking and auditing of municipalities' CRF funding usage.
 - Created an application to improve municipalities reporting capabilities in submitting their Manufacturing Machinery and Equipment (MM&E) exemptions.
- The Division of Administration continued to provide centralized administrative support to its sister divisions regarding grants management, including but not limited to:
 - Administration of the Nonprofit Grant Program, which pursuant to C.G.S. Sec. 4-124v provides Grants-in-aid through a competitive process to selected private, nonprofit health and human service organizations that are exempt under Section 501(c)(3) and receive funds from the State (including Medicaid) to provide direct health and human services to State agency clients.
 - Administration of the Local Capital Improvement Program (LoCIP), which distributes formula-based entitlement funds to municipalities to reimburse the cost of eligible local capital improvement projects such as road, bridge, or public building construction activities pursuant to C.G.S. Sections 7-535 through 7-538.
 - Administration of various Urban Act Grants, which pursuant to C.G.S. Sec. 4-66c provides funding to improve and expand state activities that promote community conservation and development and improve the quality of life for urban residents of the state.
- In addition, staff completed the following tasks during the fiscal year:
 - Reviewed and processed payment reimbursement requests from assisted living services
 - and managed residential community facilities for COVID-19 testing.
 - Processed COVID-19 payments to municipalities and criminal justice providers.
 - Submitted quarterly reports on CRF expenditures incurred by OPM; and
 - Processed deposits for the various federal funds.

Information Reported as Required by State Statute

- In accordance with the requirements set forth by State Statute, OPM's designated Equal Employment and Opportunity Officer submitted OPM's Affirmative Action Plan for the period July 1, 2019, through June 30, 2021, to the Commission on Human Rights and Opportunities (CHRO) on November 1, 2021. On January 12, 2022, CHRO reviewed and unanimously approved OPM's Affirmative Action Plan. During the reporting period for the submitted Affirmative Action Plan, OPM achieved 55% of its hiring goals, 100% of its promotional goals, and 100% of its program goals. In addition, 51.7% of OPM's hires during the reporting period either met a hiring goal or diversified our workforce. For FY 2022, OPM achieved 28% of its hiring goals (9 out of 32 hires), and 100% of its promotional goals (2 out of 2 promotions). In addition, 31% (10 out of 32) of the hires in FY 2022 diversified our workforce.
- OPM remains committed to maintaining a workplace environment that is conducive to the well-being of all individuals and requires all new employees to attend diversity, sexual harassment prevention and

workplace violence prevention training. In order to make every good faith effort to achieve parity in the workforce, OPM utilizes affirmative action measures in all stages of the employment program. These measures include expansive recruitment efforts for vacancies whenever practical and possible.

- In accordance with C.G.S. Sec. 46a-81o and Sec. 46a-68-79 of the Regulations of Connecticut State Agencies, OPM reviewed and determined no substantial updates were required to the Human Rights Complaint Procedure and the following policies: Affirmative Action, Individuals with Disabilities, HIV/AIDS, Sexual Harassment, and Sexual Orientation. These policies and procedure are posted on OPM's Intranet and are provided to new employees upon hire and to both contractual contractors and interns upon the start of their contract/internship with OPM.
- OPM's designated Equal Employment and Opportunity Officer continued to co-chair a joint Employee Advisory and Diversity Committee with the Department of Public Health (DPH). Working in collaboration with DPH has allowed OPM to maximize efficiencies and leverage existing resources to meet this regulatory requirement. The goals of the joint Employee Advisory and Diversity Committee are to share developments in equal employment opportunity laws and affirmative action planning and to share cultural history/diversity awareness with staff through collaborative efforts. Since this Committee's inception, OPM staff have been receiving monthly emails developed by the Committee with information on cultural history for each month to promote diversity awareness.
- Nine (9) students participated in OPM's internship program in FY 2022, representing six (6) different colleges and universities.
- OPM significantly exceeded Small/Minority Business Enterprise and Minority Business Enterprise goals for the fiscal year.

For further information on OPM activities, visit the OPM website at <https://portal.ct.gov/opm>.