

State of Connecticut
FY 2020

Sustainability Performance Plan

Department of Revenue Services

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Senior Sustainability Officer

Approved by Mark D. Boughton
Commissioner



This report was written in compliance with section 5 of Executive Order 1.

EO 1 Background

On April 24, 2019, Governor Lamont launched the GreenerGov CT initiative by signing Executive Order 1 (EO 1) which directs Executive Branch agencies to advance environmental leadership and cost savings for taxpayers by reducing greenhouse gas emissions and other sustainability objectives in energy use in buildings and vehicles, water use, and waste disposal.

EO 1 calls on agencies to recommit to and expand the state's Lead by Example (LBE) program to reduce the operating costs and environmental impacts of state government facilities and operations. EO 1 builds on the foundation of the state's LBE program by setting new sustainability goals, listed below, for Executive Branch agencies and invoking deeper levels of commitment and participation.

GHG

45% reduction in
GHG emissions
below 2001 levels

WATER

10% reduction in
water consumption
from a FY20 baseline

WASTE

25% reduction in
waste disposal from a
FY20 baseline

Since the GreenerGov CT initiative was launched, significant progress has been made towards laying the groundwork for expanded LBE initiatives in the future: governance structures were established, baseline data was collected, and financing and project strategies were developed. Additionally, agencies reported completing or making progress on 120+ sustainability projects in FY19 in the first annual agency Sustainability Performance Plans. Sustainability Performance Plans are plans drafted each year by Senior Sustainability Officers to detail agency progress and necessary goals, actions, and responsible parties to achieve the targets set in EO 1.

In 2020, the COVID-19 pandemic brought significant changes to the operations of state agencies as agencies responded to the crisis. The impact of the pandemic on the sustainability goals of EO 1 is not yet known, but some effects will be documented in the FY20 Sustainability Performance Plans and the GreenerGov CT Progress Report.

DRS and EO 1

DRS's mission

The mission of the Department of Revenue Services is to instill public confidence in the integrity and fairness of tax collection; achieve the highest level of voluntary taxpayer compliance; continuously improve agency performance; contribute to the fiscal and economic well-being of the state; and provide a positive and professional workplace.

DRS's FY20 participation overview

DRS has representation on the Sustainability Steering Committee and on the Reporting Project Team that created the template used by state agencies in submitting their Sustainability Performance Plans and agency snapshots. This template will allow agencies the ability to track their progress towards meeting sustainability goals. DRS is committed to reducing our environmental footprint with paper use. One project that is listed below was completed in 2020 that provided the agency the ability to increase its efforts to go paperless.

DRS staff involvement in EO 1

Theresa Peterson
Senior Sustainability Officer

Anna Czercowy
Reporting Project Team Member replaced
with Filomena Reis in FY2021

Donald Knybel
Level 1 & 3 Information Supplier

Richard Barry
Level 2 Information Supplier

3

Sustainability Projects

including projects relating to infrastructure improvements or behavioral change that took place in owned, leased, or occupied space and were either in progress or completed in FY20

Sustainability Projects

1

Location: Bridgeport Field Office

Project Type: Structural - Combination

Description: The Bridgeport Field Office was to open in a new location in May 2020 which would reduce the monthly lease costs from \$9,096 to \$1,786. However, when the pandemic occurred, it was decided to not execute the new lease. The customer service impacts are minimal as the agency is now providing more communication channels which has increased the agency's capacity to serve many more taxpayers in the greater Bridgeport area.

Status: Completed in FY 2020

Benefits Summary: The state would see savings with lease costs and utility costs, while protecting the staff and taxpayers during a pandemic with telework and without any reduced services to the taxpayer. DRS has partnered with groups such as the Connecticut Library Association, the Connecticut Town Clerks Association and tax services such as VITA (Voluntary Income Tax Assistance) to assist in disseminating state tax information.

Energy Savings: Unknown. However we have seen \$10,973 in annual electricity bill savings since the last bill was paid spring 2020.

Cost Savings: Annual cost savings is approximately \$59,162 in rent expenses, electricity and premise expenses, i.e. security, shredding, postage.

2

Location: All of DRS locations but mostly 450 Columbus Boulevard

Project Type: Behavioral - Waste

Description: The Scanned Mail solution project provides designated DRS Staff with the ability to view and process scanned copies of DRS mail. Due to the pandemic, regular mail delivery to each DRS mail area was putting staff at risk of getting infected, which did occur. Scanning of the white mail and distributing to each unit avoided all internal mail deliveries.

Status: Completed in FY 2020

Benefits Summary: The benefits were the safety of the staff, the reduction in paper distribution, and the efficiency of receiving mail in a timely manner. Having a mail clerk deliver to each floor was time consuming and with staff teleworking, mail would sit in the mail areas for several days without being processed. The scanning of the mail is instantaneous allowing DRS staff to process requests and payments quickly.

Energy Savings: Unknown. The annual savings could be less work force needed to deliver mail and possibly invoices getting paid in a timely manner rather than occurring late fees on mail that is stationary in the mail areas.

Cost Savings: The cost savings could be quantified by having healthy staff being able to report to work in keeping DRS operating in a safe manner. It prevents backlog of processing mail when the staff gets infected with COVID-19 and the entire unit has to self-quarantine for 2 weeks, which has occurred on several occasions. The scanning of the white mail has prevented this from occurring again.

Sustainability Projects cont.

3

Location: 450 Columbus Boulevard Walk-In Center

Project Type: Structural - Combination

Description: DRS Walk-In Assistance being handled remotely will continue to assist taxpayers with tax matters in a positive and compassionate manner within the constraints and challenges that the recent COVID-19 health crisis has imposed upon us.

Status: Completed in FY 2020

Benefits Summary: DRS is offering remote taxpayer assistance, where taxpayers can receive DRS tax assistance from a trained DRS professional in the comfort of their own homes during its normal business hours. Remote face-to-face taxpayer assistance is for essential transactions and will occur by appointment, however we have not received any such requests to date.

Energy Savings: Annual savings would be to DAS for the Walk-In area being closed to the public which allowed the security company to reduce staff needed in this area. It also allowed DAS to reduce services in the parking garages, mailroom areas, break room facilities and water reduction due to reduced staff in the building.

Cost Savings: The savings to DRS was seen in the annual expenses needed to provide face-to-face services to taxpayers. The overall agency savings was approximately \$1.04 million from 2019 to 2020 and was not only seen in the Walk-In Assistance area but mostly due to reduced travel, fleet vehicle usage (gas) and mileage costs across the agency.

Performance Data

The following data was pulled from EnergyCAP, the state's utility tracking software, on March 15, 2021. Note that utility data on agencies occupying space owned by another state agency may or may not be linked to their EnergyCAP accounts.

Total Utility Costs

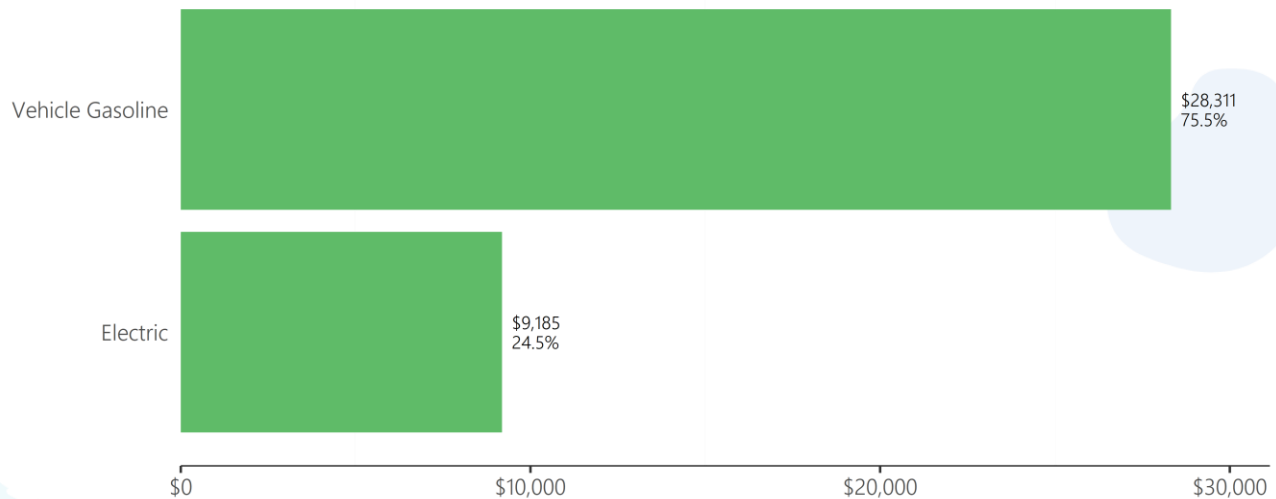
Commodity	Unit	Use			Cost		
		FY19	FY20	Change	FY19	FY20	Change
Electric & Natural Gas	MMBtu	213	186	-12.8%	\$10,962	\$9,185	-16.2%
Other Building Energy	MMBtu	-	-	-	-	-	-
Vehicle Gasoline	Gal	16,390	11,946	-27.1%	\$42,121	\$28,311	-32.8%
Vehicle Diesel	Gal	-	-	-	-	-	-
Total GHG Emissions	mtCO2e	158	118	-25.5%	-	-	-
Water	Kgal	-	-	-	-	-	-
Total	-	-	-	-	\$53,083	\$37,497	-29.4%

*Gasoline and diesel costs estimated based on average weekly cost from EIA.gov, \$2.37 for gasoline and \$2.96 for diesel in FY20 and \$2.57 for gasoline and \$3.18 for diesel in FY19.

**Other Building Energy sources include oil, propane, steam, and chilled water.

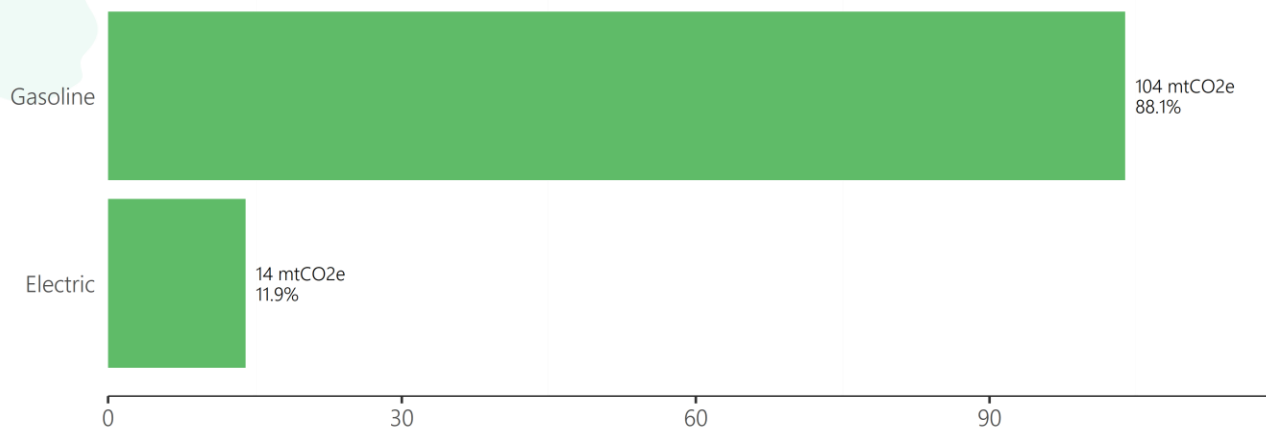
Commodity Cost Breakdown, FY20

The chart below represents the breakdown of commodity costs at DRS in FY20.



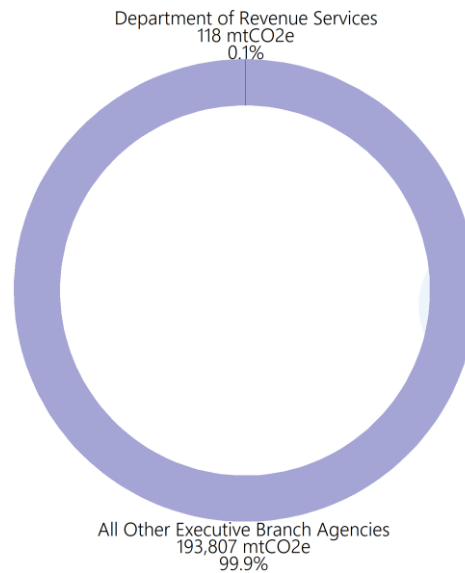
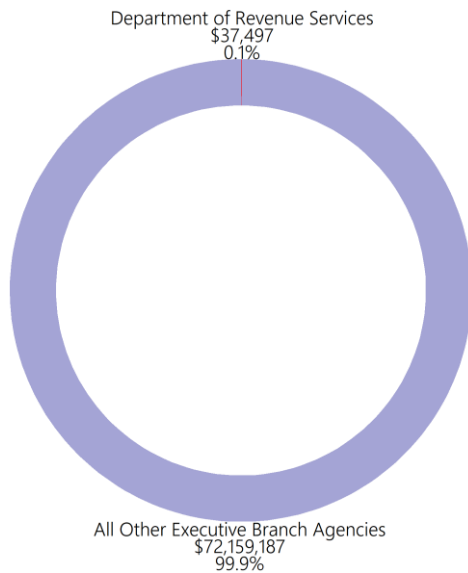
GHG Emissions Breakdown, FY20

The chart below represents the breakdown of GHG emissions by commodity at DRS in FY20.



Share of Utility Costs and GHG Emissions

The two charts below display DRS's proportion of the FY20 total utility cost and the total GHG emissions of all agencies participating in EO 1.



Future Planning

GHG Reduction (energy/fleet related)

Status of FY19 Plans

✓ Progress has been made.

Progress has stalled.
Plans have been completed.
Stated plans no longer a priority.

Planned FY21 Projects

DRS remains committed in reducing its fleet exposure for large fuel intake vehicles and will continue to trade in vehicles that have high mileage with fuel economy models where applicable. DRS will be receiving automated mileage reports once DAS installs Geotab USA (Telematics) to all Fleet vehicles allowing DRS to monitor vehicle usage.

Water Use Reduction

Status of FY19 Plans

✓ Progress has been made.

Progress has stalled.
Plans have been completed.
Stated plans no longer a priority.

Planned FY21 Projects

DRS will remain a partner with DAS in reducing our water exposure at our current locations based on the guidance we receive from them. There has been significant savings in water reduction due to the limited staff reporting to work locations and able to telework.

Waste Reduction

Status of FY19 Plans

✓ Progress has been made.

Progress has stalled.
Plans have been completed.
Stated plans no longer a priority.

Planned FY21 Projects

DRS has reduced its paper footprint with constant purging of old files for destruction. Payroll files have been scanned by ScanOptics for the pending merger of payroll functions with the State Comptroller's Office. With the continuation of the scanning of the white mail, this will further create a waste reduction of paper in FY2021.

COVID-19 Impact

Impact of COVID-19 on agency's ability to make progress on the goals of EO 1 in FY20

COVID-19 has created challenges in making progress on some of the goals set in FY2020. DRS was planning on expanding its footprint with additional cubicles and the hiring of new employees. When the pandemic occurred, we had to reverse this action and prepare for social distancing. DRS staff began teleworking with only an eighth of its staff reporting to work locations. DRS began reconfiguring its work areas for hoteling versus individual cubicles.

COVID-19 changes that have led to a positive sustainability outcome that will continue after the pandemic

- ✓ **Strategically evaluating building footprint needed for agency work**
- ✓ **Reassessing agency fleet**
- ✓ **Holding virtual meetings as a more regular practice**
- ✓ **Increased telework as a regular practice**

No changes to report

Additional details on positive sustainability outcomes and how they will be continued after the pandemic

Some additional positive sustainability outcomes include the reduction of office supplies due to paperless efforts and teleworking. DRS staff are not allowed to print at home due to sensitivity of information. Also auditors have not completed any out of state travel which has shown cost savings by providing virtual communication options. However, this outcome may pick up again once restrictions are lightened.

Resources Needed

Barriers encountered while making EO 1 progress in FY20

- ✓ **Funding**
- ✓ **Staffing**
- ✓ **Technical expertise**
- No barriers encountered

Additional info on barriers encountered in FY 2020

DRS staffing has reduced increasing fast since COVID-19 and with FY2022 approaching, there could be hundreds more. Revenue generating positions are needed to recoup the tax revenue lost during the pandemic. The funding would be needed to hire additional staff and resources. DRS is currently in the middle of a major IT modernization project, which requires technical expertise from trained staff and contractors.

Specific type of support or resources needed to make progress on future sustainability projects

Strategic investments in people and technology, a commitment to improvement, and our ongoing, relentless effort to automate internal processes will allow DRS to best serve taxpayers, while ensuring operational continuity as more DRS professionals near retirement. Allowing staff the option to continue to telework could make sustainability projects affective by reducing DRS footprint on resources that would no longer be needed in the future to conduct business, i.e. office supplies, file cabinets, furniture and could possibly avoid early retirements.

Additional info on DRS's participation in EO 1 during FY 2020

The agency successfully launched the first phase of a multi-year IT modernization initiative that is improving how we administer taxes, and how taxpayers interact with the agency. The launch that occurred in September 2020 was highlighted by a new, customer-facing tax filing and payment portal – myconneCT – which delivers user-friendly features such as mobile-friendly design and secure web messaging.