

Office of Policy and Management

At-a-Glance

Jeffrey R. Beckham, Secretary

Paul E. Potamianos, Deputy Secretary

Established: 1977

Statutory Authority: Conn. Gen. Statutes Sec. 4-65a et seq.,

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

Average number of full-time employees: 164

Recurring operating expenses, 2023-2024:

General Fund: \$57,604,729.35 (includes \$26,658,290.80 State Aid Grants)

Special Transportation Fund (STF): \$598,064.27

Municipal Revenue Sharing Fund: \$573,537,355.37

Insurance Fund: \$423,792.54

Consumer Counsel and Public Utility Control Fund (PUC): \$269,035.30

Mashantucket Pequot & Mohegan Fund: \$52,420,137.34

Federal Funds/Private: \$112,596,569.78; Enterprise Fund: \$6,867.34

Capital Outlay: \$170,164,651.86

Total: \$967,621,203.15

Organizational Structure: OPM is composed of eight divisions that report to the Office of the Secretary: Administration, Budget and Financial Management, Criminal Justice Policy and Planning, Data and Policy Analytics, 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 OPM superseded the Department of Finance and Control and was created to blend several previously disparate budgeting and planning functions into a single, cabinet-level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."

2023-2024 Accomplishments

The following is a list of various accomplishments by OPM for Fiscal Year (FY) 2024, by division and subject matter:

Office of the Secretary

The Office comprises the Secretary, Deputy Secretary, support staff, and several units with specialized functions overseen by an Undersecretary or another senior employee. These specialized units include focus on Strategic Initiatives and Accountability, Climate and Infrastructure coordination, Assets Management, Legislative Affairs, and Legal matters. Overall accomplishments include:

- Oversaw the implementation of the FY 2024 budget, which resulted in an estimated budget surplus of \$1.64 billion and will allow for an additional payment of approximately \$853.6 million toward the state's unfunded liabilities and will result in \$789.2 million being transferred to the Budget Reserve Fund (BRF), bring the BRF total to 18% of FY 2025 appropriations.
- Negotiated reallocations of American Rescue Plan Act funding for FY 2025 that resulted in significant investments in K-12 and higher education, childcare, housing, and support for non-profits.
- Legislative Affairs accomplishments include:
 - Supported passage of the Governor's budget and legislative proposals and coordinated agency legislative packages. Efforts began with policy development in Fall 2023 and continued throughout the committee process including drafting and reviewing testimony and working with legislators and stakeholders to advance bills out of committee and for final votes in each chamber. Ensured agency actions and positions were aligned with the policies of the Governor and OPM throughout the legislative session.
 - Worked with the Governor's Office to track legislative committee meetings, public hearings, and House and Senate sessions. The Division was specifically responsible for lead coverage of the following committees: Appropriations; Finance, Revenue & Bonding; Government Administration and Elections; Insurance and Real Estate; and Planning and Development.
 - Tracked bills for the 2024 legislative session. This session, 988 bills (461 in the Senate and 524 in the House plus three emergency certifications) were introduced in the Connecticut General Assembly. A combined 596 bills were reported out of their committee of origin. A total of 175 bills passed in concurrence. Governor Lamont signed 173 and vetoed two. Also, covered the June 2024 special session, where one emergency-certified bill was passed.
 - Monitored various legislative working groups, reviewing and approving reports produced by agencies, and helping implement new laws as passed.

- Legal Unit accomplishments include:
 - Provided a broad range of legal analysis and advice to the Secretary and Deputy Secretary on budget, legislative, regulatory, administrative, contract, and litigation matters throughout the year.
 - Coordinated the drafting of several of the Governor’s key legislative proposals for the 2024 legislative session.
 - Provided continuing legal analysis and advice on the distribution of federal COVID-19 relief funds, and management responsibilities of subgrantees that received ARPA funding from the state.
 - Worked with OPM’s Budget and Financial Management Division to review, provide comments about, and approve proposed regulations submitted by agencies for consideration before submission to the Office of the Governor and Office of the Attorney General for final review.
 - Worked with OPM’s Office of Finance to provide analysis and advice on the ongoing designation of West Haven as a Tier IV Municipal Accountability Review Board (MARB) municipality and assisted the Office of the Attorney General with the defense of pending litigation and arbitration related to West Haven’s oversight by MARB.
 - Provide legal advice on contracts to implement several of the Governor’s key priorities, including a contract to facilitate the erasure of hundreds of millions in medical debt.
 - Provided legal advice and negotiated Payment in Lieu of Taxes (PILOT) agreements related to Adriaen’s Landing and the refinancing of the Marriott Hotel.
 - Updated the Personal Services Agreement (PSA) and General Grant Conditions templates with the Office of the Attorney General to conform with recent statutory revisions.
 - Worked with several regulatory agencies related to critical investigations concerning matters of public safety and the integrity of public governance structures.
 - Negotiated a settlement of all outstanding environmental remediation claims and costs related to Wesleyan University’s purchase of the former Long Lane School facility.
 - Authored and presented training modules related to contract drafting and FOIA procedures.

- Strategic Initiatives and Accountability Unit accomplishments include:
 - Contracted with third parties to conduct independent reviews of, and in collaboration with, UConn Health Center and Connecticut State Colleges and Universities (CSCU). These reviews are expected to improve financial sustainability and transition each of the organizations from a significant reliance on one-time pandemic relief funds to a sustainable level of state support, while preserving the high-quality education students deserve and meeting Connecticut employers’ needs.
 - Reviewed six and approved five pilot test programs proposed by Connecticut Innovations, Inc. for the testing of new and innovative technology, products, and services by Connecticut companies. These pilots position the state to quickly implement innovative technologies that state agencies, constitutional offices, and higher education need to enhance public health and safety, environmental protection,

- or economic development, as well as promote efficiency, reduce administrative burdens, or otherwise improve services.
- Managed several process improvement initiatives intended to yield efficiencies and/or cost savings to maximize opportunities to streamline state government. Specific projects underway include:
 - With the Department of Administrative Services, (DAS) led a multi-agency discovery process to gather business and technical requirements for an Enterprise Grants Solution leading to a request for proposals. The enterprise grant system is intended to automate the administrative process of the full lifecycle of a grant, including pre-award, award, post-award, and closeout; improve customer relationship management of sub-recipients; increase the efficiency in managing programmatic and financial aspects of grants throughout the entire lifecycle; and provide statewide visibility into grant performance to support planning, analysis, and decision making across government.
 - With the Data and Policy Analytics division, led a collaboration among the Commission on Human Rights and Opportunities (CHRO), DAS, and other stakeholders to identify opportunities to streamline the preparation, submittal, and review of state agency affirmative action plans. Recommendations were finalized in March which largely focus on increased resources and the leveraging of technology and tools to improve these processes.
 - The State contracted with a consultant that evaluated Connecticut’s current process for collecting credit card payments along with market research to inform the development of a common payment program and/or platform strategy in an evolving marketplace. Worked with the Treasurer’s Office and DAS to formulate short- and long-term strategies to implement the consultant’s recommendations to enhance and improve the credit card payment lifecycle, including quarterly agency user groups to further build on best practices, and system and the data reporting enhancements implemented by the OPM STARS Team.
 - Climate and Infrastructure coordinator accomplishments include:
 - Prepared and submitted annual report to the legislature on the state’s collection of the federal Clean Air Act fee and state expenditures during the preceding fiscal year associated with implementing the requirements of the federal Clean Air Act, improving air quality and reducing transportation sector greenhouse gas emissions.
 - Led climate policy development including legislative efforts. Proposed, coordinated, and drafted two Governor’s bills (“An Act Supporting Solar Energy in Schools” and “An Act Concerning Connecticut Resiliency Planning and Providing Municipal Options for Climate Resilience”). The former was fully adopted via Public Act 24-151. Significant portions of the latter were adopted via Public Act 24-69.
 - Established coordination structure with Councils of Government and the Department of Energy and Environmental Protection on the Carbon Pollution Reduction Grant (CPRG) applications; serve on Technical Advisory Committee for Capitol Region COG on the CPRG application.

- With the Connecticut Bipartisan Infrastructure Law team, coordinated inter-agency presentations to the House Select Committee on Sustainable and Renewable Energy.
 - Provided ongoing support to projects or concerns of statewide and Executive Branch importance, including but not limited to the Capitol Area System decarbonization study, electric vehicle State Fleet charging infrastructure, and funding opportunities from the Inflation Reduction Act (including approach to IRA Elective Pay) and the Infrastructure Investment and Jobs Act (e.g., with Office of Workforce Strategy and DAS for the Climate Ready Workforce opportunity, and with DAS for Assistance for Latest and Zero Building Energy Code Adoption (Sec. 50131) Administrative and Legal Requirements Document).
- Assets Management Unit accomplishments include:
 - Served on the CT Port Authority (CPA) board, as well as the executive committee and Joint Technical Committee while assisting in the management of the substantial completion of the State Pier project in New London, turnover of the pier to the CPA's tenant, Gateway, which allowed for the successful completion by Orsted and Eversource of America's first commercial-scale offshore wind farm.
 - Worked with the Office of the Governor on identifying state-owned property suitable for housing development and initiating conversations with municipalities to help achieve Governor Lamont's housing initiative.
 - Partnered with the CT Green Bank and DAS on identifying and implementing solar projects on state-owned property.
 - Continued with the Bureau of Assets Management's real estate plan by working with DAS to reduce state government's carbon footprint by utilizing modernized buildings and divesting of buildings requiring substantial capital improvements.
 - Served on the board of the Capital Region Development Authority and assisted in the development of properties in the greater Hartford area for housing as well as oversight of the XL Center, Rentschler Stadium, and Adriaen's Landing. Continued as Project Comptroller for Rentschler and Adriaen's Landing projects.
 - Member of the GreenerGov steering committee to ensure Governor Lamont's Executive Orders 1 and 21-3 are achieved in reducing carbon emissions, resource consumption and waste and adapting to the climate crisis by utilizing energy efficient and renewable energy systems among other sustainable actions.

Budget and Financial Management Division

- Produced the Governor's recommended budget for fiscal year 2025 and provided support to the OPM Secretary and staff of the Governor's Office during the 2024 legislative session.
- Oversaw statewide distribution of the \$2.8 billion Coronavirus State Fiscal Recovery Fund (CSFR) grant from the U.S. Department of Treasury. Successfully supported negotiations with the legislature for repurposing approximately \$400 million in allocations of federal ARPA funds.
- Provided detailed analytical support for various collective bargaining and employee compensation matters.

- Other division accomplishments include:
 - Produced annual pension stress test report covering State Employees' Retirement System and Teachers' Retirement System.
 - Provided extensive support for credit rating agencies and investor calls related to state General Obligation and Special Tax Obligation bond sales, resulting in an elevation of the state's credit outlook.
 - Completed all required federal reporting for pandemic-related funds, including the Coronavirus State Fiscal Relief Fund, the Coronavirus Capital Projects Fund, and the Governor's Education Emergency Relief Fund I and II grants.
 - 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.
 - Conducted three State Bond Commission meetings allocating \$1.83 billion in General Obligation bond authorizations.
 - Negotiated the allocation of \$150 million in new K-12 public education funding.
 - Provided additional relief for Connecticut's institutions of higher education to support stabilization efforts.
 - Based on a proposal from the State Treasurer, successfully worked with the legislature to extend the solvency of the Special Transportation Fund by capping the cumulative surplus for one year to 18% of prior year expenditures. This policy will save the Special Transportation Fund over \$60 million per year in debt service costs.

Office of Labor Relations

- Negotiated the FY 2025 wage re-opener agreement with the State Employees Bargaining Coalition. This agreement addressed COLA and any corresponding step increase for the majority of State Employees.
- Negotiated an agreement for a new three-year contract with the Personal Care Attendant Workforce Council and the New England Health Care Employees Union District 1199, SEIU. Personal Care Attendants (PCAs), while not state employees, are authorized to bargain collectively under Connecticut General Statutes §17b-706a.

Intergovernmental Policy and Planning Division (IGPP)

The division includes two units: the Office of Responsible Growth, and the Assessment, Data Collection and Grants Management Unit. IGPP represents the Secretary and the Office of Policy and Management on various boards and commissions, and as a liaison to various organizations.

- Assessment, Data Collection and Grants Management Unit accomplishments include:
 - Administered \$711 million in state aid to municipalities through statutory grant programs, including Tiered Payment in Lieu of Taxes (PILOT), Distressed Municipalities, Mashantucket Pequot and Mohegan Fund grant, Municipal Grants-in-

Aid program, Municipal Transition grant (Motor Vehicle Tax), and Supplemental Revenue Sharing grant.

- Administered several additional grant programs to assist municipalities, including \$45 million Local Capital Improvement Program (LoCIP) - Grant and an additional \$26 million in LoCIP Entitlement.
 - Processed more than \$26.6 million in property tax relief programs, as well as claims for the homeowner's tax relief program totaling an additional \$ 17.2 million for which there was no municipal reimbursement.
 - Worked to amend and implement motor vehicle assessment changes that were established In PA 22-118, which changes the assessment process to the manufacturer's suggested retail price with a depreciation schedule. The changes allow for a more fair and equitable system; a more efficient administration of the motor vehicle tax on the local level; transparency for all taxpayers by providing predictable motor vehicle valuations that more accurately reflect the market; and creating substantial labor and time saving for state and municipal officials.
- Office of Responsible Growth accomplishments include:
 - Engaged the Continuing Legislative Committee on State Planning and Development, state agencies, and stakeholders in the development of a draft 2025-30 Conservation and Development Policies Plan made available for public comment.
 - Competitively procured consultant assistance with the CT Fair Share Housing study and commenced the project, per Public Act 23-207.
 - Initiated quarterly interagency meetings to improve coordination and processes around the administration of the CT Environmental Policy Act.

Criminal Justice Policy and Planning Division

- Convened meetings of the interbranch, cross-agency, multi-level Criminal Justice Policy Advisory Commission (CJPAC), which is composed of stakeholders representing various parts of the criminal justice system. The commission helps foster coordination and collaboration across the criminal justice system to inform strategies to improve public safety.
- Expanded Connecticut's Juvenile Justice Equity Dashboard to include new measures and additional data. This work is only possible through partnerships with the Judicial Branch and OPM's Data and Policy Analytics Unit. The dashboard was recommended and guided by the Juvenile Justice Policy Oversight Committee (JJPOC), and consultation with the JJPOC will continue as work to build out the dashboard continues.
- Applied for and accepted federal funds from the Office of Juvenile Justice and Delinquency Prevention Title II Formula Grants Program for the first time since 2017.
- Produced several research reports including those described below:
 - A forecast of the state's total correctional population over the February 2024 to 2025 time period.

- A report on prosecutor data examining the charges and cases disposed of by Connecticut courts in the 2022 calendar year.
- A report on criminal justice trends that consolidates extensive analysis into a single source, including a review of crime, arrest, victimization, criminal cases, correction, and community supervision trends.
- Administered several federal and state grant programs to support improved outcomes in Connecticut's criminal justice system. Examples include the following federal programs: Edward Byrne Memorial Justice Assistance Grant Program (Byrne JAG), which contains the administration of funding to seek to meet requirements involving the federal Sex Offender Registration and Notification Act and the Prison Rape Elimination Act; the National Criminal History Improvement Program; the STOP Violence Against Women Formula Grant Program and the Sexual Assault Services Program; the Residential Substance Abuse Treatment program; and the Byrne State Crisis Intervention Program. Additionally, the division administered funding for the Body-Worn Camera and Dashboard Camera Grant Program to support municipal and campus police departments with a portion of costs associated with purchases of body cameras, dashboard cameras, and digital storage.

Health and Human Services Policy and Planning Division

- Led policy development and negotiations in collaboration with the Governor's office on the Governor's aging bill, Public Act 24-141, and the Speaker's priority bill, Public Act 24-39, each of which provide historic and comprehensive elder care reforms to protect seniors. The legislation phased out nursing home rooms with 3-4 people, strengthened consumer protections and fee disclosures, expedited Medicaid coverage for home care to let seniors age in place, and strengthened oversight of negligent nursing homes. Also led negotiations and a stakeholder process to ratify the Nurse Licensure Compact, Public Act 24-83, which will improve access to care, ease the burdens of maintaining multiple licenses, and facilitate the use of telehealth. Under this compact, Connecticut joins 41 member jurisdictions in allowing nurses in member states to provide telehealth services to patients and practice in-person without obtaining additional licenses. The compact will also expand access to clinical sites for pre-licensure students and opportunities for nurse education.
- Chaired and staffed the Personal Care Attendant (PCA) Workforce Council and oversaw the negotiation and implementation of benefits provided in the three-year collective bargaining agreement. This successor agreement advances our policy objectives to strengthen the homecare workforce and keep older adults and individuals with disabilities living independently at home for as long as they are able. To help promote continuity of care and retain experienced PCAs, the agreement also includes a longevity bonus for the first time ever. Additionally, the agreement continues to dedicate funding for PCA skills enhancement training, to the approximately 12,000 PCAs employed by consumers of Connecticut's publicly funded self-directed programs.
- 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 73,000

applications have been received and over 60,800 policies have been purchased. The Partnership has responded to over 63,600 consumer and advisor information calls and directly educated over 124,000 residents about the need to plan for future long-term care costs. Over 6,406 policyholders have been approved to date to receive benefits under their Connecticut Partnership policy with over \$876 million in insurance claim benefits paid. It is estimated that because of the Partnership, the state's Medicaid program has saved over \$124 million.

- In April 2024, \$35.5 million in non-profit grant program (NGP) funds were allocated to support 94 capital improvement projects at non-profit health and human service agencies across the state. The purpose of the NGP funds is to improve the efficiency, effectiveness, safety and/or accessibility of health and human services being delivered by nonprofit organizations. The eligible projects include facility alterations, renovations, improvements, and additions; new construction; health, safety and Americans with Disabilities Act (ADA) projects; energy conservation improvements; information technology systems; technology that promotes client independence; purchase of vehicles; and acquisition of property. Seven rounds of the grants have been administered by OPM to date. OPM has executed and administered over 650 Nonprofit Grant awards with expenditures totaling \$134,148,071.45.
- The Tobacco and Health Trust Fund (THTF) board, which had been disbanded due to lack of funding since 2018, reconvened in June 2023 and received legislative approval of its FY 2023 allocation plan that will distribute \$12 million—the largest single allocation in the THTF's history. The allocation plan will support and encourage tobacco and nicotine use prevention, education, and cessation programs that use evidence-based best practices for state and community interventions, communication methods to disseminate health information to a wide audience; cessation interventions; surveillance and evaluation; and infrastructure, administration, and management. The board allocated the funds in accordance with tobacco cessation and prevention best practices identified by the Centers for Disease Control and Prevention. A competitive bid process is currently underway to ensure an open, comprehensive, and transparent method for distribution that encourages innovation and new approaches to tobacco prevention and cessation.
- Completed an RFP process and identified a nonprofit vendor to cancel up to \$650 million in medical debt for Connecticut residents who either earn up to 400% of the federal poverty level or have medical debt valued at 5% or more of their annual income. The contract was fully executed in May for the entire \$6.5 million in ARPA funding. The selected vendor, Medical Debt Resolution, Inc., (d/b/a Undue Medical Debt) is establishing the program management infrastructure in coordination with OPM, with quarterly meetings commencing in July 2024. Undue has begun recruiting hospitals and other providers to sell or donate medical debt for program purposes. The project will be completed no later than December 31, 2026.

Data and Policy Analytics Unit

- DAPA worked to improve policies and governance for data, by collaborating with state IT and policy leadership to launch the responsible AI framework for Connecticut and organizing the state response to federal changes in race/ethnicity reporting. Developed a new high-value data inventory process to catalog agency data usage and integrated the CT

Geodata Portal with the Open Data Portal. Conducted user surveys through both portals to understand how people interact with data and the challenges they experience and, based on survey results, updated metadata, reducing datasets missing metadata from 94% to under 20% today.

- Connecticut was awarded an honorable mention in 2024 for building and using evidence and data to improve residents' lives from the Results for America State Standard of Excellence. Developed a draft evaluation policy with Results for America and J-PAL North America and created a new Research and Evaluation unit within DAPA. New reports and analysis included a housing and segregation study, a Housing Data Hub, and a report on streamlining affirmative action plans.
- Connecticut's work integrating data was recognized as an Advanced/Leading state for work on data sharing in the Strada Foundation State Opportunity Index. Data from P20 WIN, Connecticut's longitudinal data system, was highlighted in a Postsecondary Labor and Earnings dashboard, research on the Roberta Willis state financial aid program, reporting on Disconnected and At-Risk Youth in Connecticut, and analyses of college and career readiness and outcomes for special education students. P20 WIN was supported new federal grants for Workforce Data Quality Initiative and the 2023 State Longitudinal Data System grant to establish a research collaborative to conduct research related to agency policy priorities.
- The GIS Office completed the first GIS Strategic Plan in May 2024, and managed development of high-resolution imagery, elevation data, and additional products from statewide flights for publication in 2024. The office collected and processed municipal digital parcel and computer-aided mass appraisal (CAMA) files into a single statewide parcel dataset now available on the CT Geodata Portal. Additional GIS resources include updated broadband maps, collaboration with DEEP's Bureau of Energy and Technology Policy on the Broadband Equity, Access, and Deployment (BEAD) Program; with the Department of Public Health on a web mapping application to visualize local health departments; and updated municipality, county, Councils of Government, and planning region boundaries.
- In March 2024, celebrated Open Data Day and 10 years of the Open Data Portal. To commemorate the anniversary, the agency convened agency data users and developed open data screencasts to encourage data use, and guidance on accessible data visualizations for the Open Data Handbook. Agency capacity-building included workshops on data literacy, data storytelling, evaluation, and data analysis; an R Users Group with over 100 state employees; and training on data wrangling and storytelling to 57 agency staff from 16 agencies.
- New and updated Open Data resources included an ARPA Funding and Project Inventory Dashboard, with analyses of state spending and visualizations by focus area and agency and data stories for Juvenile Justice Policy Oversight Council Equity Dashboard, supplier diversity data, HVAC indoor air quality grants for public schools, sales and use tax data, personal income tax data, highway use fees, cannabis prices, amusement park rides registered, CT Prescription Drug Monitoring Program, CT Business Registrations, State of CT Executive Branch Workforce, Municipal Fiscal Indicators, Census Tracts Identified for PA 23-205, and Disproportionately-Impact Areas for Cannabis Legalization.

Office of Finance

- Provided representation and administrative support to the Municipal Finance Advisory Commission (MFAC) and the Municipal Accountability Review Board (MARB). A unified system for identifying municipalities in fiscal distress was established by using a consistent set of criteria that streamlines the referral process and integrates the MFAC and MARB. The MFAC oversees three municipalities on a regular basis: Derby, Hamden, and Plymouth, with Derby having been designated a Tier I municipality in FY 2024. The Town of Brooklyn was released from MFAC oversight. The Commission also met with several municipalities regarding their delinquent audit filings. The MARB has two designated municipalities under its oversight: Hartford and West Haven. Hartford's fiscal condition improved to warrant redesignation from Tier III to Tier II. In addition, the Town of Sprague was released from MARB oversight due to its financial improvements.
- Key accomplishments during FY 2024 include:
 - New legislation was adopted in the 2024 legislative session for the following:
 - MARB: Streamlined the process for municipalities to move between Tier designations, added criteria for unsound or irregular financial practices, and the municipality's financial plan is to be based upon recurring revenues and expenditures.
 - Audits: State Single Audit threshold increased from \$300,000 to \$500,000 or more in state financial assistance. The maximum civil penalty increased from \$10,000 to \$50,000 for delinquent municipal financial audits.
 - Reviewed audit reports for approximately 700 municipalities, other local governments, and nonprofit organizations for compliance with the Municipal Auditing Act and State Single Audit Act. Worked with state agencies, grantees, and auditors to ensure corrective action plans are implemented to resolve audit findings.
 - Fiscal Health Monitoring System (FHMS) provides an electronic platform for municipalities to complete their financial reporting used to assess a municipality's financial condition. The comprehensive five-year financial data for all 169 municipalities is disseminated on the CT Open Data Portal and used in the Municipal Fiscal Indicators (MFI) publication. The data is also benchmarked and ranked to allow comparisons among municipalities.
 - Developed a Best Practices Guide for municipalities to assist them in planning for the timely completion of their annual audits.
- Continued to modify procurement policy and procedures to effectively assist in the increase of competitive procurements and adherence to state statutes related to Personal Service Agreements (PSA) and Purchase of Service Contracts (POS). This year's key accomplishments include:
 - Published the FY 2023 PSA and POS Annual Reports and monthly Procurement Waiver Reports that summarize the contracting activity of state agencies.
 - Worked with Comptroller's Core-CT eProcurement team to update, enhance, and release the PSA and POS requisition module in Core-CT to reflect the new procurement legislation that changed the statutory procurement thresholds under Chapter 55a Sections 4-212 to 4-219.
 - Reviewed and approved state agencies' three-year procurement plans for FY 2024 – FY 2026.

- The IT Capital Investment Program received \$65 million in FY 2024 to continue supporting agencies with their modernization initiatives. A total of 17 projects were completed in the same timeframe and 38 projects remain in active status. The program continues to prioritize projects that involve multiple agencies, are enterprise in nature, and where the business case demonstrates clear benefits to operational efficiencies.
 - In collaboration with state agencies, OPM issued the state’s first Artificial Intelligence (AI) Policy on February 1, 2024. The policy provides the agencies with guidance on responsible use of AI and a set of procedures to be used to assess fairness and bias.
 - OPM and DAS issued a joint memo to state agencies establishing the AI Board to provide consultative services to agencies and ensure proper implementation of AI policy.
 - A total of 147 projects were tracked spanning more than 38 departments and agencies. A total of 80 projects were successfully completed and another 67 projects are either active or in the initial review phase. Noteworthy projects that were rolled out during FY 2024 include:
 - Core cloud migration led by the Office of the Comptroller.
 - Teachers’ retirement system led by the Teachers Retirement Board.
 - Continued IT Optimization led by the Bureau of Information Technology Services (BITS).
 - Continued improvements to the state’s cyber security posture led by the BITS.
 - Phase 2 of a new Clean Slate initiative led by the Criminal Justice Information Systems group.
 - Phase 2 of a new Debt Management System led by the Office of the Treasurer.
 - Credit card analysis, current and future state.
 - E-Builder to support construction projects managed by Department of Administrative Services.
 - Enterprise-wide Wi-Fi capability, phase 1 supporting DMHAS and DCF.

- STARS is a business intelligence and analytics system with 20 years of historical data that provides the state with advanced analytical and reporting capabilities for its human capital and financial management transaction data in Core-CT. Key accomplishments during FY 2024 include:
 - Successfully migrated the application from on-premises to Oracle Cloud Infrastructure as part of Core-CT cloud migration efforts. The STARS team also modified the architecture to extract data from a standby data source, which greatly improved multiple direct reports using STARS.
 - Supported and held numerous functional and technical training sessions and workshops for state agencies to create comprehensive data analyses, reports, and interactive dashboards in STARS.
 - Successfully migrated Financial Health Monitoring System from on-premises to Oracle Cloud Infrastructure.
 - Developed and deployed the Municipal Budget Database System (MBDS) for municipalities to submit its adopted budgets to OPM via FHMS portal. The MBDS provides a central location to access any municipal adopted budget filed with OPM, dating back to FY 2022.

- The OPM State Analytical Reporting System “STARS” Team has developed an overtime dashboard as a tool to assist agencies in the management of overtime. This tool was initially developed to assist three agencies; however, a user guide was developed, and a training was held with agencies on how to use the dashboard. More than 50 participants from a variety of agencies participated and 17 agencies have begun using the dashboard since the training.

Division of Administration

- State Aid payments processed by the OPM Business Office to municipalities increased by 22.32% from \$533,550,544.87 in FY2023 to \$652,615,783.51 in FY 2024.
- OPM staffing is currently at pre-retirement wave levels. The Human Resources unit successfully filled twenty-two (22) positions during FY 2024, driving vacancies to a historic low. Recruitment efforts were successful this reporting period as the agency continued to utilize creative strategies such as using functional (relatable) job titles in the job postings and utilizing social media and professional platforms to advertise open positions.
- Information technology initiatives during the fiscal year included:
 - Infrastructure improvements:
 - Migrated to latest versions of Windows server and other technologies.
 - Implemented a new server environment.
 - Implemented security improvements to further strengthen IT security.
 - Began planning redundancy enhancements to better protect OPM’s uptime.
 - Development projects:
 - Developed an application to improve reporting capabilities for local governments in submitting revaluation data.
 - Developed an application to improve reporting capabilities for local governments in submitting LoCIP data.
 - Updated a statewide form for state employee telework requests.
 - Began finalizing rollout plans of a new agency deadline tracking program to ensure agency deadlines are being met in a timely manner.
- 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. Section 4-12v 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 and grant 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. Section 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:
 - Implemented C.G.S 4-97b related to agreements to transfer appropriated funds between budgeted agencies.
 - Processed deposits for various federal funds.

Information Reported as Required by Statute

- OPM submitted its Affirmative Action Plan for the period July 1, 2021 through June 30, 2023, to the Commission on Human Rights and Opportunities (CHRO) on October 30, 2023. On January 10, 2024, CHRO reviewed and unanimously approved OPM's Affirmative Action Plan. During the reporting period for the submitted Affirmative Action Plan, OPM achieved 70% 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 the workforce. For FY 2024, OPM achieved 42% of its hiring goals (8 out of 19 hires), and 100% of its promotional goals (1 out of 1 promotions). In addition, 37% (7 out of 19) of the hires in FY 2024 diversified OPM's workforce.
- In accordance with C.G.S. Sec. 46a-81o and Sec. 46a-68-79 of the Regulations concerning Affirmative Action Plans by State Government Agencies, OPM reviewed its Affirmative Action policies and procedures and made the following changes: The Sexual Orientation Policy Statement was updated to reflect the current definition of sexual orientation and language regarding the investigatory process was updated in the Discrimination Complaint Procedure. These policies and procedures are posted on OPM's Intranet and are provided to new employees upon hire and to contractual contractors and interns upon the start of their internship/contract with OPM.
- Nine (9) students participated in OPM's internship program in FY 2024, representing eight different colleges and universities. OPM's internship program provides Connecticut students the opportunity to gain valuable experience in the workforce by working with any OPM division.
- 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>.